

**AMITY REGIONAL SCHOOL DISTRICT NO. 5**

*Bethany Orange Woodbridge  
25 Newton Road, Woodbridge, Connecticut 06525  
(203) 397-4811*

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*Dr. Jennifer P. Byars  
Superintendent of Schools*

**AMITY REGIONAL BOARD OF EDUCATION REGULAR MEETING AGENDA**

*Monday, January 14, 2019, 6:30 pm,  
25 Newton Road, Woodbridge, CT*

- 1. CALL TO ORDER**
- 2. PLEDGE OF ALLEGIANCE**
- 3. APPROVAL OF MINUTES**
  - a. Special Board of Education Meeting, December 6, 2018 *Enclosure Page 3*
  - b. Regular Board of Education Meeting, December 10, 2018 *Enclosure Page 4*
- 4. PUBLIC COMMENT**
- 5. RECOGNITION OF AMITY REGIONAL HIGH SCHOOL SOFTBALL 2018 STATE CHAMPIONSHIP**  
*Enclosure Page 26*
- 6. STUDENT REPORT** – Olivia Gross and Ella Marin
- 7. CORRESPONDENCE**
- 8. DONATIONS TO AMITY CREATIVE THEATRE**
  - a. Jamie A. Hulley Arts Foundation -- \$1,500 for the Fall Play
  - b. Flaumenhaft Family -- \$2,000 for the Spring Musical
- 9. SUPERINTENDENT'S REPORT**
  - a. Personnel Report *Enclosure Page 27*
  - b. Superintendent Report *Enclosure Page 28*
    1. District Action Plan *Enclosure Page 32*
- 10. CHAIRMAN'S REPORT**
  - a. Committee Reports
    1. ACES
    2. Ad Hoc School Safety
    3. Ad Hoc Shared Services
    4. CABE
    5. Curriculum
    6. District Health and Safety
    7. District Technology
    8. Facilities
      - a. December 2018 Monthly Report *Enclosure Page 42*
  9. Finance
    - a. Discussion and Possible Action on Award of Contract over \$35,000  
*Enclosure Page 43*
      1. Bus Contract – One full contract
    - b. Discussion of Monthly Financial Statements *Enclosure Page 45*

PLEASE POST

PLEASE POST

- c. Director of Finance and Administration Approved Transfers Under \$3,000  
*Enclosure Page 71*
- d. Discussion and Possible Action on Budget Transfers of \$3,000 or More  
*Enclosure Page 72*
- e. Other
  - 1. Amity Regional School District No. 5 Superintendent's Proposed Educational Plan 2019-2020 *Enclosure Page 74*

10. Policy

- a. Second Read
  - 1. Policy 1416 (Existing) *Enclosure Page 196*
  - 2. Policy 5142.4 (Existing) *Enclosure Page 197*
  - 3. Bylaw 9010 (New) *Enclosure Page 201*
  - 4. Policy 3160 (Existing) *Enclosure Page 202*
  - 5. Policy 3260 (Existing) *Enclosure Page 203*
  - 6. Policy 3280 (Existing) *Enclosure Page 204*
  - 7. Policy 3290 (New) *Enclosure Page 206*
  - 8. Policy 3292 (Existing) *Enclosure Page 207*
  - 9. Policy 3292.1 (Existing) *Enclosure Page 210*
  - 10. Policy 3312 (Existing) *Enclosure Page 212*
  - 11. Policy 3313 (Existing) *Enclosure Page 213*
  - 12. Policy 3320 (Existing) *Enclosure Page 214*
  - 13. Policy 3325.1 (Existing) *Enclosure Page 230*

11. Personnel

**11. NEW BUSINESS**

- a. Discussion and Possible Action on University Research Studies
- b. Discussion and Possible Action on Amity Regional School District No. 5 2019-2020 District Calendar *Enclosure Page 231*
- c. Discussion and Possible Action on Memoranda of Understanding with Woodbridge Police Department Regarding SRO (School Resource Officer)

**12. ITEMS FOR THE NEXT AGENDA**

**13. ADJOURNMENT**



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Jennifer P. Byars  
Superintendent of Schools

JPB/pjp

pc: Town Clerks: Bethany, Orange, Woodbridge

**Working to "enable every Amity student to become a lifelong learner and a literate, caring, creative and effective world citizen." *District Mission Statement***

If you require accommodations to participate because of a disability,  
please contact the office of the Superintendent of Schools in advance at 203-397-4811.

AMITY REGIONAL SCHOOL DISTRICT NO. 5 BOARD OF EDUCATION  
DECEMBER 6, 2018 SPECIAL MEETING MINUTES

**Amity Regional Board of Education Special Meeting**  
**Thursday, December 6, 2018, 6:00 pm, 25 Newton Road, Woodbridge, CT**

**BOARD MEMBERS PRESENT**

Chairperson Christopher Browe, John Belfonti,, Patricia Cardozo (arrived 6:10), Shannan Carlson (departed 7:02), Paula Cofrancesco, Steven DeMaio, Carla Eichler, Amy Esposito, George Howard, Sheila McCreven, Jennifer Turner (departed 6:55), Diane Urbano

**BOARD MEMBERS ABSENT**

Robyn Berke

**STAFF MEMBERS PRESENT**

Dr. Jennifer Byers, Peter Downhour

**1. Call to Order** - Chairman Browe called the meeting to order at 6:01 pm. The Pledge of Allegiance was recited by those present. The Chairman provided introductory remarks.

**3. Board Operation Updates**

*MOTION by Paula Cofrancesco, Second by Shannan Carlson, to move into executive session, and invite Dr. Byers, to discuss Board Operations.*

*MOTION CARRIED unanimously*

The Board went into Executive Session at 6:04 pm and returned to public session at 7:02 pm.

*MOTION by Sheila McCreven, Second by Carla Eichler, to "Renew the Board's request, to ask the current Superintendent of Schools to investigate and to make any and all recommendations for follow-up relevant to Amity district policy, regulation, student rules of conduct, and training opportunities with regard to matters heard during Public Comment on November 12, 2018 and December 4, 2018, especially with regard to student safety, and develop a timeline for reporting to the Board."*

*The Board discussed the motion. George Howard offered a friendly amendment, seconded by Sheila McCreven, to add the words "harassment and" prior to the words "student safety."*

*VOTES IN FAVOR OF THE MOTION TO ADD THE FRIENDLY AMENDMENT – 10 (unanimous)*

*MOTION CARRIED*

*VOTES IN FAVOR OF THE MAIN MOTION – 10 (unanimous)*

*MOTION CARRIED*

*MOTION to adjourn by Steven DeMaio, seconded by Paula Cofrancesco*

*VOTES IN FAVOR – 10 (unanimous)*

*MOTION CARRIED*

*The Board adjourned its meeting at 7:07 pm.*

*Respectfully submitted,*  
*Sheila McCreven, Amity Board of Education Secretary*

AMITY REGIONAL SCHOOL DISTRICT NO. 5 BOARD OF EDUCATION  
DECEMBER 10, 2018 REGULAR MEETING MINUTES  
6:30 pm, 25 Newton Road, Woodbridge, CT

**BOARD MEMBERS PRESENT**

Chairperson Christopher Browe, John Belfonti, Robyn Berke (arrived 6:33 pm), Patricia Cardozo, Paula Cofrancesco, Steven DeMaio, Carla Eichler, Amy Esposito, George Howard, Jennifer Turner

**BOARD MEMBERS ABSENT**

Shannan Carlson, Sheila McCreven, Diane Urbano

**STAFF MEMBERS PRESENT**

Dr. Jennifer Byars, Theresa Lumas, Kathy Burke, Scott Cleary, Dr. Richard Dellinger, Shaun DeRosa, Peter Downhour, Anna Mahon, Dr. Marie McPadden, Mary Raiola, Matthew Stanley

**1. Call to Order**

Chairman Browe called the meeting to order at 6:30 p.m.

**2. Pledge of Allegiance**

Recited by those present

**3. Approval of Minutes**

- a. Special Board of Education Meeting, September 26, 2018

MOTION by Paula Cofrancesco, Second by Patricia Cardozo, to approve minutes as submitted  
VOTES IN FAVOR, 8 (unanimous)  
MOTION CARRIED

- b. Regular Board of Education Meeting, November 12, 2018

MOTION by John Belfonti, Second by Steven DeMaio, to approve minutes as submitted  
VOTES IN FAVOR, 8 (unanimous)  
MOTION CARRIED

**4. Public Comment**

Two residents spoke during Public Comment.

**5. Student Report – Olivia Gross and Ella Marin**

AMITY REGIONAL SCHOOL DISTRICT NO. 5 BOARD OF EDUCATION  
DECEMBER 10, 2018 REGULAR MEETING MINUTES  
6:30 pm, 25 Newton Road, Woodbridge, CT

**6. Correspondence**

None

**7. Superintendent's Report**

- a. Personnel Report
- b. Superintendent Report
- c. Update on Amity Transition Academy (Enclosure) *Page 6*

Mary Raiola presented an update and distributed the Amity Transition Academy News.

- d. Update and Action Plan Regarding School Climate from Amity Regional High School

Anna Mahon presented an update.

**8. New Business**

- a. Discussion and Possible Action on Appointing an Alternate Attorney for the Board of Education According to Bylaw 9125

MOTION by Amy Esposito, Second by Paula Cofrancesco, to appoint the firm of Pullman & Comley, LLC as an alternate attorney for the Board of Education According to Bylaw 9125

VOTES IN FAVOR, 9 (unanimous)

MOTION CARRIED

**9. Chairman's Report**

- a. Committee Reports
  - 1. ACES
  - 2. Ad Hoc School Safety Ad Hoc Shared Services
  - 3. CABB
  - 4. Curriculum
  - 5. District Health and Safety
  - 6. District Technology

AMITY REGIONAL SCHOOL DISTRICT NO. 5 BOARD OF EDUCATION  
DECEMBER 10, 2018 REGULAR MEETING MINUTES  
6:30 pm, 25 Newton Road, Woodbridge, CT

7. Facilities

- a. October 2018 Monthly Report
- b. November 2018 Monthly Report

8. Finance

- a. Discussion and Possible Action on 2017-18 Financial Statements  
(Enclosure) *Page 10*

MOTION by Patricia Cardozo, Second by Paula Cofrancesco, to accept the Annual Financial Statements for the period ending June 30, 2018, and authorize the Superintendent of Schools to return to the Member Towns a balance of \$3,213,732, as follows:

Town of Bethany \$ 633,074  
Town of Orange \$1,598,805  
Town of Woodbridge \$ 981,853  
Total \$3,213,732

VOTES IN FAVOR, 8 (DeMaio, Cofrancesco, Eichler, Howard, Belfonti, Cardozo, Esposito, Turner)

ABSTAINED, 1 (Berke)

MOTION CARRIED

- b. Discussion of Monthly Financial Statements
- c. Director of Finance and Administration Approved Transfers Under \$3,000
- d. Discussion and Possible Action on Budget Transfers of \$3,000 or More

MOTION by Jennifer Turner, Second by Carla Eichler, to approve the following budget transfer to cover the additional enrollment in the ECA program:

<u>ACCOUNT NUMBER</u>	<u>ACCOUNT NAME</u>	<u>FROM</u>	<u>TO</u>
04-12-6110-5560	Tuition – Public Out	\$17,960	
04-12-6117-5560	Tuition - Regular Ed		\$17,960

VOTES IN FAVOR, 9 (unanimous)

MOTION CARRIED

- e. Other
  - 1. Superintendent's 2019-2020 Budget Update
  - 2. School Security Grant

AMITY REGIONAL SCHOOL DISTRICT NO. 5 BOARD OF EDUCATION  
DECEMBER 10, 2018 REGULAR MEETING MINUTES  
6:30 pm, 25 Newton Road, Woodbridge, CT

9. Policy

a. First Read

1. Policy 3160 (Existing)
2. Policy 3260 (Existing)
3. Policy 3280 (Existing)
4. Policy 3290 (New)
5. Policy 3292 (Existing)
6. Policy 3292.1 (Existing)
7. Policy 3312 (Existing)
8. Policy 3313 (Existing)
9. Policy 3320 (Existing)
10. Policy 3325.1 (Existing)

b. Second Read

1. Bylaw 9120 (Existing)
2. Policy 3000 (Existing)
3. Policy 3010 (Existing)
4. Policy 3110 (Existing)
5. Policy 3120 (Existing)
6. Policy 3240 (Existing)

MOTION by Amy Esposito, Second by Steven DeMaio, to approve Bylaw 9120 and Policies 3000, 3010, 3110, 3120, and 3240 as submitted

VOTES IN FAVOR, 9 (unanimous)

MOTION CARRIED

10. Personnel

MOTION by Steven DeMaio, Second by Paula Cofrancesco, to enter Executive Session and invite Dr. Byars and Theresa Lumas

AMITY REGIONAL SCHOOL DISTRICT NO. 5 BOARD OF EDUCATION  
DECEMBER 10, 2018 REGULAR MEETING MINUTES  
6:30 pm, 25 Newton Road, Woodbridge, CT

Chairperson Browe called for a recess at 7:35 pm.  
Chairperson Browe reconvened meeting at 7:45 pm.

Entered Executive Session at 7:45 pm

- Discussion of Paraeducator Contract (Executive Session)
- Discussion of Nurse Contract (Executive Session)

Exited Executive Session at 8:15 pm

- Possible Action on Paraeducator Contract
- Possible Action on Nurse Contract

MOTION by Amy Esposito, Second by Steven DeMaio, to approve Paraeducator Contract and Nurse Contract  
VOTES IN FAVOR, 9 (unanimous)  
MOTION CARRIED

**10. Items for the Next Agenda**

**11. Adjournment**

MOTION by Paula Cofrancesco, Second by Robyn Berke, to adjourn the meeting  
VOTES IN FAVOR, 9 (unanimous)  
MOTION CARRIED

Meeting Adjourned at 8:18 p.m.

Respectfully submitted,

*Pamela Pero*

Pamela Pero  
Recording Secretary

# Amity Transition Academy News

## Inside this issue:

Grand Apizza	2
Soap Lift	2
Albertus Magnus Dining Hall	2
Learning in Our Community	3
Chili's	3
Mail Delivery	3
Community Pictures	4

Welcome to our  
newsletter!

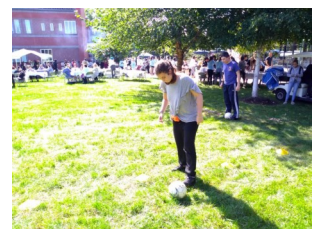
We are SO happy  
to be at  
Albertus Magnus  
College.



## “Check Yourself” Mental Health Awareness Day

On October 3rd, the entire campus participated in an outdoor activity called “Check Yourself”. Many clubs had tables with fun activities around the central theme of mental health awareness. Ben said, “My favorite activity was spinning the wheel because I won a

stress ball”. Nick said, “ My favorite game was basketball.” Sydney said, “ I liked painting the rock (for a rock garden outside of Starbucks).” Ryan said, “My favorite game was golf”.

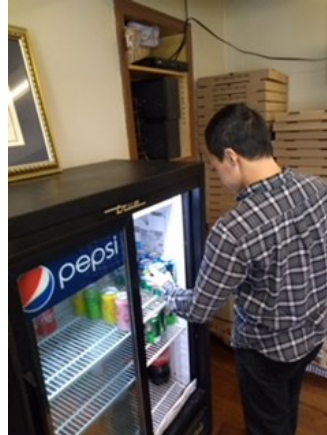


Looking for something different to do. Click on the link below for the **Albertus Magnus Athletic Schedule**

<http://athletics.albertus.edu/landing/index>

## Grand Apizza By Ben Xu

I work at Grand Apizza in Bethany. When I get to work, I say “Hi” to my boss. Next, I wash my hands. Then I open the boxes of tomato sauce and put the cans on the shelf. I also stock the soda coolers, wash the tables, and sweep the floor. After I finish my work, my boss gives me a slice of pizza and a soda.



## Calendar

**November 6th– no school**

**November 21st– Early Dismissal 12:12**

**November 22nd-23rd Thanksgiving Break**

## Soap Lift By Ryan Provost

At school, I work on a job called Soap Lift. It is for a business in Bethany called “Sea Lark Enterprises”. First, I set up the tape dispensers, Next I get the Soap Lift. They come in many colors. My favorite colors are gray and blue. Then a teacher checks the Soap Lift. Sometimes we have to reject one because it has large holes in it. After that, I wrap the label

around the Soap Lift Then I put a piece of tape on the back. I put the Soap Lift into a box. When the box is full, I put it on the cabinet until it gets brought to my boss. My class gets paid to do this job. We use the money to pay for field trips.



## My Favorite thing about Albertus is:

**Brendan- “Walking around campus on my own.”**

**Ryan- “Playing basketball in a college gym”.**

**Ben- “Talking to people. They are very nice”.**

**Sydney- “Cooking in the mansion”**

**Nick- “Having art with Mrs. Furman’s students”.**

## Albertus Magnus Dining Hall By Nick Criscuolo

I work in the dining hall at Albertus. First, I say “hi” to my boss Lauren. Then I put on an apron and gloves. Next I scrape the food off the dirty dishes into the garbage. I also pour the juice from cups into a white bucket. Then I give the dishes to one of my friends to rinse.

When students bring their dishes to the kitchen, I say “good morning” or “thank you.” At 10:00, I take off my apron and put it in the laundry basket. I throw my gloves in the garbage. I say “goodbye” to my boss.



## Learning in Our Community

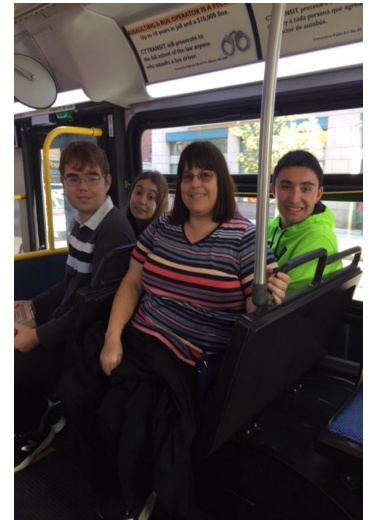
On Friday's, we participate in leisure activities that help us learn about our community. Our trips give us opportunities to practice the communication and independent living skills we learn in school.

So far this school year we have gone to: the Peabody Museum, the Durham Fair, Weir Farm, Stop & Shop, and Ikea. On October 5th, we took the city bus from Albertus to New Haven. First we went to the CT Transit website to search for the bus route that goes by Albertus.

It is bus number 234. It got to our bus stop at 10:20. We had to press "All Day Ride" and put cash into the machine. When we got to the New Haven Green, we got off the bus and walked to a restaurant called "Yorkside Pizza". When the waitress came to take our order, we had to speak clearly so she would know what we wanted to eat. After our meal, we counted out the right amount of money to pay our bill.

Then, we had to find our bus stop back to Albertus. It was in a different place from where we were dropped off.

We looked out the window to see when we were at Albertus, so we would know when to get off of the bus. We had a great day of learning in our community!



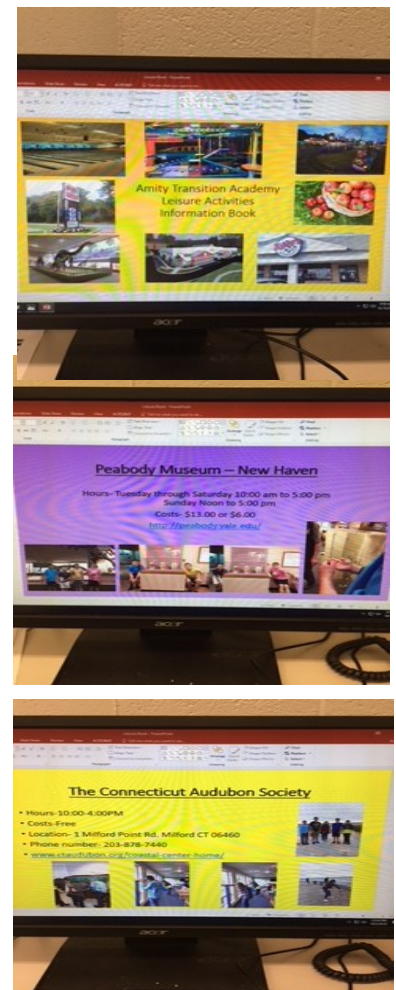
## Chili's By Sydney Finch

I work at Chili's in Milford. I wear black pants and black sneakers. When I get to Chili's, I say "Hi" to my boss. Then, I wash my hands and put on gloves. Next, I have to get the mugs, straws, knives, forks, and 2 clear bins. I fill the mugs with warm water. I wipe the knives to get the water marks off.

After that, I put a knife, fork and straw in each bag. If I have time, I put batteries in the Ziosks. A Ziosk is a small computer that you can order and pay for food on. I like working at Chili's.



## Pages from our "Leisure Skills" Power Point.

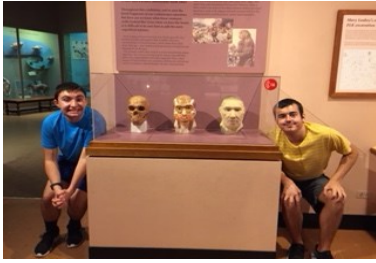


## Albertus Magnus Mail Delivery By Brendan Lyle

I deliver mail to people in Aquinas Hall. First, I get the mail from George in the Mail Room. Then I carry it to Aquinas Hall. Next I put the envelopes in order by room number. When I deliver the mail, I say "Hello, Here's your mail. Do you have any mail for us?" I also sort mail into faculty mailboxes. I like delivering mail because I like talking to people.



## The Peabody Museum



## The Durham Fair



## CT Audubon Society



## Cooking



## Weir Farm





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**Presentation to the**  
**Finance Committee and Board of Education**  
**Fiscal Year 2018 Audit Results**

**Amity Regional School**  
**District No. 5**

**Presented by:**  
**Michael J. VanDeventer, CPA, Partner**  
**Samantha A. Thomas, CPA, Manager**

**December 10, 2018**

## Agenda

- Scope of Work
- Auditor's Reports
- Financial Highlights
- Required Communications
- Questions

## Scope of Work

### **Audit of Financial Statements performed in accordance with the following:**

- Auditing standards issued by the American Institute of Certified Public Accountants
- *Government Auditing Standards* issued by the Government Accountability Office

### **State Single Audit performed in accordance with the following:**

- State of Connecticut State Single Audit Act
- Compliance supplement and related grant agreements
- District did not meet the threshold for having a federal single audit. The threshold is \$750,000 and the Town spent approximately \$656,000 in federal awards.

### **Agreed-Upon Procedures:**

- Procedures required by the State of Connecticut Department of Education on the end of year school reports (EFS)
- Procedures over the financial activities of the Auto Shop for the year ended June 30, 2018 and 2017

## Auditor's Reports

### **Report on Financial Statements:**

- Unmodified "clean" opinions on the following opinion units:
  - Governmental activities
  - Each Major Governmental Funds:
    - General Fund
    - Reserve Fund for Capital and Nonrecurring
  - Aggregate remaining fund information (Internal Service Fund, Special Revenue Funds, Trust Funds and Agency Funds)

### **Report on Compliance and on Internal Control over Financial Reporting:**

- No material noncompliance of laws and regulations reported
- No significant deficiencies or material weaknesses over financial reporting reported

## Auditor's Reports *(Continued)*

### **State Single Audit:**

- Report on Compliance and on Internal Control at the State Financial Assistance Level
  - Fiscal Year 2018: \$888,865 expended; \$97,695 nonexempt
  - Fiscal Year 2017: \$1,109,374 expended; \$90,718 nonexempt
  - Major Program:
    - Open Choice: \$52,681
  - Unmodified “clean” opinion on compliance
  - No significant deficiencies or material weaknesses over compliance reported

### **Auto Shop Agreed-Upon Procedures:**

- Performed procedures agreed to by management of the District over financial activities of the Auto Shop for the year ended June 30, 2018 and 2017
- Results of our work indicated that the District’s procedures regarding the processing of cash receipts and the work performed by the Auto Shop were not consistently followed, however, we noted no loss to the District over the two year period subject to the procedures

## Financial Highlights

### General Fund – Budgetary Highlights:

- Original and final budget did not contemplate the use of fund balance
- Budgetary surplus resulted in amounts due to member towns of \$3.2 million
- Budgetary surplus driven by the following:
  - Unbudgeted receipt of excess cost funds from the State of CT in the amount of \$784 thousand
  - Favorable medical claims experience resulting in a reduction of \$1.3 million in budgeted contributions to the Medical Self-insurance Fund
  - Favorable variances in salaries (\$343 thousand), outside tuition (\$614 thousand) and Transportation (\$332 thousand)
- No budgetary noncompliance identified

## Financial Highlights *(Continued)*

### **Funds Financial Highlights:**

- Combined ending governmental fund balances as of June 30, 2018 was \$1.2 million, a decrease of \$1.3 million from the prior year. Total fund balances consisted of the following:
  - General Fund: \$398 thousand, which represents fiscal year 2018 encumbrances
  - Reserve Fund for Capital and Nonrecurring: \$602 thousand, a decrease of \$1.4 million
    - The decrease reflects the spending of bond proceeds for authorized capital projects
  - Nonmajor Funds: \$225 thousand
    - \$47 thousand committed for cafeteria operations
    - \$156 thousand committed for certain grant and other programs
- Ending fund balance in Medical Self-insurance Fund as of June 30, 2018 was \$1.1 million, which represents 3.3 months of claims and administrative expenses

## Financial Highlights *(Continued)*

### Government-wide Financial Highlights:

- Capital Assets include additions of \$1.6 million consisting of the following:
  - HVAC improvements
  - Parking lot improvements
  - Classroom renovations
  - Replacement of tennis courts
- Bonded debt decreased by \$4.6 million consisting of the following:
  - A decrease of \$1.0 million resulting from the issuance of \$10.3 million in new bonds, which were used to refund \$11.3 million in old bonds
  - Schedule debt repayments of \$3.6 million
  - Bond refunding will reduce the District's total debt service payments over the next 17 years by \$623 thousand (principal and interest)

## Financial Highlights *(Continued)*

### Government-wide Financial Highlights *(Continued)*:

- Net pension and other post-employment benefit liabilities of \$6.8 million as of June 30, 2018
- Implementation of GASB Statement No. 75, *Accounting and Financial Reporting for Postemployment Benefits Other Than Pensions*, resulted in a decrease in the District's beginning net position as of July 1, 2017 in the amount of \$730,862

	Pension Plan	OPEB Plan	Sick and Severance Plan
Total actuarial determined liability	\$ 16,442,035	\$ 4,552,444	\$ 632,738
Assets held in trust	11,764,997	2,270,787	794,055
District's net liability (asset)	<u>\$ 4,677,038</u>	<u>\$ 2,281,657</u>	<u>\$ (161,317)</u>
 % Funded	 71.6%	 49.9%	 125.5%
 Discount rate	 7.0%	 7.0%	 5.5%

## Financial Highlights *(Continued)*

### **Government-wide Financial Highlights *(Continued)*:**

- State Teachers' Retirement System:
  - The net pension liability for the State Teachers' Retirement System attributed to the District totaled approximately \$64 million as of June 30, 2017 (most recent available reporting by the Board).
  - The net OPEB liability for the State Teachers' Retirement System attributed to the District totaled approximately \$16.5 million as of June 30, 2017 (most recent available reporting by the Board).
  - These liabilities are currently carried by the State. On-behalf payments made by the State totaled approximately \$4.9 million

## Required Communications

### **Auditor's Responsibility under U.S. Generally Accepted Auditing Standards:**

- Management is responsible for the preparation of the financial statements
- Our responsibility is to express opinions on the financial statements

### **Planned Scope and Timing of the Audit:**

- No changes were made to the planned scope or timing of the audit

### **Significant Audit Findings:**

- Qualitative Aspects of Accounting Practices:
  - The District was required to implement GASB Statement No. 75 on OPEB, which resulted in an adjustment to the District's beginning net position and additional disclosures that have been included in Note 9
  - The disclosures in the financial statements are deemed to be neutral, consistent, and clear
  - Accounting estimates consists of actuarial assumptions utilized to develop the District's pension, OPEB and Sick and Severance liabilities and were deemed to be appropriate and reasonable

## Required Communications (*Continued*)

### Significant Audit Findings (*Continued*)

- There were no difficulties encountered in performing the audit
- Audit adjustments consisted of expected reclassifications made for financial statement purposes
- There were no uncorrected misstatements
- There were no disagreements with management
- We obtained a management representation letter and there were no unusual representations requested by us from management
- We are not aware of any consultations by management with other independent accountants
- Recommendations:
  - Management should review existing policies and procedures over the administration of student activity funds and develop a process to ensure accountability and compliance with the District's policies and procedures

## Questions?

**Michael VanDeventer , CPA, Partner**

860-781-7924

[mvandeventer@mahoneysabol.com](mailto:mvandeventer@mahoneysabol.com)

**Samantha Thomas, CPA, Manager**

860-781-7926

[sthamas@mahoneysabol.com](mailto:sthamas@mahoneysabol.com)



## 2018 Amity Softball Team

#	NAME	GR	#	NAME	GR
1	Juliette Zito	9	16	Nicole Koshes	12
2	Elizabeth Brownfield	11	17	Brooke Matyasovsky	12
4	Rachael Crow	11	18	Jillian Ciccarelli	9
5	Haile Ebert	10	19	Caitlin Floyd	12
6	Grace Whitman	12	20	Abigail Fletcher	10
7	Danielle Nordyk	12	21	Olivia Greco	9
9	Leia Foyer	9	22	Sara Cable	10
10	Carly Marchitto	12	26	Marissa Dwyer	10
11	Kelly Pritchard	9	28	Haley Cable	10
13	Corynne Chadwick	9			

# AMITY REGIONAL SCHOOL DISTRICT NO. 5

Bethany Orange Woodbridge  
25 Newton Road, Woodbridge, Connecticut 06525



Dr. Jennifer P. Byars  
Superintendent of Schools

jennifer.byars@amityregion5.org  
203.392.2106

January 14, 2019

To: Members of the Board of Education  
From: Jennifer P. Byars, Ed.D., Superintendent of Schools  
Re: Personnel Report

## NEW HIRES-CERTIFIED:

- Amity Regional High School: NONE
- Amity Regional Middle School – Bethany: NONE
- Amity Regional Middle School – Orange: NONE

## NEW HIRES-SUBSTITUTES:

*Carley Vesneski* – Long Term Substitute School Counselor - Amity Regional High School  
*Matt Smith* – 5 Day Bench Substitute – Amity Middle School-Bethany

## NEW HIRES-NON-CERTIFIED:

*Maria Athanasiou* – Paraprofessional - Amity Regional High School  
*Kelly Konopka* – Administrative Assistant Cat. II – Amity Middle School - Bethany

## NEW HIRES-COACHES:

*Ronte Byrd* – Freshman Boys Basketball Coach – 2018-19 Winter Season-Amity Reg. High School  
*Nathan Shilling* – Assistant Wrestling Coach – 2018-19 Winter Season-Amity Reg.High School  
*Austin Fraser* – Assistant Girls Indoor Track & Field Coach – 2018-19 Winter Season-Amity  
Reg. High School

## TRANSFERS: NONE

## RESIGNATION(S):

*Deborah Day* – FT Science Teacher – Amity Regional High School, eff. 01/11/2019

## RETIREMENT(S):

*Leslie Fazzini* – School Counselor – Amity Regional High School, eff. 06/30/2019

**AMITY REGIONAL SCHOOL DISTRICT NO. 5**  
**Bethany Orange Woodbridge**  
**25 Newton Road, Woodbridge, Connecticut 06525**



*Dr. Jennifer P. Byars*  
*Superintendent of Schools*

*jennifer.byars@amityregion5.org*  
*203.392.2106*

Superintendent's Report – January 2019

Continuously improve instruction, cultivate creativity, and enhance student engagement and performance.

Enhance the efficient and effective use of resources.

Foster a supportive climate for students and adults.

**Instruction**

- **SSLP/SIP Parent Presentation:** On Tuesday, January 8<sup>th</sup>, Lynn Cocco, the College and Career Counselor, presented the expectations and guidelines of the 2019 Senior Service Learning Program (generally referred to as the Senior Internship or SSLP) and the pilot-Senior Interest Project. About 200 interested parents and students attended the presentation.
- **Feedback to Students and Parents on ARHS Learning Expectations:** Beginning as a pilot this year, parents and students are able to view progress and feedback on the Amity Regional High School Learning Expectations (academic, social and civic) through Unified Classroom. The high school will also be piloting a “blended” report card for the 2<sup>nd</sup> marking period, where feedback will be given for each of the 6 academic expectations along with the social and civic expectations.
- **January PTSO:** The January PTSO Meeting included two special presentations: the anticipated “blended” report card, which will offer feedback on the ARHS Learning Expectations, and a presentation on the dangers of “vaping” from representatives from the Yale University, School of Medicine - Tobacco Research in Youth Group. This presentation was open to parents throughout the district.
- **Amity Transition Academy:** Parents of students scheduled to begin at the Amity Transition Academy in August 2019 toured the program and were very happy and excited about next year.
- **Cookie Sale:** The transition program at the high school recently held a cookie sale of student made Christmas cookies.
- **AMSO Students Participate in the Geography Bee:** Students in both grades 7 and 8 completed the classroom level rounds of this nation-wide competition. The school-wide finals will take place on January 15<sup>th</sup>. The winner will move on to the state level competition.
- **STAR Assessments:** STAR assessments in Reading and Mathematics were given on January 9<sup>th</sup> and 10<sup>th</sup> at AMSO. Results of the assessment will be analyzed by teachers and administration to help inform instructional decisions moving forward.
- **Southern Regional Music Festival:** 19 AMSB student musicians auditioned on December 1<sup>st</sup> for the Southern Regional Middle School Music Festival and 13 students qualified for band, choir, or strings.

Students competed with other music students from the southern region of the state including New Haven, Hamden, Clinton, Madison, Branford, Cheshire and other towns. These 13 student musicians will perform at North Branford Intermediate School on March 1 and March 2, 2019. Amity Middle School Band teachers, Rob Fragione and Kristen Morace, are the Jazz Band Co-Chairs of the Southern Regional Festival.

- **Winter Concert:** AMSB had an extraordinary evening Winter Concert on Thursday, December 6<sup>th</sup>, of outstanding quality. Students enjoyed the same concert that morning in an assembly.
- **Curriculum Articulation Meetings:** December and January meetings included District Technology, District Wellness, District Response to Intervention/Scientific Research-Based Instruction (RTI/SRBI), Professional Development and Evaluation Committee (PDEC), Math and ELA.
- **District Steering Committee:** The committee reviewed new textbook proposals for Chemistry and U.S. History/Modern American History for possible adoption and budget planning. The five-year textbook forecast was also shared with the group.
- **January 18<sup>th</sup> Minimum Professional Learning Day for Teachers and School Staff:** ARHS will focus their attention on continued NEASC planning. Both middle schools will engage in planned activities for advisory, 1:1 training, and professional focus planning for teacher evaluation.

## Resources

- **Proposal for a Doctoral Study at ARHS:**
  - Topic of the Study: Problem-based learning and its impact on students' 21st century skills of problem solving and critical thinking.
  - Benefit to District: Findings can help guide professional learning and pedagogical practices for teachers in the area of problem solving and critical thinking. This is particularly relevant to the implementation of the Next Generation Science Standards.
  - Cost to District: Time needed by teachers and students to complete the surveys.
  - Participants: Science teachers & students (both voluntary; parents must provide permission for students to participate).
  - Additional Considerations: Request for generalized (not linked to students or teachers) Star Math data; the school, teachers, and students will not be identified in the dissertation.
- **Proposal for a Research Study at ARHS:**
  - Topic of the Study: Focus group activity for student feedback to develop a game/app aimed at improving school climate based on student feedback.
  - Benefit to District: Access and use of the game/app once it is developed; data from the game/app can inform administrators, teachers, and students how to improve school climate.
  - Cost to District: Time needed by students to participate in the focus group.
  - Participants: Broad spectrum of students; this was initiated by the Diversity Club (currently structured as an opt-out parent permission).
  - Additional Considerations: None at this time.
- **Special Education Panel:** Mary Raiola served on an Administrator Panel for special education students at SCSU.
- **BOWA Curriculum Directors Meeting:** Directors met on January 4, 2019. Topics of discussion included Math and World Language placements for entering seventh graders, an update on Amity's plan for Anti-Semitism and Racism awareness, and shared Professional Development in certain curriculum areas for 2019-2020.

- **New Flooring in the Weight Room:** New flooring was installed in the AMSO weight room. The rubberized flooring is a significant enhancement to student safety and will enable the PE teachers to expand their units on personal training.

## Climate

- **Advisory Launch at Amity Middle School Orange:** Student advisory groups met for the first time on January 7<sup>th</sup>. The purpose of the advisory program is to strengthen systems that students need to develop academically, socially and emotionally. The entire day was seen as an investment in building a stronger school community and uniting students around a common theme, “I am part of my school community.” Working with Dr. Monte Selby, a Grammy-award winning songwriter, every student came together and spent a portion of the day contributing ideas to help write a song that will serve as the theme for our advisory.
- **Anti-Defamation League’s (ADL) *Step Up!* Assembly Program:** On Friday, January 4<sup>th</sup>, the Anti-Defamation League (ADL) presented their *Step Up!* program to all AMSB seventh and eighth grade students. This program, coordinated by our Climate Committee and done several times in past years, is designed to give a voice to the targets of bullying and bias; build empathy in the perpetrators; and, inspire and empower bystanders to become allies against prejudice and bullying. We encouraged parents and guardians to talk to their children about their *Step Up!* experience and emailed parents the ADL link for free online resources on bias and bullying for parents, families, and caregivers, which may assist them and their child in further exploring these topics.
- **Successful Food/Gift/Clothing Drives:** Throughout the months of November and December, many classes, clubs and faculty organized various collections to benefit local schools, shelters and organizations. Students in history classes, health classes, and honors societies donated gifts, food and clothing. Adults also contributed through the PTSO gift donation drive and the AEA Holiday Bear Project.
- **Cocoa and Cram:** Wednesday, January 16<sup>th</sup> will be the annual Link Crew Cocoa and Cram event for ninth graders. This is an opportunity for freshmen to work with link leaders and each other to prepare for midterm exams. Refreshments will be served. Students are asked to bring their review sheets and study materials. They will leave feeling confident and prepared for their first midterm exams!
- **Service Dog Visits Transition Classes:** Service dog, Graham, and his owner, Robin, continue to visit the 2 transition classes at the high school as well as the VOCAL program at AMSO. They participate in a variety of activities, including the students reading to Graham.
- **Hope for Heroes:** AMSO Students collected over 1,500 items and made over 54 gift bags to be donated to the West Haven Veterans Hospital. Students also created handmade scarves and hats for over 54 veterans. Our thanks to the parents and families for their generosity and support of this activity.
- **AMSB Climate Committee:** The committee had its monthly meeting on December 11<sup>th</sup> with the largest attendance ever, thirty-three people present. The purpose of the AMSB Climate Committee is to provide stakeholders in the school with an opportunity to discuss current trends and issues within the school community as well as implement programs and strategies to help improve the climate for all. Thayer Doyle, chairperson, facilitated the discussion that included a review of the “Be Amity” positive behavioral intervention strategy; the progress of the Advisory program implementation; and data on discipline. A local artist and parents of students in both AMSB and ARHS shared a proposal for a district-wide art project.

- **Snowflake Dance:** The PTSO sponsored a Snowflake Dance for AMSB students on Friday, December 14<sup>th</sup>. This was a free event, and 126 students attended.
- **Holiday for Giving Toy Collection:** The AMSB Student Council and Leo Clubs ran a combined toy drive, “Holiday for Giving,” from November 26<sup>th</sup> through December 7<sup>th</sup>. Toys were collected for children ages 2-12, and all toys went to kids in our area.
- **Pajama Day:** Friday, December 14<sup>th</sup>, was Pajama Day at AMSB; and money was raised for the Connecticut Children’s Medical Center for children suffering from cancer. Students who contributed a dollar for the fundraiser were permitted to wear pajamas in school.
- **Holocaust Curriculum Review:** The Department Chairs, along with the Content Leaders for ELA and Social Studies, will meet with consultants from the Anti-Defamation League to review curriculum related to teaching the Holocaust and genocide. This is an action step in the plan to address anti-Semitism and intolerance and meets new State requirements for all public school districts.



Jennifer P. Byars, Ed.D.

*This report is a synopsis of many of the undertakings, efforts, and achievements toward our District Goals and Objectives. It does not represent a complete and comprehensive account of all that has happened in the past month. I would encourage you to contact me directly if you have questions about items that you read or that you anticipated reading. I would be glad to discuss them.*

**Amity Regional School District Number 5 – Amity Middle School Bethany, Amity Middle School Orange, Amity Regional High School**

***Action Plan to Address Anti-Semitic and Intolerant Behavior***

**Board of Education Goal:** Foster a supportive climate for students and adults.

Action Step	Participants	Leader/Organizer	Resources	Time Frame	Measurement	Report to BOE
Email or in-person follow-up from administrator after a complaint is made and is being/has been addressed	All District Administrators and Counselors	Superintendent Principals Director of Counseling	Leadership Retreat CO/Principals Meetings District Admin Group Meetings	Implementation in December 2018 and continue indefinitely	Feedback from Parents and Students (qualitative) School Climate Survey  Manage and track follow-up in a Google form/sheet	January 2019 October 2019
ARHS art teacher will partner with AMSB and AMSO students and Climate Committees to do an art installation	District Principals District Art Teachers AMSB & AMSO Students ARHS Art Honor Society Students	Michael Bond Jess Zamachaj	Michael Bond National Art Honors Society AMSB & AMSO School Climate Committee Jamie Hulley Arts Foundation	December 2018 and continue until completion of the project	On-going status of the project Completed project	Will be determined once project is set; no later than June 2020
Review our existing Holocaust education Grades 7-12 and identify authentic learning opportunities such as a speaker to include in this year's programming	Director of Curriculum & Instruction English Department Chair Social Studies Department Chair MS Content Leaders for English & Social Studies District Steering Committee	Director of Curriculum & Instruction Anti-Defamation League (ADL)	Anti-Defamation League (ADL)	January 2019-June 2019	Revisions to the curriculum in the form of: <ul style="list-style-type: none"> <li>• What students learn (objectives)</li> <li>• How they learn it (Pedagogy &amp; resources)</li> <li>• How they demonstrate</li> </ul>	May 2019 – BOE Curriculum Committee May 2019 – BOE report

Action Step	Participants	Leader/Organizer	Resources	Time Frame	Measurement	Report to BOE
					learning (student products)	
Review our existing English, Literacy, and Social Studies curriculum units Grades 7-12 for opportunities to teach about the background and history of intolerant language. Review texts for continuity of instruction and balanced text choices.	Director of Curriculum & Instruction English Department Chair Social Studies Department Chair MS Content Leaders for English & Social Studies Library Media Specialists District Steering Committee	Director of Curriculum & Instruction Anti-Defamation League (ADL)	Anti-Defamation League (ADL)  *need to support English and Social Studies teachers particularly with bias awareness training	January 2019-June 2019	Revisions to the curriculum in the form of: <ul style="list-style-type: none"> <li>What students learn (objectives)</li> <li>How they learn it (Pedagogy &amp; resources)</li> <li>How they demonstrate learning (student products)</li> </ul>	May 2019 – BOE Curriculum Committee May 2019 – BOE report
Increase communication to parents and the greater community regarding AMSB & AMSO School Climate Committee activities.	Middle School Climate Committees	Middle school principals and associate principals	Existing school news blasts Press releases	Implementation in January 2019 and continue indefinitely	Documented in news blasts  Approved press releases	Included in monthly Superintendent's reports to the BOE
Mentor Program development for ARHS students to work with MS and Elementary Students	ARHS Administrators MS and Elementary Administrators ARHS Students BOWA Students Class Act Council Diversity Club Club Council	ARHS Administrators	Anti-Defamation League (ADL) Elementary Psychologists Existing tolerance programs at elementary schools	February – April 2019 – Training of ARHS Students April – June 2019 – Work with BOWA Students August 2019 – September 2019 –	Number of mentors trained in spring 2019 Number of BOWA students participating Spring 2019 Number of new trained and returning	June 2019      December 2019

Action Step	Participants	Leader/Organizer	Resources	Time Frame	Measurement	Report to BOE
	Honor Societies			Training of new ARHS Students September 2019 – continuing – Work with BOWA Students	mentors for 2019-2020 Number of BOWA students participating 2019-2020 Feedback from mentors Feedback from participants	June 2020
Explore HS program to follow up “Becoming an Ally” or “Step it Up” training – potentially CYBERALLY or World of Difference	ARHS Students Prior middle school participants	ARHS Administrators	Anti-Defamation League (ADL)  List from the middle school of participants in prior year(s)	Spring 2019 – Explore and identify a program  Fall/Winter 2019-2020 – Implementation of program at ARHS	Identification of program and contract with vendor  Number of participants in the training/presentation Feedback from the training/presentation	August 2019  In the month following the training/presentation by the student reporters
Restorative Practice Training	All Administrators Counselors Select Teachers	Superintendent Director of Curriculum & Instruction	ACES	March 2019 –ACES training (Counselors)  August 2019 – Leadership Retreat – Training by ACES (All Administrators)	Number of participants trained by September 2019  Examples of restorative practices used	September 2019  November 2019
Bias Awareness Training for Faculty	All Faculty Paraprofessionals	Superintendent Director of Curriculum & Instruction	Anti-Defamation League (ADL) ACES	Exploration of Professional Learning Facilitators	Identification of Facilitators	September 2019

Action Step	Participants	Leader/Organizer	Resources	Time Frame	Measurement	Report to BOE
		Principals	Creative Response to Conflict (CRC) National Conference for Community and Justice (NCCJ)	– January – August 2019  Full Day Leadership Training – June 2019  Training of Faculty – November 2019 and/or March 2020	Feedback from Professional Learning Number of staff trained	November 2019 and/or March 2020
Explore the “No Place for Hate” school climate initiative	District Administrative Team	Superintendent Principals	ADL	Review and exploration period – January – August 2019	Recommend/not recommend adoption of the initiative for either 2019-2020 SY or 2020-2021 SY	September 2019*  *Outcome of the decision may result in additional action steps
Implement an Advisory Program at AMSO and AMSB	All teacher, students, and administrators at AMSO and AMSB	Principals School Counselors Middle School Advisory Committees	CREC ACES Dr. Frank Jackie’s Nine	January 2019 – Implementation at AMSO August 2019 – Implementation at AMSB	Development of Advisory lessons Scheduling of Advisory Sessions Feedback from students Feedback from staff	August/September 2019 – AMSO  December 2019/January 2020 - AMSB
Cultural Sensitivity Training for Staff	Coaches Bus Drivers Food Service Nurses Custodians Classified Staff	Superintendent Director of Curriculum & Instruction Athletic Director Principals  *Look for opportunities for an in-district trainer	Anti-Defamation League (ADL) ACES Creative Response to Conflict (CRC) National Conference for Community and Justice (NCCJ)	Review and exploration period 2019-2020 SY August 2020 – Implementation	Identification of a Program, trainer, and schedule for training coaches	Spring 2020

Action Step	Participants	Leader/Organizer	Resources	Time Frame	Measurement	Report to BOE
		Look for options for this to aware CEUs to coaches				
Social Media Digital Literacy Instruction	All Amity Students	Administrative Team	Tom Pincince	Explore options during fall 2019  Hold training/assemblies spring 2020 or during 2020-2021 SY	Scheduling of assemblies  Number of participants in assemblies  Feedback from participants	December 2019 – Report on progress included in monthly superintendent's report (this will include the next reporting time based on scheduling of speaker)
Expand One Book One Amity <ul style="list-style-type: none"> <li>• Include middle schools</li> <li>• Focus on a theme</li> </ul>	All students All staff Community	OBOA organizers Principals MS Library/media specialists	Community libraries	Plan during 2019-2020 SY for implementation in summer 2020	Identification of theme and books for OBOA	Book selections included in superintendents report to the BOE April/May 2020
Maintain records of graffiti/vandalism on school property that is anti-Semitic	Director of Facilities Custodians Facilities Coordinator	Director of Facilities Facilities Coordinator	School Dude	Implementation in December 2018 and continue indefinitely	Data on anti-Semitic graffiti/vandalism	Data included in monthly facilities report
Reinstitute annual breakfast summit with school administrators and area religious leaders/religious youth leaders and youth service leaders	All School Administrators BOWA Community	Superintendent Principals	Prior meetings	Spring 2019, occur annually after that	Questions/topics of discussion for the meetings	Report included in monthly superintendent's report

***Continue on-going strategies, programs, and actions***

**Amity Regional High School**

- Spartan Seminars
- Spartan Seminar Stars recognition ceremony
- Diversity Club
- Social justice conference participation
- One Book One Amity
- Faculty meeting focus on implicit bias
- Day of Dialogue (October 2018, Spring 2019)
- NEASC Core Values (development, review, and implementation)
- March of the Living workshop

**Amity Middle School Bethany**

- “Be AMITY” program, a Positive Behavioral Intervention and Support program (PBIS)
- ADL “Becoming an Ally” workshops
- ADL “Step Up” Workshops
- Washington DC: 8<sup>th</sup> grade students toured the National Museum of African American History and Culture.
- Sleeping Giant State Park: 7<sup>th</sup> grade students worked with high school students on team-building activities.

**District-wide**

- District Professional Learning Sessions
- Harassment/Sexual Harassment training – “Less is More” – CDE Presentation through the Rape Crisis Center of Milford – November 2019 is refresher training
- Bullying/Cyber Bullying – Scenarios reviewed with new teachers in the TEAM program for their module 5 completion.
- NCCJ (National Conference for Community and Justice) presented to 50 High School Teachers in June 2018 to address implicit bias in classrooms and schools. Topics included:
  - Where We Came From to Where We Are (Racism)
  - White Privilege: Does Being White Make a Difference? (Racism)
- May 2018 - 4 Teachers (3 High School, 1 Middle School) attend the Dismantling Racism Conference offered by SERC
- 2017-2018 various conferences were attended by staff on subjects including Social Emotional Learning, Positive Growth Mindsets, and Mindfulness
- In August 2016 all staff completed Narrative 4.

**Amity Middle School Orange**

- ADL “Becoming an Ally” workshops
- ADL “Step Up” Workshops
- School Climate Committee
- Jackie’s Nine
- Monthly character recognition
- Safety plans for individual students
- Leadership Conference for Young Men and Women of Color: 22 students from both Amity Middle Schools attended the

- Author Jake Halpern gave a whole-school assembly and spoke about this personal experience with the Syrian refugee crisis.
- ArtWorks for Youth: Students will be reading and discussing *A Long Walk to Water* with the students in Port Elizabeth, South Africa.
- Leadership Conference for Young Men and Women of Color: 22 students from both Amity Middle Schools attended the Discover, Lead! Leadership Conference for Young Men and Women of Color in Middle School sponsored by CAS.
- School-wide *Wonder* Field Trip: Combined 7<sup>th</sup> and 8th grade field trip to see the movie *Wonder*.
- CAS Leadership Conference: Fifteen AMSB student council members took a field trip to Trinity College for a CAS student leadership conference.
- School Wide Narrative4 and Team Building: Schoolwide Story Exchange and Team Building activity program to help build empathy.
- C.R.O.M.E. Club: Community Recognizing Open-Mindedness and Expression. This club is a Gay-Straight Alliance, focused on supporting all students through art and expression.
- CAS Women in Leadership Conference: 4 female students went to CAS to see 6 women leaders tell their stories of success.

Discover, Lead! Leadership Conference for Young Men and Women of Color in Middle School sponsored by CAS.

***Support from the Board of Education:***

- Policy Committee – the Policy Committee can review potential new policy connected to Hate Crimes & Bias Incidents; the committee can also review existing policies on Harassment, Bullying, and Student Discipline.
- Curriculum Committee – the Curriculum Committee can review revisions to the curriculum made to better address the Holocaust specifically and intolerance and marginalized groups more broadly. They can also support the alignment of instruction across schools and within grade levels as well as a vertical balance of instruction.
- Finance Committee – The Finance Committee can support professional learning for staff and instructional programs for students via the budget. They can also provide support for school safety initiatives.
- Safety & Security Committee – The Safety & Security Committee can support not only the physical well-being, but the mental well-being of our students – particularly with respect to data from school climate surveys and youth surveys.
- Board of Education – The Board can support recommendations from committees as presented to the full board. The Board can approve research opportunities that support the district’s understanding of and professional learning around intolerance. The Board can participate in its own bias training awareness session.

## Timeline for Reporting to the Board of Education

Date for Reporting	Topic	Report/Data
January 2019	Progress on following up with reports	Oral report from Superintendent
January 2019	Anti-Semitic graffiti/vandalism	Report included in the Facilities report to the BOE
May 2019	Curriculum Revisions	Report to Curriculum Committee from Dr. McPadden; Report to full BOE from Dr. McPadden.
June 2019	Mentor program participants/mentors	Report included in the Superintendent's report to the BOE
June 2019	Report on Administration/Religious/Youth Leader Breakfast	Report included in the Superintendent's report to the BOE
August 2019	Identification of a ARHS to follow-up "Becoming an Ally"	Report included in the Superintendent's report to the BOE
August/September 2019	Identification of facilitators/programs for cultural sensitivity training	Report included in the Superintendent's report to the BOE
August/September 2019	Updates on Advisory Program at AMSO	Presentation at BOE meeting from AMSO Administrators
September 2019	Restorative Practices training	Number of participants trained included in the Superintendent's report to the BOE
September 2019	Update on "No Place for Hate" Initiative	Presentation at BOE meeting from Superintendent
October 2019	Progress on following up with reports	Oral report from Superintendent School Climate Survey Data
November 2019	Restorative Practices Brief	Presentation at BOE meeting from Superintendent and principals
November 2019 and/or March 2020	Bias Awareness Training Brief	Presentation at BOE meeting from Director of Curriculum & Instruction and principals
December 2019	Mentor program participants/mentors	Report included in the Superintendent's report to the BOE
December 2019	Dates, presenter, and audience for social media literacy training	Report included in the Superintendent's report to the BOE
December 2019/January 2020	Updates on Advisory Program at AMSB	Presentation at BOE meeting from AMSB Administrators
Winter 2019	Feedback on ARHS follow-up training/program	Report included in the student's report to the BOE
November 2019 and/or March 2020	Bias Awareness Training Brief	Presentation at BOE meeting from Director of Curriculum & Instruction and principals
April/May 2020	District Wide OBOA selection(s)	Report included in the Superintendent's report to the BOE
Spring 2020	Bias Awareness Training Brief (Coaches)	Report included in the Superintendent's report to the BOE

June 2020	Mentor program participants/mentors	Report included in the Superintendent's report to the BOE
June 2020	Art Installation	Photos from installation included in the Superintendent's report to the BOE upon completion.

CLEAN

SAFE

HEALTHY

SCHOOLS

Amity Regional School  
District No. 5

25 Newton Road

Woodbridge, CT 06525

Phone: 203-397-4817

Fax: 203-397-4864



## Amity Regional School District No. 5

### Facilities Department Monthly Report

#### **Completed Projects:**

- Winterization of the athletic field irrigation system was completed at Amity Regional High School. This involves bringing in a large compressor to blow out the lines so no water remains over the winter.
- The lightning strike in July damaged the controllers for the sewage ejection pumps at Amity Middle School, Orange Campus. As a result, the pit flooded damaging the electrical and control components. All repairs are now complete and the bills and estimates have been submitted to the insurance company for consideration.
- The electrical work in the newly constructed green house at Amity Middle School, Orange campus was completed by in-house staff.
- Several of the high house lights in the Brady Center at Amity Regional High School had burned out. They were replaced by in-house staff.
- Major repairs were made to the District maintenance pick-up truck. The repairs were a combined effort of the building maintainer and the Career and Technical Education classes at the High School.
- A faulty light switch in the field house at Amity Regional High School was replaced by in-house personnel.
- The exhaust fan on the kiln hood at Amity Middle School, Orange Campus, failed. It was replaced by in-house personnel.
- Three new exterior security cameras were installed at Amity Middle School, Orange Campus.
- Repairs were made to the water heater at Amity Middle School, Bethany Campus.

#### **Projects in process:**

- The modifications to the home-side baseball dugout at Amity Regional High School is underway. Students from the Construction class have been working with our contractor to complete the project.
- UI is currently running a new gas line to feed the science room Bunsen burners at Amity Regional High School. UI has been supplying propane to the rooms since the fuel cell was installed and are now converting the service to natural gas.
- New wiring is being run to install new exterior security cameras at Amity Middle School, Bethany Campus.

#### **Outstanding issues to be addressed:**

- None at this time.

# **AMITY REGIONAL SCHOOL DISTRICT NO. 5**

**Bethany Orange Woodbridge**  
**25 Newton Road, Woodbridge Connecticut 06525**



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**Theresa Lumas**  
**Director of Finance and Administration**  
[terry.lumas@reg5.k12.ct.us](mailto:terry.lumas@reg5.k12.ct.us)

**Phone (203) 397-4813**  
**Fax (203) 397-4864**

To: Dr. Jennifer Byars, Superintendent of Schools

From: Theresa Lumas, Director of Finance and Administration

Re: Award of Contracts of \$35,000 of More

Date: January 4, 2019

One bus contract became available and has been posted publicly and to current owner/operators. The bids are due Friday, January 11, 2019. I will review the responses and have a recommendation at the Amity Finance Committee meeting and the Amity Board of Education meeting on January 14, 2019.

For Monday, January 14, 2019:

I recommend the following contract over \$35,000 be awarded by the Amity Finance Committee and the Amity Board of Education in accordance with the Board's Policy on purchasing procedures:

## **1. Bus Contract:**

The District went out to bid for 1 full bus contract. \_ bids were received. A full contract is \$ 53,988 for 2018-19 school year. This contract will be prorated on the actual start date, anticipated start date is February 1, 2019.

I propose the following award for the remaining portion of the 2018-2019 school year and to finish out the 2015-2020 owner operator contract.

## **Amity Finance Committee**

***Move recommend the Amity Board of Education award...***

***\_\_\_\_\_ . one full contract at \$53,988 commencing on or about February 1, 2019 for the remainder of the 2018-2019 school year and the remaining term the 2015-2020 owner operator contract.***

## **Amity Board of Education**

***Move to award...***



**AMITY REGIONAL SCHOOL DISTRICT NO. 5  
REVENUES AND EXPENDITURES  
FOR FY 2018-2019**

		<b>COLUMN 1</b>	<b>COLUMN 2</b>	<b>COLUMN 3</b>	<b>COLUMN 4</b>	<b>COLUMN 5</b>	<b>COLUMN 6</b>	<b>COL 7</b>
		<b>2017-2018</b>	<b>2018-2019</b>	<b>NOV 18</b>	<b>CHANGE</b>	<b>DEC 18</b>	<b>VARIANCE</b>	<b>FAV</b>
<b>LINE</b>	<b>CATEGORY</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>FORECAST</b>	<b>INCR./(DECR.)</b>	<b>FORECAST</b>	<b>OVER/(UNDER)</b>	<b>UNF</b>
1	MEMBER TOWN ALLOCATIONS	47,465,355	48,190,256	48,190,256	0	48,190,256	0	FAV
2	OTHER REVENUE	267,094	186,902	250,194	10,000	260,194	73,292	FAV
3	OTHER STATE GRANTS	791,182	573,805	728,527	0	728,527	154,722	FAV
4	MISCELLANEOUS INCOME	46,692	75,572	103,912	0	103,912	28,340	FAV
5	BUILDING RENOVATION GRANTS	6,363	0	0	0	0	0	FAV
6	<b>TOTAL REVENUES</b>	<b>48,576,686</b>	<b>49,026,535</b>	<b>49,272,889</b>	<b>10,000</b>	<b>49,282,889</b>	<b>256,354</b>	<b>FAV</b>
7	SALARIES	25,131,107	25,985,048	25,763,367	(28,215)	25,735,152	(249,896)	FAV
8	BENEFITS	4,985,420	6,092,697	6,080,616	(161,801)	5,918,815	(173,882)	FAV
9	PURCHASED SERVICES	7,393,360	8,495,258	8,123,756	(10,123)	8,113,633	(381,625)	FAV
10	DEBT SERVICE	4,406,650	4,595,576	4,567,838	0	4,567,838	(27,738)	FAV
11	SUPPLIES (INCLUDING UTILITIES)	2,899,440	2,978,862	2,964,877	14,719	2,979,596	734	UNF
12	EQUIPMENT	348,591	380,655	380,655	0	380,655	0	FAV
13	IMPROVEMENTS / CONTINGENCY	155,745	331,000	307,700	(23,934)	283,766	(47,234)	FAV
14	DUES AND FEES	128,868	167,439	167,439	0	167,439	0	FAV
15	TRANSFER ACCOUNT	0	0	0	0	0	0	FAV
16	<b>TOTAL EXPENDITURES</b>	<b>45,449,181</b>	<b>49,026,535</b>	<b>48,356,248</b>	<b>(209,354)</b>	<b>48,146,894</b>	<b>(879,641)</b>	<b>FAV</b>
17	<b>SUBTOTAL</b>	<b>3,127,505</b>	<b>0</b>	<b>916,641</b>	<b>219,354</b>	<b>1,135,995</b>	<b>1,135,995</b>	<b>FAV</b>
18	PLUS: CANCELLATION OF PRIOR YEAR'S ENCUMBRANCES	<b>86,227</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>FAV</b>
19	DESIGNATED FOR SUBSEQUENT YEAR'S BUDGET:	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>FAV</b>
20	<b>NET BALANCE / (DEFICIT)</b>	<b>3,213,732</b>	<b>0</b>	<b>916,641</b>	<b>219,354</b>	<b>1,135,995</b>	<b>1,135,995</b>	<b>FAV</b>

Column 7: FAV=Favorable Variance  
Revenues: At or OVER budget  
Expenditures: At or UNDER budget

**AMITY REGIONAL SCHOOL DISTRICT NO. 5**  
**REVENUES AND EXPENDITURES**  
**FOR FY 2018-2019**

		<b>COLUMN 1</b>	<b>COLUMN 2</b>	<b>COLUMN 3</b>	<b>COLUMN 4</b>	<b>COLUMN 5</b>	<b>COLUMN 6</b>	<b>COL 7</b>
		<b>2017-2018</b>	<b>2018-2019</b>	<b>NOV 18</b>	<b>CHANGE</b>	<b>DEC 18</b>	<b>VARIANCE</b>	<b>FAV</b>
<b>LINE</b>	<b>CATEGORY</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>FORECAST</b>	<b>INCR./(DECR.)</b>	<b>FORECAST</b>	<b>OVER/(UNDER)</b>	<b>UNF</b>
1	BETHANY ALLOCATION	9,341,182	9,295,901	9,295,901	0	9,295,901	0	FAV
2	ORANGE ALLOCATION	23,626,829	24,181,870	24,181,870	0	24,181,870	0	FAV
3	WOODBIDGE ALLOCATION	14,497,344	14,712,485	14,712,485	0	14,712,485	0	FAV
4	<b>MEMBER TOWN ALLOCATIONS</b>	<b>47,465,355</b>	<b>48,190,256</b>	<b>48,190,256</b>	<b>0</b>	<b>48,190,256</b>	<b>0</b>	<b>FAV</b>
5	ADULT EDUCATION	3,494	3,042	3,042	0	3,042	0	FAV
6	PARKING INCOME	33,092	29,000	29,000	3,000	32,000	3,000	FAV
7	INVESTMENT INCOME	70,343	20,000	60,000	7,000	67,000	47,000	FAV
8	ATHLETICS	29,330	23,000	23,000	0	23,000	0	FAV
9	TUITION REVENUE	106,135	88,460	108,642	0	108,642	20,182	FAV
10	TRANSPORTATION INCOME	24,700	23,400	26,510	0	26,510	3,110	FAV
11	TRANSPORTATION BOWA AGREEMENT	0	0	0	0	0	0	FAV
12	<b>OTHER REVENUE</b>	<b>267,094</b>	<b>186,902</b>	<b>250,194</b>	<b>10,000</b>	<b>260,194</b>	<b>73,292</b>	<b>FAV</b>
13	OTHER STATE GRANT	6,375	0	0	0	0	0	FAV
14	SPECIAL EDUCATION GRANTS	784,807	573,805	728,527	0	728,527	154,722	FAV
15	<b>OTHER STATE GRANTS</b>	<b>791,182</b>	<b>573,805</b>	<b>728,527</b>	<b>0</b>	<b>728,527</b>	<b>154,722</b>	<b>FAV</b>
16	RENTAL INCOME	23,530	21,000	21,000	0	21,000	0	FAV
17	INTERGOVERNMENTAL REVENUE	8,422	29,572	29,572	0	29,572	0	FAV
18	OTHER REVENUE	14,740	25,000	53,340	0	53,340	28,340	FAV
19	TRANSFER IN	0	0	0	0	0	0	FAV
20	<b>MISCELLANEOUS INCOME</b>	<b>46,692</b>	<b>75,572</b>	<b>103,912</b>	<b>0</b>	<b>103,912</b>	<b>28,340</b>	<b>FAV</b>
21	<b>BUILDING RENOVATION GRANTS</b>	<b>6,363</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>FAV</b>
22	<b>TOTAL REVENUES</b>	<b>48,576,686</b>	<b>49,026,535</b>	<b>49,272,889</b>	<b>10,000</b>	<b>49,282,889</b>	<b>256,354</b>	<b>FAV</b>

Column 7: FAV=Favorable Variance  
Revenues: At or OVER budget  
Expenditures: At or UNDER budget

**AMITY REGIONAL SCHOOL DISTRICT NO. 5**  
**REVENUES AND EXPENDITURES**  
**FOR FY 2018-2019**

		<b>COLUMN 1</b>	<b>COLUMN 2</b>	<b>COLUMN 3</b>	<b>COLUMN 4</b>	<b>COLUMN 5</b>	<b>COLUMN 6</b>	<b>COL 7</b>
		<b>2017-2018</b>	<b>2018-2019</b>	<b>NOV 18</b>	<b>CHANGE</b>	<b>DEC 18</b>	<b>VARIANCE</b>	<b>FAV</b>
<b>LINE</b>	<b>CATEGORY</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>FORECAST</b>	<b>INCR./((DECR.)</b>	<b>FORECAST</b>	<b>OVER/(UNDER)</b>	<b>UNF</b>
1	5111-CERTIFIED SALARIES	20,730,652	21,397,312	21,183,285	(10,732)	21,172,553	(224,759)	FAV
2	5112-CLASSIFIED SALARIES	4,400,455	4,587,736	4,580,082	(17,483)	4,562,599	(25,137)	FAV
3	<b>SALARIES</b>	<b>25,131,107</b>	<b>25,985,048</b>	<b>25,763,367</b>	<b>(28,215)</b>	<b>25,735,152</b>	<b>(249,896)</b>	<b>FAV</b>
4	5200-MEDICARE - ER	341,418	374,913	374,913	0	374,913	0	FAV
5	5210-FICA - ER	273,821	283,586	288,739	0	288,739	5,153	UNF
6	5220-WORKERS' COMPENSATION	227,763	246,900	226,826	0	226,826	(20,074)	FAV
7	5255-MEDICAL & DENTAL INSURANCE	2,973,210	4,083,941	4,083,941	(150,000)	3,933,941	(150,000)	FAV
8	5860-OPEB TRUST	105,537	62,910	62,910	0	62,910	0	FAV
9	5260-LIFE INSURANCE	42,431	45,537	45,537	(3,759)	41,778	(3,759)	FAV
10	5275-DISABILITY INSURANCE	9,634	9,924	10,248	(720)	9,528	(396)	FAV
11	5280-PENSION PLAN - CLASSIFIED	886,831	892,845	892,845	0	892,845	0	FAV
12	5281- DEFINED CONTRIBUTION RETIREMENT PLAN	59,878	64,867	67,383	178	67,561	2,694	UNF
12	5282-RETIREMENT SICK LEAVE - CERT	19,936	1,921	1,921	0	1,921	0	FAV
13	5283-RETIREMENT SICK LEAVE - CLASS	0	1,000	1,000	0	1,000	0	FAV
14	5284-SEVERANCE PAY - CERTIFIED	25,477	1,000	1,000	0	1,000	0	FAV
15	5290-UNEMPLOYMENT COMPENSATION	18,120	21,353	21,353	(7,500)	13,853	(7,500)	FAV
16	5291-CLOTHING ALLOWANCE	1,364	2,000	2,000	0	2,000	0	FAV
17	<b>BENEFITS</b>	<b>4,985,420</b>	<b>6,092,697</b>	<b>6,080,616</b>	<b>(161,801)</b>	<b>5,918,815</b>	<b>(173,882)</b>	<b>FAV</b>
18	5322-INSTRUCTIONAL PROG IMPROVEMENT	29,165	28,500	28,500	0	28,500	0	FAV
19	5327-DATA PROCESSING	88,180	93,590	93,590	0	93,590	0	FAV
20	5330-OTHER PROFESSIONAL & TECHNICAL SRVC	1,299,289	1,332,265	1,332,265	0	1,332,265	0	FAV
21	5440-RENTALS - LAND, BLDG, EQUIPMENT	87,412	119,185	119,185	0	119,185	0	FAV
22	5510-PUPIL TRANSPORTATION	2,570,618	2,995,119	2,903,713	10,970	2,914,683	(80,436)	FAV
23	5521-GENERAL LIABILITY INSURANCE	233,069	242,601	234,032	0	234,032	(8,569)	FAV
24	5550-COMMUNICATIONS: TEL, POST, ETC.	133,299	163,224	163,224	(21,093)	142,131	(21,093)	FAV
25	5560-TUITION EXPENSE	2,843,895	3,427,580	3,156,053	0	3,156,053	(271,527)	FAV
26	5590-OTHER PURCHASED SERVICES	108,433	93,194	93,194	0	93,194	0	FAV
27	<b>PURCHASED SERVICES</b>	<b>7,393,360</b>	<b>8,495,258</b>	<b>8,123,756</b>	<b>(10,123)</b>	<b>8,113,633</b>	<b>(381,625)</b>	<b>FAV</b>

Column 7: FAV=Favorable Variance  
Revenues: At or OVER budget  
Expenditures: At or UNDER budget

**AMITY REGIONAL SCHOOL DISTRICT NO. 5**  
**REVENUES AND EXPENDITURES**  
**FOR FY 2018-2019**

		<b>COLUMN 1</b>	<b>COLUMN 2</b>	<b>COLUMN 3</b>	<b>COLUMN 4</b>	<b>COLUMN 5</b>	<b>COLUMN 6</b>	<b>COL 7</b>
		<b>2017-2018</b>	<b>2018-2019</b>	<b>NOV 18</b>	<b>CHANGE</b>	<b>DEC 18</b>	<b>VARIANCE</b>	<b>FAV</b>
<b>LINE</b>	<b>CATEGORY</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>FORECAST</b>	<b>INCR./((DECR.))</b>	<b>FORECAST</b>	<b>OVER/(UNDER)</b>	<b>UNF</b>
28	5830-INTEREST	821,650	745,576	717,838	0	717,838	(27,738)	FAV
29	5910-REDEMPTION OF PRINCIPAL	3,585,000	3,850,000	3,850,000	0	3,850,000	0	FAV
30	<b>DEBT SERVICE</b>	<b>4,406,650</b>	<b>4,595,576</b>	<b>4,567,838</b>	<b>0</b>	<b>4,567,838</b>	<b>(27,738)</b>	<b>FAV</b>
31	5410-UTILITIES, EXCLUDING HEAT	681,767	703,234	684,323	(9,215)	675,108	(28,126)	FAV
32	5420-REPAIRS, MAINTENANCE & CLEANING	791,402	723,928	747,228	23,934	771,162	47,234	UNF
33	5611-INSTRUCTIONAL SUPPLIES	365,334	396,905	396,905	0	396,905	0	FAV
34	5613-MAINTENANCE/CUSTODIAL SUPPLIES	201,867	219,965	219,965	0	219,965	0	FAV
35	5620-OIL USED FOR HEATING	36,861	46,500	44,128	0	44,128	(2,372)	FAV
36	5621-NATURAL GAS	69,877	52,512	52,512	0	52,512	0	FAV
37	5627-TRANSPORTATION SUPPLIES	106,718	151,900	135,898	0	135,898	(16,002)	FAV
38	5641-TEXTS & DIGITAL RESOURCES	109,193	176,013	176,013	0	176,013	0	FAV
39	5642-LIBRARY BOOKS & PERIODICALS	19,777	21,615	21,615	0	21,615	0	FAV
40	5690-OTHER SUPPLIES	516,644	486,290	486,290	0	486,290	0	FAV
41	<b>SUPPLIES (INCLUDING UTILITIES)</b>	<b>2,899,440</b>	<b>2,978,862</b>	<b>2,964,877</b>	<b>14,719</b>	<b>2,979,596</b>	<b>734</b>	<b>UNF</b>
42	5730-EQUIPMENT - NEW	96,128	215,879	215,879	0	215,879	0	FAV
43	5731-EQUIPMENT - REPLACEMENT	252,463	164,776	164,776	0	164,776	0	FAV
44	<b>EQUIPMENT</b>	<b>348,591</b>	<b>380,655</b>	<b>380,655</b>	<b>0</b>	<b>380,655</b>	<b>0</b>	<b>FAV</b>
45	5715-IMPROVEMENTS TO BUILDING	102,494	50,000	50,000	0	50,000	0	FAV
45a	5715-FACILITIES CONTINGENCY	0	100,000	100,000	0	100,000	0	FAV
45b	TRSF. FROM FACILITIES CONTINGENCY	0	0	(23,300)	(23,934)	(47,234)	(47,234)	FAV
46	5720-IMPROVEMENTS TO SITES	53,251	31,000	31,000	0	31,000	0	FAV
47	5850-DISTRICT CONTINGENCY	130,410	150,000	150,000	0	150,000	0	FAV
47a	TRSF. FROM CONTINGENCY TO OTHER ACCTS.	(130,410)	0	0	0	0	0	FAV
48	<b>IMPROVEMENTS / CONTINGENCY</b>	<b>155,745</b>	<b>331,000</b>	<b>307,700</b>	<b>(23,934)</b>	<b>283,766</b>	<b>(47,234)</b>	<b>FAV</b>
49	5580-STAFF TRAVEL	21,347	22,432	22,432	0	22,432	0	FAV
50	5581-TRAVEL - CONFERENCES	21,105	35,975	35,975	0	35,975	0	FAV
51	5810-DUES & FEES	86,416	109,032	109,032	0	109,032	0	FAV
52	<b>DUES AND FEES</b>	<b>128,868</b>	<b>167,439</b>	<b>167,439</b>	<b>0</b>	<b>167,439</b>	<b>0</b>	<b>FAV</b>
53	<b>5856-TRANSFER ACCOUNT</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>FAV</b>
54	<b>ESTIMATED UNSPENT BUDGETS</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>FAV</b>
55	<b>TOTAL EXPENDITURES</b>	<b>45,449,181</b>	<b>49,026,535</b>	<b>48,356,248</b>	<b>(209,354)</b>	<b>48,146,894</b>	<b>(879,641)</b>	<b>FAV</b>

Column 7: FAV=Favorable Variance  
Revenues: At or OVER budget  
Expenditures: At or UNDER budget

**AMITY REGIONAL SCHOOL DISTRICT NO. 5  
REVENUES & EXPENDITURES BY CATEGORY  
FINANCIAL ANALYSIS  
FOR THE FISCAL YEAR 2018-2019**



**DECEMBER 2018**

**2018-2019 FORECAST**

**OVERVIEW**

The projected unspent fund balance for this fiscal year is ***\$1,135,995 FAV previously \$916,641 FAV***, which appears on page 1, column 6, line 20.

**REVENUES BY CATEGORY**

The projected yearend balance of revenues is ***\$256,354 FAV previously \$246,534 FAV***, which appears on page 2, column 6, line 22.

**LINE 5 on Page 2: ADULT EDUCATION:**

The forecast is based on projected State payments.

**LINE 6 on Page 2: PARKING INCOME:**

***The forecast is based on actual year-to-date payments and projected payments through June 2019, \$3,000 FAV.***

**LINE 7 on Page 2: INVESTMENT INCOME:**

The budget is based on the expectation interest rates will remain steady and revenue will exceed the budget, ***\$67,000 FAV, previously \$60,000 FAV.***

<u>Month</u>	<u>Peoples United</u>	<u>State Treasurer's Investment Fund</u>
July 2018	0.395%	1.96%
August	0.396%	1.99%
September	0.397%	2.01%
October	0.397%	2.18%
November	0.397%	2.32%
December	0.397%	2.38%

**LINE 8 on Page 2: ATHLETICS:**

The forecast is based on historical data for revenue collected.

**LINE 9 on Page 2: TUITION REVENUE:**

The budget is based on five tuition students. The actual tuition charged is higher than budgeted since the rate is set after the budget referendum is past. One new tuition student enrolled in the District, however one tuition student moved into the District. The projected variance is \$20,182 FAV previously \$20,182 FAV with one new tuition student registered.

**LINE 10 on Page 2: TRANSPORTATION INCOME:**

The forecast is based on projected State payments for magnet school transportation only, currently \$3,110 FAV due to increased costs reported.

**LINE 14 on Page 2: SPECIAL EDUCATION GRANTS:**

The current projection based on budgeted costs for placements and transportation. This is based on a 75% reimbursement rate. The excess cost reimbursement rate for FY18 was at a 75.51%. The projected revenue for excess costs is anticipated to be \$154,722 more than budgeted. The budget anticipated the costs of services for 17 students to reach the high cost threshold and be eligible for reimbursement. There are currently 21 students with services reaching the threshold on the December filing of SEDAC-G.

**LINE 16 on Page 2: RENTAL INCOME:**

The forecast is based on a budget.

**LINE 17 on Page 2: INTERGOVERNMENTAL INCOME:**

The forecast is based on the budget for shared services agreement with the Town of Woodbridge and the Woodbridge Board of Education for technology services.

**LINE 18 on Page 2: OTHER REVENUE:**

The forecast reflects insurance payments received in 2018-2019 from CIRMA for the May 2018 storm damage. Expenses were charged to 2017-2018 fiscal year so the reimbursements are applied toward miscellaneous income, a ***\$28,340 FAV previously \$28,340 FAV variance.***

**EXPENDITURES BY CATEGORY**

The projected yearend balance of expenditures is ***\$879,641 FAV previously \$670,287 FAV*** which appears on page 4, column 6, line 55.

**LINE 1 on Page 3: 5111-CERTIFIED SALARIES:**

There are a few positions that are currently filled with a substitute and a permanent replacement is either in transition or the District is still seeking a permanent replacement. Summer work is currently less than budgeted, \$11,973 FAV. ***Forecast estimates \$224,759 FAV, previously \$214,027 FAV*** savings in vacant positions and \$41,169 in additional turnover savings. ***\$53,260 FAV in savings is estimated due to current unpaid leaves of absences, previously was \$42,528 FAV.***

**LINE 2 on Page 3: 5112-CLASSIFIED SALARIES:**

***Classified staff costs are expected to be \$17,483 under budget due to staff turnover and vacancies, previously \$7,654 FAV.***

**LINES 3 & 4 on Page 3: 5200 & 5210-MEDICARE & FICA:**

The forecast is based on the budget for current staff.

**LINE 6: 5220 on Page 3-WORKERS' COMPENSATION:**

The workers' compensation premium is as budgeted and the forecast assumes the payroll audit will be as budgeted. Member equity distribution was received for \$20,074 FAV.

**LINES 7 on Page 3: 5255-MEDICAL AND DENTAL INSURANCE:**

The forecast assumes actual claims of current employees and retirees will be the same as the budget. The projected monthly budget is based on an average of five years of claims. *Claims are running higher based on the 5-year average, \$207,867 UNF previously \$82,206 UNF; fees are currently \$103,898 FAV previously \$123,124 FAV compared to 5-year average (important to note that Anthem has changed fee structure this year);* Employer contributions to employee HSA accounts are \$3,583 FAV, retiree payments are \$48,382 FAV and employee contributions are \$28,033 UNF. *The forecast is currently projecting the account will end \$150,000 FAV for the year. Pending claims are expected to absorb some of the current favorable variance. The average monthly budget was recalculated this month using gross expected claims rather than net claims budget.*

**CLAIMS OF CURRENT EMPLOYEES AND RETIREES**

<b>MONTH</b>	<b>2018-2019 ACTUAL</b>	<b>2018-2019 BUDGET</b>	<b>VARIANCE</b>	<b>2017-2018 ACTUAL</b>	<b>2016-2017 ACTUAL</b>
<b>JUL</b>	<b>\$ 292,718</b>	\$ 376,780	\$ (84,062)	\$ 254,849	\$ 309,902
<b>AUG</b>	<b>\$ 282,192</b>	\$ 404,316	\$ (122,124)	\$ 374,433	\$ 466,996
<b>SEP</b>	<b>\$ 376,576</b>	\$ 298,173	\$ 78,403	\$ 219,176	\$ 250,040
<b>OCT</b>	<b>\$ 245,938</b>	\$ 330,743	\$ (84,805)	\$ 271,340	\$ 250,625
<b>NOV</b>	<b>\$ 418,110</b>	\$ 369,755	\$ 48,355	\$ 353,747	\$ 307,308
<b>DEC</b>	<b>\$ 334,678</b>	\$ 446,996	\$ (112,318)	\$ 318,839	\$ 482,363
<b>JAN</b>	\$ 313,402	\$ 313,402	\$ -	\$ 191,730	\$ 178,047
<b>FEB</b>	\$ 283,735	\$ 283,735	\$ -	\$ 172,313	\$ 308,703
<b>MAR</b>	\$ 341,540	\$ 341,540	\$ -	\$ 288,923	\$ 282,399
<b>APR</b>	\$ 346,016	\$ 346,016	\$ -	\$ 213,346	\$ 219,690
<b>MAY</b>	\$ 385,472	\$ 385,472	\$ -	\$ 343,550	\$ 449,993
<b>JUN</b>	\$ 326,531	\$ 326,531	\$ -	\$ 253,461	\$ 301,248
<b>TOTALS</b>	<b>\$ 3,946,908</b>	<b>\$ 4,223,459</b>	<b>\$ (276,551)</b>	<b>\$ 3,255,706</b>	<b>\$3,807,314</b>

**ACTUAL/FORECAST CLAIMS AS A PERCENTAGE OF EXPECTED CLAIMS**

<b>2014-2015 ACTUAL</b>	<b>2015-2016 ACTUAL</b>	<b>2016-2017 ACTUAL</b>	<b>2017-2018 ACTUAL</b>	<b>2018-2019 FORECAST</b>
87.3%	99.9%	85.2%	72.1%	93.5%

**Note: 2018-2019 FORECAST** of projected claims for this fiscal year as a percentage of expected claims is based on actual year-to-date claims plus budgeted claims for the remainder of the year divided by expected (budgeted) claims.

**FEES OF CURRENT EMPLOYEES AND RETIREES**  
**(Stop-Loss Premiums, Network Access Fees, and Other Fees)**

<b>MONTH</b>	<b>2018-2019 ACTUAL</b>	<b>2018-2019 BUDGET</b>	<b>VARIANCE</b>	<b>2017-2018 ACTUAL</b>	<b>2016- 2017 ACTUAL</b>
<i><b>JUL</b></i>	\$ 63,793	\$ 97,295	\$ (33,502)	\$ 84,939	\$ 79,407
<i><b>AUG</b></i>	\$ 60,070	\$ 100,327	\$ (40,257)	\$ 96,820	\$ 101,465
<i><b>SEP</b></i>	\$ 63,599	\$ 89,693	\$ (26,094)	\$ 73,886	\$ 75,692
<i><b>OCT</b></i>	\$ 63,213	\$ 86,484	\$ (23,271)	\$ 85,237	\$ 80,902
<i><b>NOV</b></i>	\$ 71,815	\$ 52,589	\$ 19,226	\$ 58,958	\$ 46,802
<i><b>DEC</b></i>	\$ 70,016	\$ 46,867	\$ 23,149	\$ 45,657	\$ 42,983
JAN	\$ 45,107	\$ 45,107	\$ -	\$ 45,850	\$ 41,762
FEB	\$ 46,952	\$ 46,952	\$ -	\$ 45,666	\$ 42,203
MAR	\$ 44,907	\$ 44,907	\$ -	\$ 45,850	\$ 42,080
APR	\$ 44,302	\$ 44,302	\$ -	\$ 46,217	\$ 42,032
MAY	\$ 44,446	\$ 44,446	\$ -	\$ 46,034	\$ 42,101
JUN	\$ 44,521	\$ 44,521	\$ -	\$ 46,401	\$ 41,807
<b>TOTALS</b>	<b>\$ 662,742</b>	<b>\$ 743,492</b>	<b>\$ (80,749)</b>	<b>\$ 721,515</b>	<b>\$ 679,235</b>

**LINE 9 on Page 3: 5260-LIFE INSURANCE:**

The forecast is based on the current staff.

**LINE 10 on Page 3: 5275-DISABILITY INSURANCE:**

The forecast is based on the current staff.

**LINE 11 on Page 3: 5281-DEFINED CONTRIBUTION RETIREMENT PLAN:**

*The forecast projects the District's contribution will be over budget \$2,742 UNF.*

**LINE 15 on Page 3: 5290-UNEMPLOYMENT COMPENSATION:**

*The forecast projects claims to the District will be under budget \$7,500 FAV.*

**LINE 19: on Page 3 5327-DATA PROCESSING:**

**LINE 22 on Page 3: 5510-PUPIL TRANSPORTATION:**

Special Education Transportation is a projected variance of \$80,436 FAV previously \$91,406 FAV. The forecast is based on the current transportation needs of the students.

**LINE 23 on Page 3: 5521-GENERAL LIABILITY INSURANCE:**

The bid for student accident insurance came in \$10,544 FAV under budget. Coverage was increased in two areas of the general liability policy based on recommendations with our insurance consultant resulting in an increased premium of \$1,975 UNF, net account variance is projected at \$8,569 FAV.

**LINE 24 on Page 3: 5550-COMMUNICATION:TEL, POST, ETC:**

*E-Rate funding was approved for the current fiscal year. The District is receiving discounted invoices for the CEN service provided by the State of Connecticut - \$21,093 FAV.*

**LINE 25 on Page 3: 5560-TUITION EXPENSE:**

Tuition has a projected variance of **\$271,527 FAV, previously \$271,527 FAV.** The forecast is based on current students and their placements and will change throughout the year.

Tuition for the vo-ag schools has a projected variance of **\$40,235 FAV previously \$40,235 FAV.** Vo-Ag Enrollment is down by one student and magnet/charter school enrollment is down by 2 students.

	<b>FY14-15 ACTUAL</b>	<b>FY15-16 ACTUAL</b>	<b>FY16-17 ACTUAL</b>	<b>FY17-18 ACTUAL</b>	<b>FY18-19 BUDGET</b>	<b>FY18-19 FORECAST</b>
Sound	5	4	3	4	6	<b>6</b>
Trumbull	2	3	3	6	7	<b>4</b>
Nonnewaug	1	3(5) <sup>a</sup>	3	4	4	<b>6</b>
Common Ground Charter HS	1	1	1	0	0	<b>0</b>
ACES Wintergreen Magnet	0	0	0	0	0	<b>0</b>
King Robinson Magnet	0	1	1	0	0	<b>0</b>
Engineering Science Magnet	0	0	0	1	1	<b>0</b>
Highville Charter School	0	0	0	1	1	<b>0</b>
<b>Totals</b>	<b>9</b>	<b>12(14)</b>	<b>15</b>	<b>16</b>	<b>19</b>	<b>16(16)</b>

Note <sup>a</sup>: Two students left on April 15, 2016.

ECA has a projected variance of **\$17,960 UNF (one student withdrew), previously \$17,960 UNF** due to higher enrollment.

	<b>FY14-15 ACTUAL</b>	<b>FY15-16 ACTUAL</b>	<b>FY16-17 ACTUAL</b>	<b>FY17-18 ACTUAL</b>	<b>FY18-19 BUDGET</b>	<b>FY18-19 FORECAST</b>
<b>ECA</b>	<b>26</b>	<b>22</b>	<b>15</b>	<b>19</b>	<b>20</b>	<b>24(24)</b>

Public (ACES) and private out-of-district placements has a projected variance **of \$249,252 FAV, previously \$249,252 FAV.** Two students were outplaced and one student returned to the District.

	<b>FY14-15 ACTUAL</b>	<b>FY15-16 ACTUAL</b>	<b>FY16-17 ACTUAL</b>	<b>FY17-18 ACTUAL</b>	<b>FY18-19 BUDGET</b>	<b>FY18-19 FORECAST</b>
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Public SPED	10	6	8	8	13	<b>10</b>
Private SPED	24	26	27	20	24	<b>25(25)</b>
Totals	34	32	35	28	37	<b>35(35)</b>

**LINE 28 on Page 4: 5830-INTEREST:**

The District refinanced existing debt in a bond sale on May 15, 2018. The projected savings were greater than budgeted by \$27,738 FAV.

**LINE 31 on Page 4: 5410-UTILITIES, EXCLUDING HEAT:**

The 2018-2019 budget for electricity assumes the use of 3,644,427 kilowatt hours at an average price of \$0.16925 per kilowatt hour, or a cost of \$616,819. *To date we have received six bills for each middle school and 5 bills for the high school. We are currently at 1,176,622 KWH (this total is low due to meter problems early in the year at the high school) at a cost of \$227,878, and a cost per KWH of \$0.1937. At this time Jim Saisa is cautiously projecting being under budget by \$10,000 FAV.* Our contracted supplier canceled our contract so we will be paying one cent more per KWH with the new supplier. We were billed one month of standard offer pricing with the utility company during the transition, which is at a much higher price. These events should cancel each other out and keep the account on budget.

**ELECTRICITY (KILOWATT HOURS)**

<b>MONTH</b>	<b>2018-2019 FORECAST</b>	<b>2018-2019 BUDGET</b>	<b>VARIANCE</b>	<b>2017-2018 ACTUAL</b>	<b>2016-2017 ACTUAL</b>
<b>JUL</b>	<b>104,580</b>	319,464	<b>(214,884)</b>	<b>259,046</b>	308,892
<b>AUG</b>	<b>152,275</b>	345,640	<b>(193,365)</b>	<b>286,777</b>	363,040
<b>SEP</b>	<b>314,178</b>	343,905	<b>(29,727)</b>	<b>285,740</b>	336,638
<b>OCT</b>	<b>271,919</b>	294,613	<b>(22,694)</b>	<b>280,876</b>	280,809
<b>NOV</b>	<b>249,759</b>	283,083	<b>(33,324)</b>	<b>259,631</b>	283,913
DEC	283,808	283,808	-	<b>272,198</b>	271,495
JAN	287,666	287,666	-	<b>266,633</b>	271,495
FEB	299,349	299,349	-	<b>267,529</b>	281,139
MAR	293,600	293,600	-	<b>254,042</b>	274,324
APR	287,107	287,107	-	<b>268,701</b>	271,093
MAY	289,662	289,662	-	<b>226,981</b>	290,167
JUN	316,530	316,530	-	<b>226,863</b>	270,748
<b>Totals</b>	<b>3,150,433</b>	<b>3,644,427</b>	<b>(493,994)</b>	<b>3,155,017</b>	<b>3,503,753</b>

**Note: 2017-2018 Actual Kilowatt Hours shown in bold italics.**

The budget assumes there will not be a Load Shed credit.

The budget for propane is \$2,415. *The forecast is \$3,200 or \$785 UNF.*

The budget for water is \$44,000. The forecast is these charges will be on budget.

Sewer costs are budgeted at \$40,000. The forecast projects this usage will be under budget, **\$18,911 FAV.** Jim Saisa negotiated to have the meter on the fuel cell reduced since all the

waste water does not inject into the sewer system, \$10,840 FAV and remaining is reduced water usage from previous year.

**DEGREE DAYS**

There are 1,377 degree days to date compared to 1,407 last year at this time.

**LINE 32 on Page 4: 5420-REPAIRS, MAINTENANCE & CLEANING:**

*An emergency elevator repair is underway at Amity Regional High School. The cost is expected to be \$23,934 UNF. A budget transfer from the facilities contingency account is requested in this month's packet.*

**LINE 35 on Page 4: 5620-OIL:**

Budget for the year is \$46,500. This is for a total of 20,000 gallons of heating oil at \$2.25 per gallon. The bid price came in at \$2.1314 for a projection of **\$2,372 FAV**.

**LINE 36 on Page 4: 5621-NATURAL GAS:**

Budget for the year is \$52,512. The forecast is these charges will be on budget

**LINE 37 on Page 4: 5627-TRANSPORTATION SUPPLIES:**

Budget for the year is \$151,900. This is for a total of 62,000 gallons of diesel fuel at \$2.45 per gallon. The bid price came in at \$2.1919 for a projection of \$16,002 FAV.

**LINE 45a on Page 4: 5850-FACILITIES CONTINGENCY:**

The budget includes a \$100,000 contingency for unplanned, necessary facility expenditures. The forecast assumes these funds will be entirely used. A budget transfer was approved in November 2018 for \$23,300 to replace the domestic hot water line at the high school. *The forecast reflects a budget transfer requested this month to cover an emergency replacement of the hydraulic power unit in the elevator at Amity Regional High School for \$23,934. The balance in the facilities contingency account is \$52,766.*

**LINE 47 on Page 4: 5850-CONTINGENCY:**

The budget includes a \$150,000 contingency for unplanned, necessary expenditures. The forecast assumes these funds will be entirely used.

## APPENDIX A

### COST SAVINGS AND EFFICIENCIES FOR FISCAL YEAR 2018-2019

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**TOTAL ANNUAL SAVINGS TO-DATE OF:     \$47,086**

**\$13,946 Cable Advisory Grant:** One of the high school teachers, Jeremy Iverson, applied for and received a grant from Cable Advisory Grant. The grant is to be used to purchase production equipment for the film courses and production room. This reduces the amounts that would be funded through the general fund.

**\$10,840 Meter Rate:** Jim Saisa negotiated with a lower rate for one of the sewer meters for the fuel cell. The fuel cell does not inject water into the sewer system and the meter charge was adjusted.

**\$3,800 Science Textbooks:** Enrollment in science course is higher than budgeted and more textbooks were needed. Mr. Amato, the Science Department Chairperson, negotiated with the textbook vendor for complimentary copies to supplement our order.

**\$3,000 Freezer Coil** – In-house personnel replaced a freezer coil at Amity High School at \$3,000 less than the quoted outside contractor price.

**\$15,500 Truck Repairs:** *The District work truck, purchased in 2006, had developed some problems. Extensive use to salt the lots and sidewalks along with other heavy work use had rendered the truck bed unsafe and therefore, unusable. The truck was also in need of much needed maintenance such as brakes, front end work, and frame painting. Rather than request a replacement vehicle, the facilities department looked at options to make the truck safe and even more usable again. We purchased a stainless steel flat bed to replace the corroded stock bed and all of the other necessary parts to overhaul the truck. We involved our building maintainer, who is a talented mechanic, as well as the Career and Technical Education teachers and classes at Amity Regional High School. This was a valuable, real-life learning experience for the students in the Career and Technical Education classes. Together, the team replaced the bed on the truck, painted the frame, replaced the entire brake system, updated the lighting, and other minor needed repairs. The result is a nicely refurbished truck that has even greater flexibility to suit the Facility Department's needs. The total dollar layout was around \$4,500. The estimated cost if the truck was taken to an outside facility for the repairs is over \$10,000. The truck replacement cost, were it to be requested, would have been \$20,000 +. We are proud of our efforts to involve students and maximize value wherever we can.*

There is a detailed history of the District's efforts to save dollars and operate efficiently. This information is posted on the District's website:

- **Energy Savings Initiatives for the past decade**  
<http://www.amityregion5.org/boe/sub-committees/finance-committee>

- **District recognized CQIA Innovation Prize for Fostering a District Culture of Maximizing Cost Savings and Efficiencies**  
<http://www.amityregion5.org/boe/sub-committees/finance-committee2>
- **Fiscal Year 2017-2018 – \$746,688** <https://www.amityregion5.org/boe/sub-committees/finance-committee>
- **Fiscal Year 2016-2017 – \$595,302** <http://www.amityregion5.org/boe/sub-committees/finance-committee>
- **Fiscal Year 2015-2016 – \$125,911** <http://www.amityregion5.org/boe/sub-committees/finance-committee>
- **Fiscal Year 2014-2015 – \$139,721** <http://www.amityregion5.org/boe/sub-committees/finance-committee>

## APPENDIX B

### MONTHLY FORECASTS: PURPOSE, METHODOLOGY, HISTORICAL

#### **PURPOSE & METHODOLOGY:**

A forecast is a prediction or estimate of future events and trends. **It is only as good as the data available and the assumptions used.** We use current information and past history.

There are many factors, which can significantly impact expenditures, both positively and negatively (e.g., staff turnover, vacancies and leaves-of absence; medical and dental insurance claims when self-insured; special education expenditures; major facility repairs; snow removal).

To illustrate, a special education student could move into the District in mid-year and the cost impact could be over \$100,000 and/or we could have a 'bad claims year' and wipe out the Self Insurance Reserve Fund and need other funds to cover claims of current employees and retirees. If we do not have available funds to cover these and other potential shortfalls, the necessity to seek additional funding from the public would be our only option (as only the towns have a fund balance from prior years available to use in the case of an emergency).

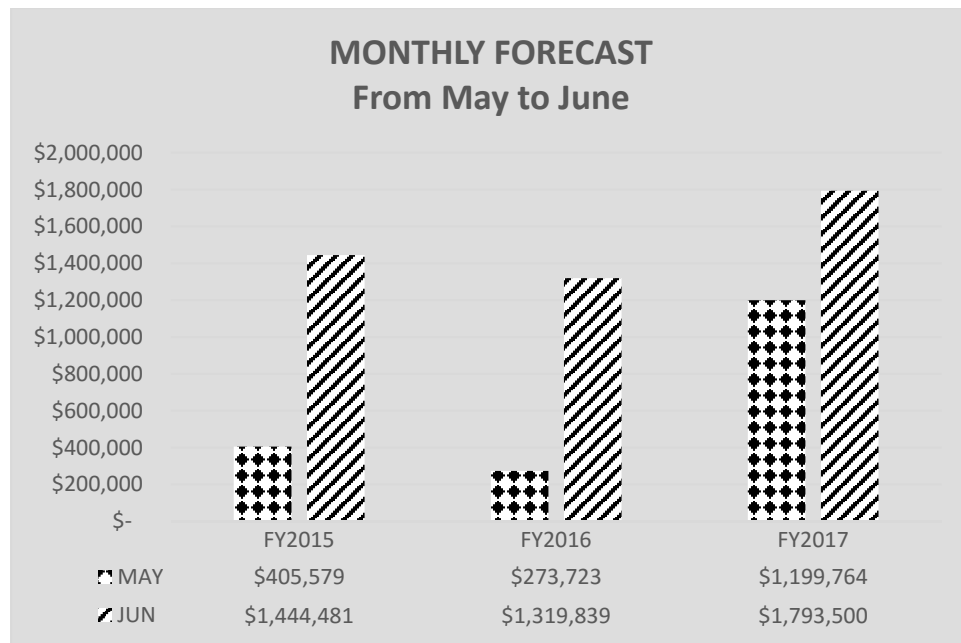
Revenues can be most impacted by decisions made at the State level for Special Education and Transportation grants. We have seen the reimbursement rate change in mid-year.

Prudent financial management is necessary. We need to be sure the total expenditures budget is never overspent (and may need to be underspent if revenues are below budget because total expenditures cannot exceed total revenues). It is imperative we 'hold back' on spending any of the Contingency Account until it is absolutely necessary or we are close to yearend. The Superintendent of Schools and Director of Finance and Administration review and approve or deny all purchase orders. We are careful to make sure funds are only spent when necessary and not just because 'it is in the budget'. We are constantly faced with the 'what-ifs' of over expenditures in certain accounts. We need to be sure there are sufficient funds available. As a result, the fund balance has been larger towards the end of the fiscal year.

Furthermore, the monthly forecasts are based on the information available. We have had large, unexpected or highly unpredictable events at the end of the fiscal year (mostly of a positive nature), which have significantly change the forecast from May to June.

## HISTORICAL:

The chart below depicts the yearend balance projected in May and June of each of the past three fiscal years.



The major contributors of the significant change from the May to June forecasts are detailed below.

### FY2015:

The projected fund balance was \$1,444,481. The monthly forecast for May 2015 projected a fund balance of \$405,579, or **\$1,038,902 higher than the prior month's forecast**. The major reasons for the significant increase in the yearend fund balance from one month to the next month were, as follows:

- **\$137,115:** Certified and classified salaries were lower than forecasted. It is not until the end of the fiscal year when we know the actual expenditures for coverages, substitutes, leaves of absences, overtime, and pay docks. We use conservative estimates in the forecasts based on past history.
- **\$153,315:** Special education transportation and tuition expenditures were lower than forecasted. The May forecast included the possible costs due to two families that were beginning to proceed to due process. No expenditures were incurred in this fiscal year.

- **\$503,754:** Medical & dental claims were lower than expected. Since we are self-insured, actual claims are not known until the end of the fiscal year. Based on actual claims, we returned most of these funds to the member towns.
- **\$136,270:** As part of the yearend processing, unspent encumbrances are eliminated.
- **\$41,162:** Final grant payments for Special Education and Transportation are not known until the end of the fiscal year.

#### **FY2016:**

The audited fund balance is \$1,319,839. The monthly forecast for May 2016 projected a fund balance of \$273,723 which included \$427,713 transferred into Capital Reserve and a debt of \$145,086 owed to the State. The change is **\$473,344 higher than the prior month's forecast**. The major reasons for the significant increase in the yearend fund balance from one month to the next month were, as follows:

- **\$237,904:** Certified and classified salaries were lower than forecasted. It is not until the end of the fiscal year when we know the actual expenditures for coverages, substitutes, leaves of absences, overtime, and pay docks. We use conservative estimates in the forecasts based on past history.
- **\$107,099:** Purchased services were lower than forecasted. Athletics held fewer home contests, did not have a need for assistant coaches in a few middle school sports and cheerleading did not field a squad. Intern were fewer than budgeted. Less than anticipated need for psychiatric consults and other consultants at PPTs.
- **\$85,857:** Final grant payments for Special Education and Transportation are not known until the end of the fiscal year. The reimbursement rate was 77.63% which is higher than the budgeted rate of 75%. The prior year adjustment was positive as were the changes in student placements.

#### **FY2017:**

The audited fund balance for 2016-2017 is \$1,793,498. The monthly forecast for May projected a fund balance of \$1,199,764, which included \$345,000 for Capital Reserve. The change is \$593,736 higher than the prior month's forecast.

- **\$231,098:** Certified and classified salaries were lower than forecasted. It is not until the end of the fiscal year when we know the actual expenditures for coverages, substitutes, leaves of absences, overtime, and pay docks. We use conservative estimates in the forecasts based on past history.
- **\$129,651:** Purchased services were lower than forecasted. Athletics held fewer home contests, did not have a need for assistant coaches in a few middle school

sports and cheerleading did not field a squad. Interns were fewer than budgeted. Less than anticipated need for psychiatric consults and other consultants at PPTs. Transportation for field trips, athletics contests, and special education were lowered than expected.

- **\$76,592:** Supply accounts were under budget. These accounts include general instructional supplies, texts, library materials, transportation and maintenance supplies, and repair and maintenance accounts. Staff monitor budgets closely during the year and spend very conservatively. The staff does not attempt to “zero out” accounts but purchase what is needed at the best possible price.
- **\$54,302:** Utilities expenses were lower than anticipated. Electricity usage was lower than forecasted. The final invoice comes in July and the cooler temperatures saved on air conditioning costs. Fuel for bus drivers was not fully expended. Bus drivers have until June 30<sup>th</sup> to take fuel and the towns bill in the next 4 -6 weeks. Not all the fuel was taken though the forecast assumed all fuel would be used.

## APPENDIX C

### RECAP OF 2015-2016

#### **Return Unspent Fund Balance:**

*The cancellation of 2014-2015 encumbrances of \$1,035 will be returned to the Member Towns. We encumber funds for goods and services received by June 30<sup>th</sup> but not yet billed. In some cases, the estimated amount encumbered varies from the actual invoice (e.g., utility bill; water bill) and we do not need to spend the entire encumbrance. Once the audit is final for 2015-2016, the funds will be returned.*

<i>Bethany</i>	<i>\$ 215</i>
<i>Orange</i>	<i>\$ 509</i>
<i>Woodbridge</i>	<i><u>\$ 310</u></i>
<i>Total</i>	<i><u>\$1,035</u></i>

The audited fund balance for 2015-2016 is \$1,319,839. The Amity Board of Education previously voted to designate \$427,713 for Capital Improvement Projects. There are two other funding requests for discussion at the August 8, 2016 meetings of the Amity Finance Committee and the Amity Board of Education meetings.

#### **FINANCIAL MANAGEMENT:**

**\$ 318,642**

Our efforts to foster a District culture of finding cost savings and efficiencies has been successful producing savings of \$136,911. Utilities for electricity, heating oil and natural gas were below budget due to many conservation efforts and price negotiations.

#### **SPECIAL EDUCATION (NET)**

**\$ 350,967**

These accounts are extremely difficult to forecast. As examples, special need students can be hospitalized; move into the district or leave the district at any time; withdraw from Amity and enroll in Adult Education. Several students who were budgeted to be outplaced were not for a number of reasons. Any one of these events can have a significant impact, positive or negative, on the District's special education expenditures. The State reimbursement rate fluctuates throughout the year. The budget forecasted 75% reimbursement rate and the final rate was 77.63%.

#### **OTHER:**

**\$ 650,230**

**\$395,748:** "Turnover savings" from replacing teachers and other staff who retired or resigned is over budget and savings from unpaid leaves-of-absence. Athletic salaries were down from unfilled coaching positions at the middle school including cheerleading and several assistant coaching positions. Teacher coverages, summer work costs, substitute costs, degree changes and homebound services were less than anticipated.

**\$30,315:** The bid price for workers' compensation insurance premium was under budget. The payroll audit premium was below budget.

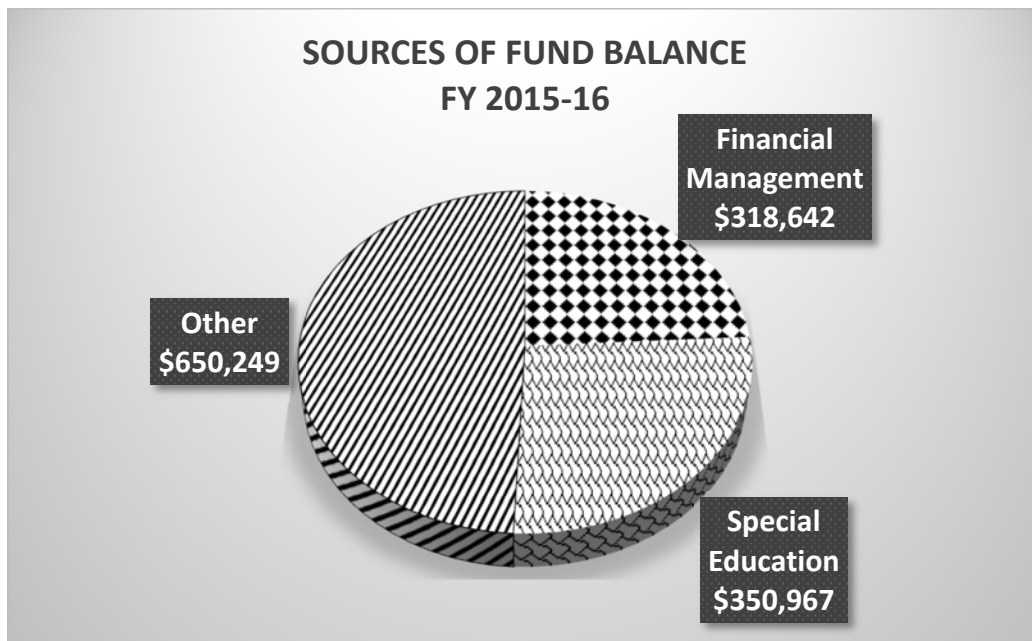
**\$107,099:** Purchased services costs were lower due to a number of factors. There were less interns than anticipated. Fewer home athletic contests at the high school which required

fewer officials, monitors, and scorekeepers; and less than anticipated need for psychiatric consults, professional's attendance at PPTs and behavior specialists' services.

**\$62,385:** The bid for the stone coping repair project at Amity Regional High School was under budget.

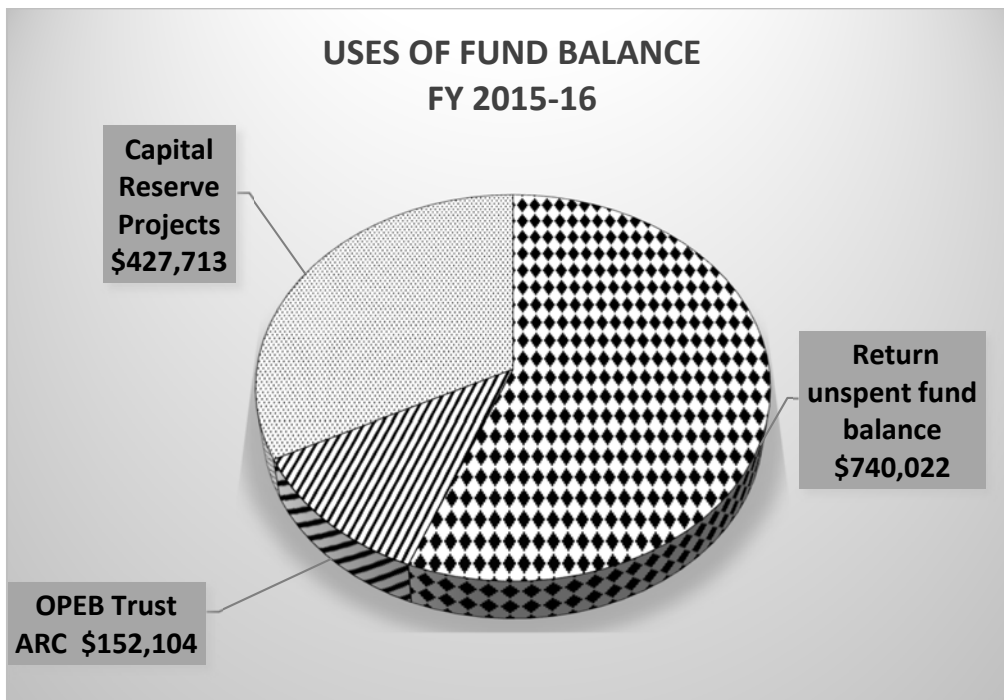
**\$42,438:** Transportation costs were less for athletics and less diesel fuel was used for all bus services than anticipated.

The primary sources of the fund balance are shown graphically below:



1. **\$740,022** – Return of unspent fund balance pending audit presentation
2. **\$152,104** - Designated for the 2015-2016 OPEB Trust ARC
3. **\$427,713** -Transferred into the Reserve Fund for Capital and Nonrecurring Expenses for a variety of projects. The projects include a lighting retrofit, replacing custodial equipment, renovating gym bleachers, replacing stairwell doors, replacing flooring and drinking fountains.

The uses of the fund balance are shown graphically below:



**Return Unspent Fund Balance:**

The *audited* unspent fund balance will be returned to the Member Towns, as follows:

Bethany	\$ 154,065
Orange	\$ 365,549
Woodbridge	\$ 220,408
<b>Total</b>	<b>\$ 740,022</b>

## APPENDIX D

### RECAP OF 2016-2017

#### **Return Unspent Fund Balance:**

*The cancellation of 2015-2016 encumbrances of \$25,133 will be returned to the Member Towns. We encumber funds for goods and services received by June 30<sup>th</sup> but not yet billed. In some cases, the estimated amount encumbered varies from the actual invoice (e.g., utility bill; water bill) and we do not need to spend the entire encumbrance. Once the audit is final for 2016-2017, the funds will be returned.*

<i>Bethany</i>	<i>\$ 5,232</i>
<i>Orange</i>	<i>\$ 12,415</i>
<i>Woodbridge</i>	<i>\$ 7,486</i>
<i>Total</i>	<i>\$ 25,133</i>

The audited fund balance for 2016-2017 is \$1,793,498. These source of the available funds are described below.

#### **FINANCIAL MANAGEMENT:**

**\$ 246,520**

Our efforts to foster a District culture of finding cost savings and efficiencies has been successful producing savings of \$55,152. Utilities for electricity, heating oil and natural gas were below budget by \$191,368 due to many conservation efforts and price negotiations.

#### **SPECIAL EDUCATION (NET)**

**\$ 477,890**

These accounts are extremely difficult to forecast. As examples, special need students can be hospitalized; move into the district or leave the district at any time; withdraw from Amity and enroll in Adult Education. Several students who were budgeted to be outplaced were not for a number of reasons. Some transportation needs were coordinated with the elementary districts to reduce the number of singletons on busses for outplacements. Any one of these events can have a significant impact, positive or negative, on the District's special education expenditures. The State reimbursement rate fluctuates throughout the year. Expenses were down \$790,238 which reduced revenue by \$477,890. The budget forecasted 70% reimbursement rate and the final rate was 76.9%.

#### **SALARIES, MEDICAL, PURCHASED SERVICES (OTHER):**

**\$ 756,654**

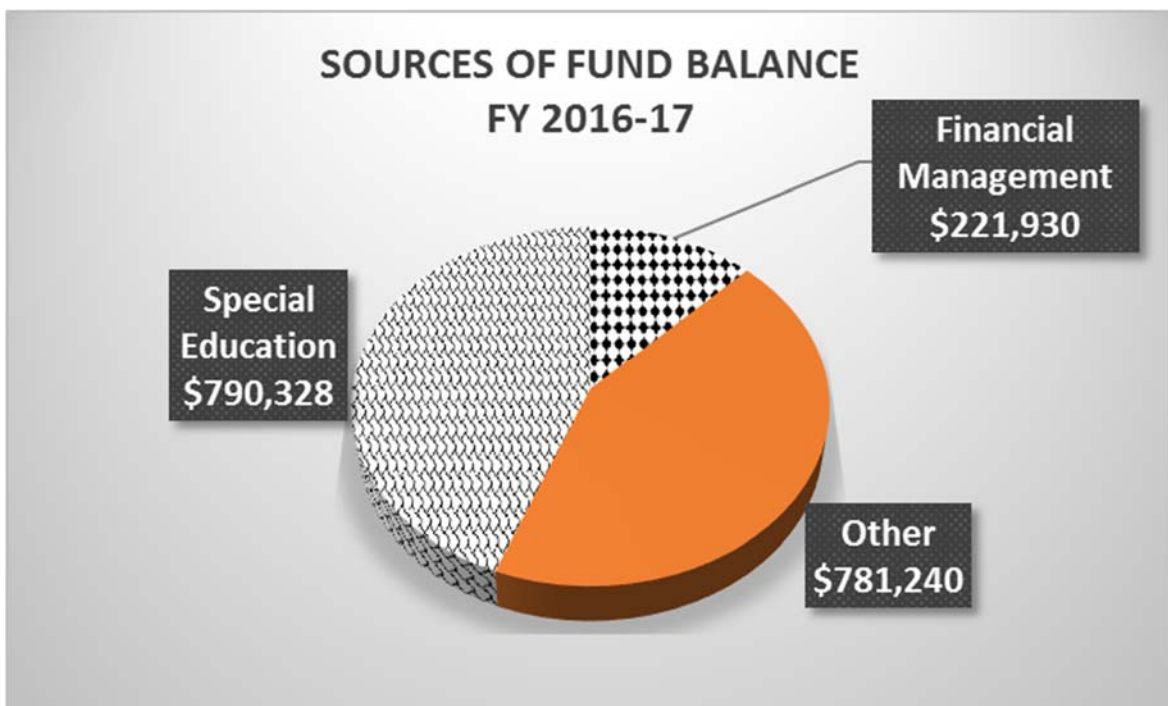
**\$230,437 SALARIES (OTHER):** "Turnover savings" from replacing teachers and other staff who retired or resigned is over budget and savings from unpaid leaves-of-absence. Athletic salaries were down from unfilled coaching positions at the middle school including cheerleading and several assistant coaching positions. Teacher coverages, summer work costs, substitute costs, degree changes and homebound services were less than anticipated.

**\$351,480 MEDICAL (OTHER):** The net balance of the medical account was under budget. Claims and fees were lower than budgeted. The savings was offset by other

components of the account including employer contributions to HSA accounts, retiree payments, and employee co-share contributions.

**\$113,767 PURCHASED SERVICES (OTHER):** Purchased services costs were lower due to a number of factors. There were less interns than anticipated. Fewer home athletic contests at the high school which required fewer officials, monitors, and scorekeepers; and less than anticipated need for psychiatric consults, professional’s attendance at PPTs and behavior specialists’ services.

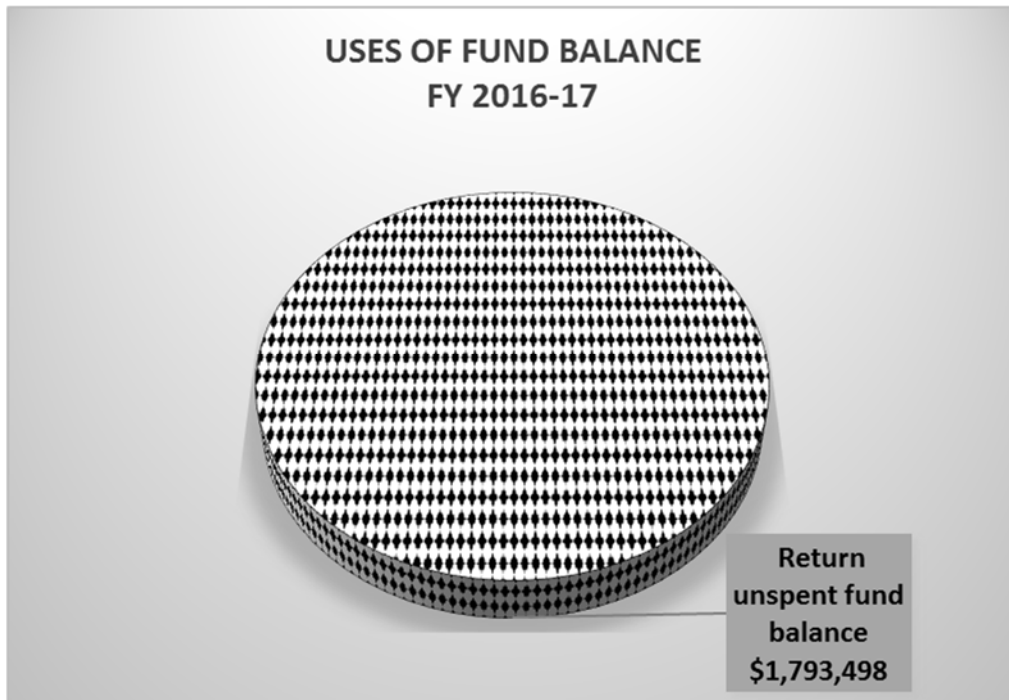
The primary sources of the fund balance are shown graphically below:



The Board of Education approved uses of the fund balance are, as follows:

1. **\$1,793,498** - Return of unspent fund balance per audit.

The uses of the fund balance are shown graphically below:



**Return Unspent Fund Balance:**

The *audited* unspent fund balance will be returned to the Member Towns, as follows:

Bethany	\$ 365,676
Orange	\$ 874,151
Woodbridge	<u>\$ 553,671</u>
<b>Total</b>	<b>\$1,793,498</b>

## APPENDIX E

### RECAP OF 2017-2018

#### Return Unspent Fund Balance:

*The cancellation of 2016-2017 encumbrances of \$86,227 will be returned to the Member Towns. We encumber funds for goods and services received by June 30<sup>th</sup> but not yet billed. In some cases, the estimated amount encumbered varies from the actual invoice (e.g., utility bill; water bill, pending special education settlements) and we do not need to spend the entire encumbrance. Once the audit is final for 2017-2018, the funds will be returned.*

<i>Bethany</i>	<i>\$17,581</i>
<i>Orange</i>	<i>\$42,027</i>
<i>Woodbridge</i>	<i><u>\$26,619</u></i>
<i>Total</i>	<i>\$86,227</i>

The audited fund balance for 2017-2018 is \$3,127,505. These source of the available funds are described below.

#### FINANCIAL MANAGEMENT:

**\$ 78,987**

Our efforts to foster a District culture of finding cost savings and efficiencies has been successful producing savings of \$38,753. Grant money was applied for and awarded to offset the cost of the CEN for savings of \$27,440. This District applied for a grant for displaced students to due hurricanes but received the grant award notice and funds after the fiscal year ended. Restraints of the grant did not allow us to spend it after the fiscal year so it became part of the fund balance.

#### SPECIAL EDUCATION (NET)

**\$ 996,157**

These accounts are extremely difficult to forecast. As examples, special need students can be hospitalized; move into the district or leave the district at any time; withdraw from Amity and enroll in Adult Education. Several students who were budgeted to be outplaced were not for a number of reasons. Some transportation needs were coordinated with the elementary districts to reduce the number of singletons on busses for outplacements. Any one of these events can have a significant impact, positive or negative, on the District's special education expenditures. The Director of Pupil Services has been successful in establishing suitable programs for students within the District and a number of students have returned from outplacement.

#### OTHER:

**\$ 2,052,361**

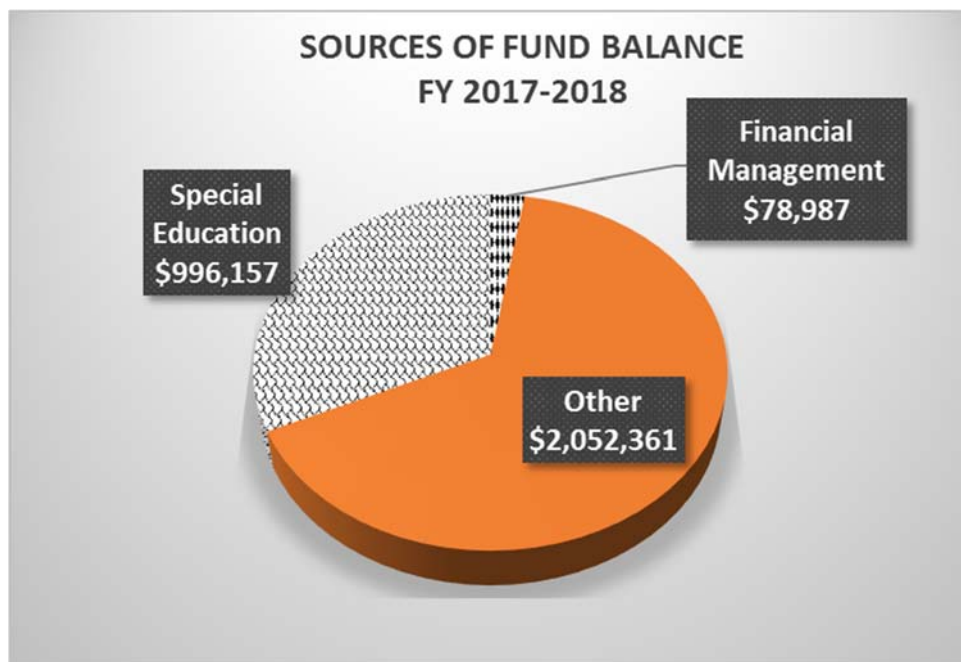
**\$342,994 SALARIES (OTHER):** "Turnover savings" from replacing teachers and other staff who retired or resigned is over budget and savings from unpaid leaves-of-absence. Athletic salaries were down from unfilled coaching positions at the middle school including cheerleading and several assistant coaching positions. Teacher coverages, summer work costs, substitute costs, degree changes and homebound services were less than anticipated.

**\$1,395,839 MEDICAL (OTHER):** The net balance of the medical account was under budget. Claims and fees were much lower than budgeted, only costing 72% of expected claims. The savings was offset by other components of the account including employer contributions to HSA accounts, retiree payments, and employee co-share contributions.

**\$29,913 FACILITIES (OTHER):** The Director of Facilities manages projects and supplies in a very conservative manner. Many projects were completed in-house including tuck-point repair of the field house, concrete sidewalk patches and step repair, and electrical repairs.

**\$29,177 STAFF TRAVEL, CONFERENCES AND DUES & FEES:** Schedule conflicts precluding some staff from attending conferences, other staff were presenters at conferences and registration fees were waived, and a few less requests from students for contest entries. The appropriate funding level for these accounts will be reviewed in the upcoming budget cycle.

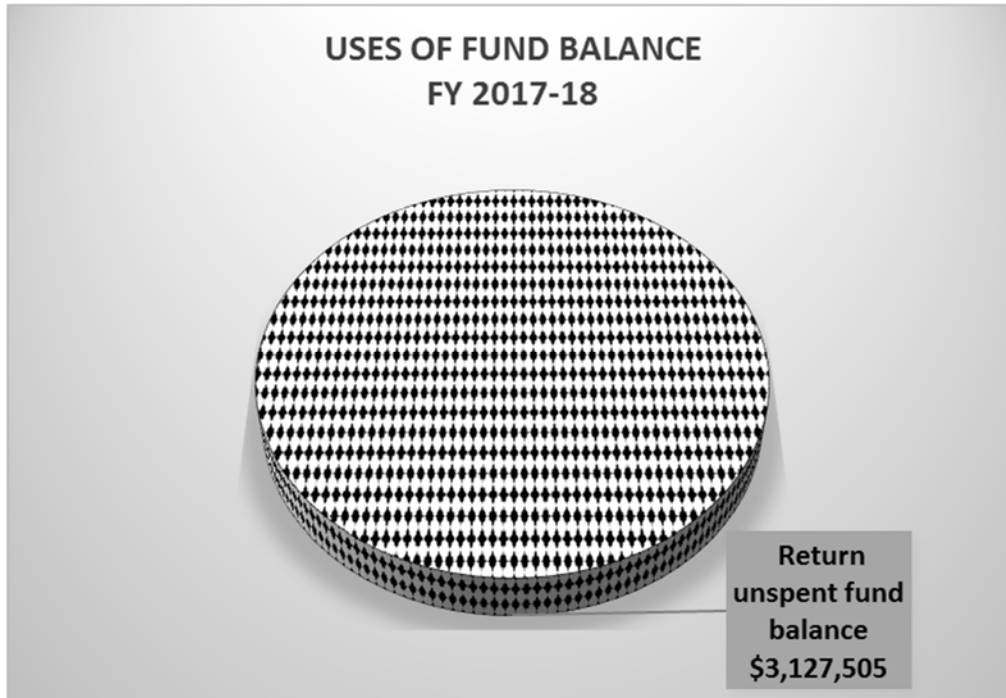
The primary sources of the fund balance are shown graphically below:



The use of the fund balance as voted on in the September 2108 AFC and BOE meetings is as follows:

1. **\$3,127,505** - Return of unspent fund balance per audit.

The uses of the fund balance are shown graphically below:



**Return Unspent Fund Balance:**

The audited unspent fund balance will be returned to the Member Towns, as follows:

<i>Town of Bethany</i>	<i>\$ 615,493</i>
<i>Town of Orange</i>	<i>\$1,556,778</i>
<i>Town of Woodbridge</i>	<i><u>\$ 955,234</u></i>
<i>Total</i>	<i>\$3,127,505</i>

Amity Regional School District No. 5 - Budget Transfers 2018-2019

<u>MONTH/YR</u>	<u>JNL#</u>	<u>ACCOUNT NUMBER &amp; DESCRIPTION</u>		<u>AMOUNT</u>	<u>DESCRIPTION</u>
September 2018	25	01111008	5611 INSTRUCTIONAL SUPPLIES	\$ -2,100.00	WOODWORKING BENCH FOR TECH
September 2018	25	01111008	5730 EQUIPMENT - NEW	\$ 2,100.00	WOODWORKING BENCH FOR TECH
September 2018	60	05142700	5513 IN DISTRICT PRIVATE REG ED	\$ 880.00	TRANSPORTATION TO EZRA
September 2018	60	05142700	5512 VO-AG/VO-TECH REG ED	\$ -880.00	TRANSPORTATION TO EZRA
September 2018	84	04122150	5690 OTHER SUPPLIES	\$ 5.00	OVERAGE FOR SHIPPING CHARGE
September 2018	84	04122150	5611 INSTRUCTIONAL SUPPLIES	\$ -5.00	OVERAGE FOR SHIPPING CHARGE
September 2018	111	01111010	5420 REPAIRS,MAINTENANCE & CLEANING	\$ -134.00	Fee/membership NAFME/CMEA
September 2018	111	01111010	5810 DUES & FEES	\$ 134.00	Fee/membership NAFME/CMEA
October 2018	27	01111016	5810 DUES & FEES	\$ -100.00	Books for Reading Lab
October 2018	27	01111016	5690 OTHER SUPPLIES	\$ 100.00	Books for Reading Lab
October 2018	43	02111011	5611 INSTRUCTIONAL SUPPLIES	\$ -300.00	PURCHASE FLOORING FOR WEIGHTRM
October 2018	43	02111011	5730 EQUIPMENT - NEW	\$ 300.00	PURCHASE FLOORING FOR WEIGHTRM
October 2018	52	04121206	5440 RENTALS-LAND,BLDG,EQUIPMENT	\$ -1,000.00	MILEAGE TO ALBERTUS COLLEGE
October 2018	52	04121206	5580 STAFF TRAVEL	\$ 1,000.00	MILEAGE TO ALBERTUS COLLEGE
October 2018	71	01111016	5810 DUES & FEES	\$ -34.00	Cover shipping costs
October 2018	71	01111016	5611 INSTRUCTIONAL SUPPLIES	\$ 34.00	Cover Shipping costs
November 2018	24	01111005	5690 OTHER SUPPLIES	\$ -256.00	on-line vocabulary subscriptio
November 2018	24	01111005	5611 INSTRUCTIONAL SUPPLIES	\$ -31.00	on-line vocabulary subscriptio
November 2018	24	01111005	5641 TEXTBOOKS	\$ 287.00	on-line vocabulary subscriptio
November 2018	174	02132130	5690 OTHER SUPPLIES	\$ -85.00	FOR NURSE DUES AND FEES
November 2018	174	02132130	5810 DUES & FEES	\$ 85.00	FOR NURSE DUES AND FEES
November 2018	190	02111011	5611 INSTRUCTIONAL SUPPLIES	\$ -1,030.00	WEIGHT ROOM FLOOR/MAT
November 2018	190	02111011	5730 EQUIPMENT - NEW	\$ 1,030.00	WEIGHT ROOM FLOOR/MAT
December 2018	110	03113202	5420 REPAIRS,MAINTENANCE & CLEANING	\$ -9.00	Dumb bell sets shortfall
December 2018	110	03113202	5731 EQUIPMENT - REPLACEMENT	\$ 9.00	Dumb bell sets shortfall

# **AMITY REGIONAL SCHOOL DISTRICT NO. 5**

**Bethany Orange Woodbridge**  
**25 Newton Road, Woodbridge Connecticut 06525**



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**Theresa Lumas**  
**Director of Finance and Administration**  
[terry.lumas@reg5.k12.ct.us](mailto:terry.lumas@reg5.k12.ct.us)

**Phone (203) 397-4813**  
**Fax (203) 397-4864**

To: Dr. Jennifer Byars, Superintendent of Schools

From: Theresa Lumas, Director of Finance and Administration

Re: Budget Transfers over \$3,000 - **Fiscal Year 2018-2019**

Date: December 28, 2018

I recommend the Amity Finance Committee and Amity Board of Education approve the following budget transfer request(s):

Jim Saisa, the Facilities Director, reported an emergency repair at the high school. The passenger elevator at Amity High School had a failure Friday, December 14, 2018, where the car was shaking badly in between floors. Kone Elevator, our service provider, responded to the service call and determined that the Hydraulic power unit failed and needs to be replaced. The elevator was installed in the mid-90's so the unit has certainly served its time. We are fastidious about our regularly scheduled maintenance, preventive maintenance, and code required testing. There is no accurate way to predict major equipment failure when the regularly scheduled maintenance and tuning visits reveal systems are operating properly. This type of equipment is not the type one would just arbitrarily replace on a timed interval. The price to replace the entire hydraulic power unit is \$23,934. This is advisable because just replacing the pump and integrating it with 25 year-old other parts would almost assuredly result in those parts failing. This would result in more expensive failures and more down time and disruption to students that need it. Currently two students who were not able to traverse the stairs have had accommodations made to their schedules.

## **Facilities:**

I am requesting the funds be transferred from the Facilities Contingency Account to the Repair and Maintenance account at the high school.

## **For the Amity Finance Committee:**

***Recommend the Amity Board of Education approve the following budget transfer to cover the emergency repair of the elevator at Amity Regional High School.***

## **For the Amity Board of Education:**

*Move to approve the following budget transfer to cover the emergency repair of the elevator at Amity Regional High School.*

<b>ACCOUNT NUMBER</b>	<b>ACCOUNT NAME</b>	<b>FROM</b>	<b>TO</b>
05-14-2600-5715	Facilities Contingency	\$23,934	
03-14-2600-5420	Repair & Maintenance		\$23,934

# Amity Regional School District No. 5 Superintendent's Proposed Educational Plan 2019-2020



January 14, 2019

**AMITY REGIONAL SCHOOL DISTRICT Nº 5**  
**Bethany Orange Woodbridge**  
**25 Newton Road, Woodbridge, Connecticut 06525**



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**Jennifer P. Byars, Ed.D.**

**Superintendent of Schools**

Dear Amity Board of Education; Amity Finance Committee; and Bethany, Orange, and Woodbridge Communities:

Amity's 2019-2020 Educational Plan represents a slice of the overall process and strategy of ensuring the financial well-being, stability, high standards, and pursuit of excellence that have become hallmarks of the Amity Regional School District. The foundational elements that drive the process have been under development for years: focusing on excellence in Academics, Athletics, and the Arts; forecasting and planning for capital improvements; actively seeking and implementing cost savings and efficiencies across all departments; leveling funding in volatile categories; continuously evaluating and responding to risk and uncertainty; and, considering and incorporating community-based budgeting concerns into the final product. Our team-based decision-making process has resulted in a responsible and responsive product at earlier stages in the development of our recommended budget.

The District's proposed 2019-2020, budget of \$49,930,305 or a 1.84 percent increase over the current budget, represents the necessary resources to maintain the high quality of education that we provide to Amity students. This adopted budget is a clear indication of our efforts to offer excellent educational programs and services that are consistent with Amity Board of Education goals and are delivered in the most cost-effective manner.

The primary budget drivers for 2019-2020 are contracted salaries and benefits, debt service, and textbooks. Our efforts to identify and implement cost savings and efficiencies continue to maximize downward pressure on expenses, both real and potential, in nearly all departments. Instead of delaying capital improvement projects, we have developed a plan that avoids the impact of large expenditures in a single year and incorporated a proposal for bonding of major items, which is shown in the long range planning. This plan represents our efforts to maintain superior programs at a minimum expense to taxpayers over the span of multiple years.

***The long range projections are used in developing the budget for next fiscal year. We want to be sure all of our decision-making takes into account the effect over a three-to-five-year horizon. The Five-Year Capital Improvement Plans and Three-Year Operating Expenditures Forecasts are for informational purposes only. The Referendum will be held on the 2019-2020 budget.***

## **Table of Contents**

Introduction .....	i
Amity Board of Education Members .....	5
Amity Finance Committee Members .....	5
Amity Board of Education / District Goals .....	6
Document Organization .....	7
Budget Detail .....	8
Overall Summary .....	8
Cost Savings & Efficiencies .....	12
Total Revenues .....	14
Member Town Allocations .....	15
Other Revenue .....	15
Other State Grants .....	15
Miscellaneous Income .....	15
Building Renovation Grants .....	16
Salaries .....	16
Benefits .....	17
Purchased Services .....	17
Debt Service .....	17
Supplies (Including Utilities) .....	17
Equipment .....	18
Improvement/Contingency .....	18
Dues and Fees .....	18
Assumptions and Observations .....	19
Overview .....	19
Budget Drivers .....	19
Budget Balancers .....	20
Risk Factors .....	20
Average Daily Membership .....	23
Detailed Explanations by Account .....	26
Historical Data .....	41
Sources of Unspent Fund Balance .....	42
Use of Unspent Fund Balances .....	43
Budget Total Expenditures .....	45
Budget Balancers .....	46
Actual to Budget Variances .....	48
Student Enrollment .....	49
Staffing .....	50



Medical & Dental Insurance .....	53
OPEB Trust .....	56
Electricity .....	57
Long Range Projections.....	59
Five Year Capital Improvement Plan – Facilities.....	60
Recommended Items for Bonding .....	62
Five Year Capital Improvement Plan – Technology .....	66
Five Year Plan – Textbooks .....	70
Debt Service .....	72
Three Year Operating Forecasts .....	73
Definitions .....	80
Department Detail.....	86
Amity Middle School – Bethany .....	86
Amity Middle School – Orange .....	91
Amity Regional High School .....	96
Department of Pupil Services.....	101
District Services .....	104
Board of Education .....	104
Central Administration.....	104
Technology .....	104
Building Operations & Maintenance.....	105
Security .....	105
Transportation .....	105
Substitutes .....	105
Employee Benefits .....	106
Redemption of Principal .....	106
Function Detail .....	107
Art .....	107
Athletics .....	107
Benefits .....	108
Board of Education.....	108
Business.....	108
Central Administration.....	109
Debt Service .....	109
Department of Pupil Services - Alternative School.....	109
Department of Pupil Services – Counseling Services .....	110
Department of Pupil Services - Hearing Impaired .....	110
Department of Pupil Services – Homebound Tutors.....	110
Department of Pupil Services – Nursing Services.....	111
Department of Pupil Services - Psychological Services.....	111



Department of Pupil Services - Pupil Services.....	111
Department of Pupil Services - Resource Program .....	112
Department of Pupil Services - Speech/Language .....	112
Department of Pupil Services - Transition Academy .....	112
Department of Pupil Services - Transition Program.....	113
Department of Pupil Services - Tuition .....	113
English.....	113
ESL.....	113
Facilities .....	114
Family & Consumer Sciences .....	115
General Instructional Supplies .....	115
Mathematics .....	115
Media .....	115
Music.....	116
Physical Education .....	116
Principal Services .....	117
Reading .....	118
Science .....	118
Security .....	119
Social Studies.....	119
STEM.....	119
Student Activities .....	119
Substitutes .....	120
Summer work .....	120
Technology Education.....	120
Technology Services .....	120
Theater.....	121
Transportation .....	121
World Language .....	121



**Amity Regional School District N°5  
Board of Education Members**

Mr. Christopher Browe – Chairperson (O)  
Ms. Patricia Cardozo - Vice-Chairperson (W)  
Ms. Sheila McCreven – Secretary (W)  
Mr. Steven DeMaio – Treasurer (O)  
Ms. Paula Cofrancesco - Assistant Treasurer (B)  
Mr. John Belfonti (O)  
Ms. Robyn Berke (W)  
Ms. Shannan Carlson (O)  
Ms. Carla Eichler (O)  
Ms. Amy Esposito (O)  
Mr. George Howard (O)  
Dr. Jennifer Turner (B)  
Ms. Diane Urbano (W)

**Amity Regional School District N°5  
Finance Committee Members**

Mr. John Belfonti – Chairperson (ABOE-O)  
Mr. Matt Giglietti – Vice Chairperson (Woodbridge BOF)  
Ms. Patricia Cardozo (ABOE-W)  
Mr. John Grabowski (Bethany BOF)  
Mr. Joseph Nuzzo (Orange BOF)  
Dr. Jennifer Turner (ABOE-B)



## **Amity Board of Education / District Goals**

**Continuously improve instruction, cultivate creativity, and enhance student engagement and performance.**

**Enhance the efficient and effective use of resources.**

**Foster a supportive climate for students and adults.**



This document is organized into the following sections:

**INTRODUCTION:** A brief description of the process, members of the Amity Board of Education, members of the Amity Finance Committee, and Amity Board of Education / District Goals.

**BUDGET DETAIL:** The 2017-2018 Actual, 2018-2019 Budget, 2018-2019 Forecast, and Proposed 2019-2020 Budget figures.

**ASSUMPTIONS AND OBSERVATIONS:** A detailed explanation of the assumptions used and the reasons for the changes from this year's budget.

**HISTORICAL DATA:** A historical perspective of financial planning in Amity. This section includes explanations and uses of fund balances for the past five years.

**LONG RANGE PROJECTIONS:** This section includes a Five Year Capital Improvement Plan for facilities, a 10-year bond issued in 2019-2020, a Five Year Capital Improvement Plan for technology, and Three Year Operating Forecasts.

**DEFINITIONS:** Definitions are provided for commonly used terminology in education.

**DEPARTMENT DETAIL:** A listing of accounts by school and subject.

**FUNCTION DETAIL:** A listing of accounts by function, a segment of the account number. The function refers to subject (art, math, science, etc.) or department (athletics, technology, facilities, etc.).



## OVERALL SUMMARY

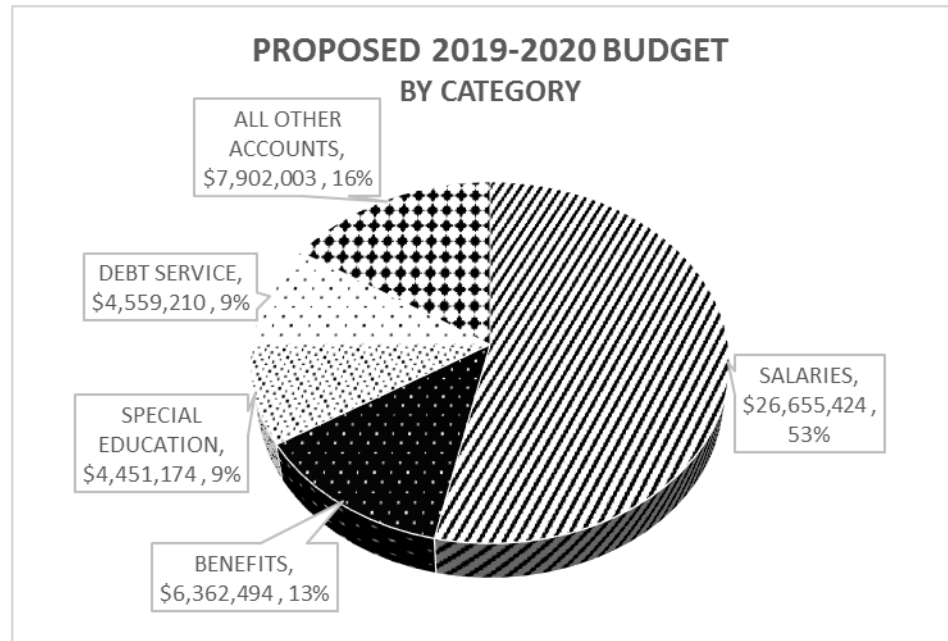
- ❖ Total expenditures increase by \$903,770 or 1.84 percent
  - Salaries and benefits are higher by \$670,376
  - Benefits are higher by \$269,797
  - Improvements to Buildings & Sites increases by \$133,000
  - Debt Service *decreases* by \$36,366
  - Special education transportation and tuition *decreases* by \$350,441
- ❖ Member town allocations increase by \$858,022 or 1.78 percent
  - Excess Cost Revenue for the District is based on estimated revenue paid directly to the District. It was proposed in the previous Governor's budget to include a new Special Education Grant which would go directly to towns. It is uncertain at this time if there will be changes to the formula and payee.
  - No carry over funds are designated for next year's budget
- ❖ Student enrollment is projected to decrease from this school year's forecast of 2,224 to 2,190, a decreasing by 34 students
- ❖ The number of full-time equivalent (FTE) positions is a net increase of 6.7 FTE
  - Add 3.8 FTE security guard positions across the District. Add 1.0 FTE Para educator for special education to meet students' needs as identified in IEP data. Add two .45 FTE job coach positions to support the transition program in both locations. A 1.0 FTE position is proposed for a certified teacher. The position would partially support special education needs at the high school.
  - Other changes include increasing the 10-month associate principal position to a 12-month position and continue to support the testing center interventionist added in the current year.
- ❖ The budget includes several risk factors
  - Excess Costs will be funded at a 75% reimbursement rate, State and federal grants will not be lower than budgeted (9.5 para educator positions and 1.20 teaching positions are currently paid by grants)
  - Turnover and vacancy savings will be achieved
  - Expected claims will remain at or below budget for the remainder of the current year
  - Actual claims will not exceed the budget and deplete the self-insurance reserve



- The State Department of Developmental Services (DDS) may attempt to shift the cost of State agency residential placements to the local school districts. There are no funds in the budget to absorb this potential cost.

**Budget by Category:**

Salaries, benefits, debt service and special education transportation and tuition account for 85 percent of the total budget. All of the other accounts make up 15 percent of the total budget.



**Salary** budget is based on the current staff and contractual agreements with the addition of 6.7 FTE positions. 1.0 certified position for the special education, 3.8 FTE for security positions, and 1.9 classified positions to meet special education needs.

**Benefits** budget is derived from Anthem's projected expected medical claims, actuarial reports and current payroll tax rates.

**Special education** tuition and transportation are based on identified incoming special education students from Grade 6 and identified special education students who are expected to move up one grade and remain in the District. There is **no** contingency for any students

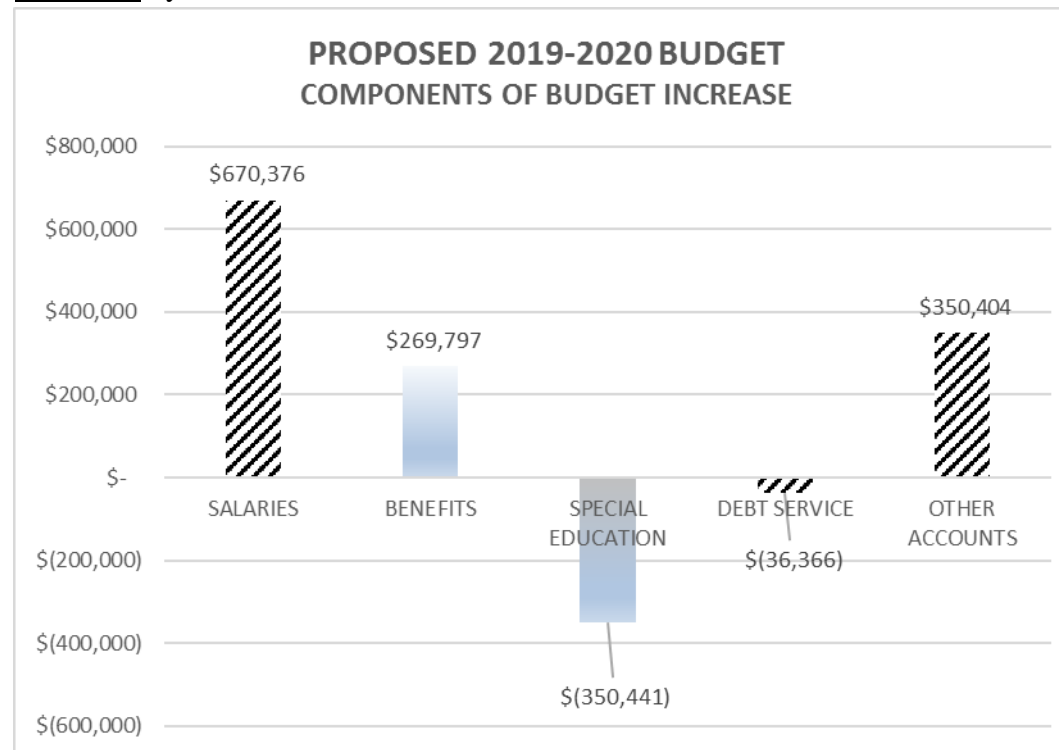


placed in a residential facility by a State agency. The State Department of Developmental Services (DDS) is attempting to shift the cost of State agency residential placements to the local school districts.

**Debt Service** budget is based on the current debt repayment schedule. There are no funds included for the anticipated 2019-2020 bond.

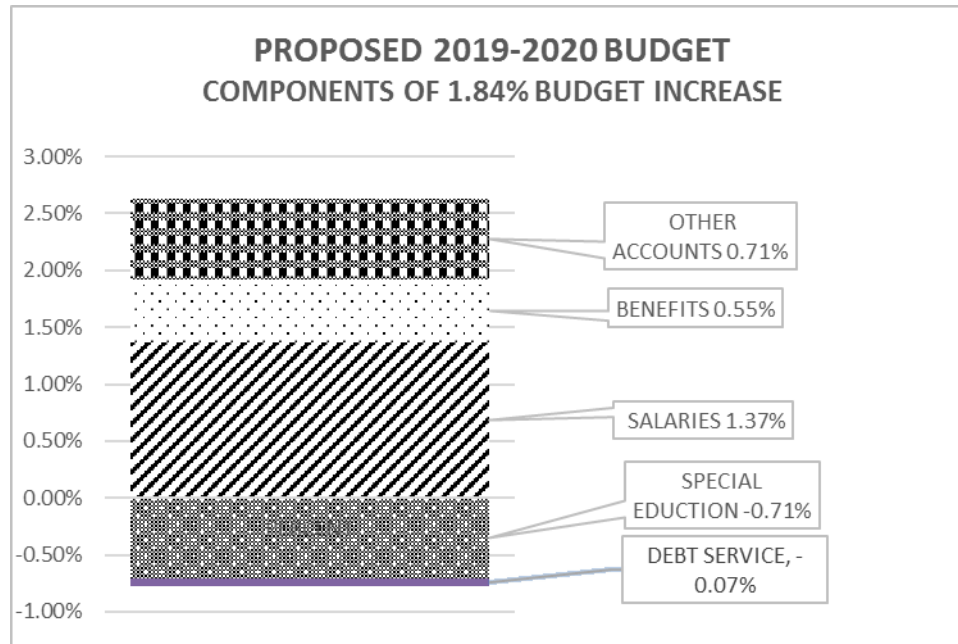
**All other accounts** have been carefully reviewed and determined to be necessary to provide the high quality education expected by the community. Administrators looked at three years of history and were challenged to find cost savings and efficiencies.

Salaries and benefits are higher by \$936,820 including new positions; debt service decreases by \$36,366; special education transportation and tuition decreases by \$350,441 and all other accounts have a net increase of \$353,757



❖ Total expenditures increase by \$903,770 or 1.84 percent





Most of the budget balancers are reasonable risks based on past history. Nevertheless, the Superintendent of Schools and Director Finance and Administration will be closely monitoring the budget and holding back on certain budgeted expenditures (e.g., OPEB Trust; Contingency Account) to be sure the authorized appropriation is not exceeded. We also have made it a part of the District's culture to find cost savings and efficiencies throughout the year.



## **COST SAVINGS AND EFFICIENCIES**

### **Amity Regional School District Culture is to Work Efficiently and Reduce Costs**

Our District's goal has always been to provide an exceptional educational program to our students and still be mindful of the financial impact on the taxpayers. The District has had to find cost savings and efficiencies each year to offset the higher costs for salaries, medical insurance, special education, and unfunded mandates, to name a few of the many budget drivers.

We developed a process in 2014 to foster a District culture of maximizing cost savings and efficiencies. First, the Board of Education made it a District Goal. Second, the administrative team embraced the concept, because they quickly understood the benefits to the District. Third, the District's staff is continually being encouraged to participate through group meetings, e-mails and one-on-one conversations. Fourth, the community at-large, including Town Officials, are learning about our efforts through monthly financial reports, local access television, and group and individual conversations. Fifth, the taxpayers have given us their 'vote of confidence' as evidenced by all three regional school district member towns voting overwhelmingly for the District's budget thirteen years in a row.

Our school district is proud of our students' achievements in the arts, academics and athletics. Our students are amazing. We have an obligation to provide the staff, supplies and equipment, and infrastructure (both buildings and technology) so our students can excel. We accomplish that by planning, implementing and following up on a day to day basis. Our goal is to find cost savings and efficiencies to make the resources available to help our students be the best they can be.

The Jack B. Levine Efficiency Award of Excellence was created in 2016 in recognition of the retiring Director of Finance and Administration's efforts to create this culture of cost saving and efficiency. Students in Grades 7 through 12 may apply by submitting ideas for new cost savings. A recipient from each school is selected to receive a \$300 award (funded through a donation) and attend a luncheon with the Superintendent of Schools and the principals.

Since the start of this initiative in September 2014, our staff has identified cost **savings and efficiencies of \$139,721 in 2014-2015, \$125,911 in 2015-2016, \$595,302 in 2016-2017, \$746,688 in 2017-2018 and \$31,586 to date in 2018-2019!**

The primary positive benefits derived for cost savings and efficiencies are, as follows:



- ❖ **Reallocate found funds to higher priority needs** – If we can do things more efficiently and less costly, we can free up funds to help move the district forward. It is difficult to accurately predict what will happen in 6 to 18 months. When we prepare a budget, it is almost six months before the school year begins. We always spend the taxpayers' money prudently. We do not spend funds just because it has been budgeted.
- ❖ **Reduce the required level of funding (i.e., lower budget increases)** – We can use these savings to partially offset the budget drivers. The five-year average budget total expenditure increase is 2.12 percent.
- ❖ **Reassure the taxpayers that we are using their money wisely** – Our prudent financial management has kept budget increases as low as possible; provided yearend fund balances, which have been returned to the member towns or used for high-priority needs; and our sound financial operations, transparent fiscal reporting, and prudent spending have played a key role in thirteen consecutive years of the budget passing on the first try.



LINE	CATEGORY	COLUMN 1 2017-2018 ACTUAL	COLUMN 2 2017-2018 BUDGET	COLUMN 3 2018-2019 FORECAST	COLUMN 4 2019-2020 BUDGET	COLUMN 5 VAR. \$ TO BUDGET	COLUMN 6 VAR. % TO BUDGET
1	MEMBER TOWN ALLOCATIONS	47,465,355	48,190,256	48,190,256	48,048,278	858,022	1.78%
2	OTHER REVENUE	267,094	186,902	250,194	213,577	26,675	14.27%
3	OTHER STATE GRANTS	784,807	573,805	573,805	592,878	19,073	3.32%
4	MISCELLANEOUS INCOME	53,067	75,572	103,912	75,572	0	0%
5	BUILDING RENOVATION GRANTS	6,363	0	0	0	0	0%
6	<b>TOTAL REVENUES</b>	<b>48,576,686</b>	<b>49,026,535</b>	<b>49,118,167</b>	<b>49,930,305</b>	<b>903,770</b>	<b>1.84%</b>
7	SALARIES	25,131,107	25,985,048	25,805,895	26,655,424	670,376	2.58%
8	BENEFITS	4,985,420	6,092,697	6,080,842	6,362,494	269,797	4.43%
9	PURCHASED SERVICES	7,393,566	8,495,258	8,186,624	8,497,804	2,546	0.03%
10	DEBT SERVICE	4,406,650	4,595,576	4,567,838	4,559,210	(36,366)	-0.79%
11	SUPPLIES (INCLUDING UTILITIES)	2,899,440	2,978,862	2,964,877	2,973,028	(5,834)	-0.20%
12	EQUIPMENT	348,591	380,655	380,655	250,547	(130,108)	-34.18%
13	IMPROVEMENTS / CONTINGENCY	155,745	331,000	307,700	464,000	133,000	40.18%
14	DUES AND FEES	128,868	167,439	167,439	167,798	359	0.21%
15	TRANSFER ACCOUNT	0	0	0	0	0	0.00%
16	<b>TOTAL EXPENDITURES</b>	<b>45,449,387</b>	<b>49,026,535</b>	<b>48,461,870</b>	<b>49,930,305</b>	<b>903,770</b>	<b>1.84%</b>
17	<b>SUBTOTAL</b>	<b>3,127,299</b>	<b>0</b>	<b>656,297</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
18	<b>CANCELLATION OF PRIOR YEAR'S ENCUMBRANCES</b>	<b>86,227</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
19	<b>DESIGNATED FOR SUBSEQUENT YEAR'S BUDGET</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
20	<b>NET BALANCE / (DEFICIT)</b>	<b>3,213,526</b>	<b>0</b>	<b>656,297</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
21	<b>AVERAGE DAILY MEMBERSHIP</b>	<b>2,246</b>	<b>2,216</b>	<b>2,224</b>	<b>2,190</b>	<b>(34)</b>	<b>-1.53%</b>
22	<b>PER PUPIL EXPENDITURE</b>	<b>17,129</b>	<b>18,698</b>	<b>18,427</b>	<b>19,302</b>	<b>603</b>	<b>3.23%</b>

**Note: The number of students in the 2019-2020 budget are 2,190 compared to the 2018-2019 actual number of students of 2,224, this is lower by 34 students.**



LINE	CATEGORY	COLUMN 1 2017-2018 ACTUAL	COLUMN 2 2018-2019 BUDGET	COLUMN 3 2018-2019 FORECAST	COLUMN 4 2019-2020 BUDGET	COLUMN 5 VAR. \$ TO BUDGET	COLUMN 6 VAR. % TO BUDGET
1	BETHANY ALLOCATION	9,341,182	9,295,901	9,295,901	9,003,302	(292,599)	-3.15%
2	ORANGE ALLOCATION	23,626,829	24,181,870	24,181,870	24,949,878	768,008	3.18%
3	WOODBIDGE ALLOCATION	14,497,344	14,712,485	14,712,485	15,095,098	382,613	2.60%
4	<b>MEMBER TOWN ALLOCATIONS</b>	<b>47,465,355</b>	<b>48,190,256</b>	<b>48,190,256</b>	<b>49,048,278</b>	<b>858,022</b>	<b>1.78%</b>
5	ADULT EDUCATION	3,494	3,042	3,042	3,042	0	0.00%
6	PARKING INCOME	33,092	29,000	29,000	29,000	0	0.00%
7	INVESTMENT INCOME	70,343	20,000	60,000	40,000	20,000	100.00%
8	ATHLETICS	29,330	23,000	23,000	25,000	2,000	8.70%
9	TUITION REVENUE	106,135	88,460	108,642	90,535	2,075	2.35%
10	TRANSPORTATION INCOME	24,700	23,400	26,510	26,000	2,600	11.11%
11	TRANSPORTATION BOWA AGREEMENT	0	0	0	0	0	0.00%
12	<b>OTHER REVENUE</b>	<b>267,094</b>	<b>186,902</b>	<b>250,194</b>	<b>213,577</b>	<b>26,675</b>	<b>14.27%</b>
14	SPECIAL EDUCATION GRANTS	784,807	573,805	573,805	592,878	19,073	3.32%
15	<b>OTHER STATE GRANTS</b>	<b>784,807</b>	<b>573,805</b>	<b>573,805</b>	<b>592,878</b>	<b>19,073</b>	<b>3.32%</b>
16	RENTAL INCOME	23,530	21,000	21,000	21,000	0	0.00%
17	INTERGOVERNMENTAL	8,422	29,572	29,572	29,572	0	0.00%
18	OTHER REVENUE	21,115	25,000	53,340	25,000	0	0.00%
19	TRANSFER IN	0	0	0	0	0	0.00%
20	<b>MISCELLANEOUS INCOME</b>	<b>53,067</b>	<b>75,572</b>	<b>103,912</b>	<b>75,572</b>	<b>0</b>	<b>0.00%</b>
21	<b>BUILDING RENOVATION GRANTS</b>	<b>6,363</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
22	<b>TOTAL REVENUES</b>	<b>48,576,686</b>	<b>49,026,535</b>	<b>49,118,167</b>	<b>49,930,305</b>	<b>903,770</b>	<b>1.84%</b>

**Note: A detailed explanation is provided under Assumptions and Observations for the changes from current 2018-2019 budget to the 2019-2020 budget for all revenue and expenditure accounts.**



LINE	CATEGORY	COLUMN 1 2017-2018 ACTUAL	COLUMN 2 2018-2019 BUDGET	COLUMN 3 2018-2019 FORECAST	COLUMN 4 2019-2020 BUDGET	COLUMN 5 VAR. \$ TO BUDGET	COLUMN 6 VAR. % TO BUDGET
1	5111-CERTIFIED SALARIES	20,730,652	21,397,312	21,225,813	21,776,498	379,186	1.77%
2	5112-CLASSIFIED SALARIES	4,400,455	4,587,736	4,580,082	4,878,926	291,190	6.35%
3	<b>SALARIES</b>	<b>25,131,107</b>	<b>25,985,048</b>	<b>25,805,895</b>	<b>26,655,424</b>	<b>670,376</b>	<b>2.58%</b>
4	5200-MEDICARE - ER	341,418	374,913	374,913	364,933	(9,980)	-2.66%
5	5210-FICA - ER	273,821	283,586	288,739	287,766	4,180	1.47%
6	5220-WORKERS' COMPENSATION	227,763	246,900	226,826	254,532	7,632	3.09%
7	5255-MEDICAL & DENTAL INSURANCE	2,973,210	4,083,941	4,083,941	4,419,764	335,823	3.09%
8	5860-OPEB TRUST	105,537	62,910	62,910	40,950	(21,960)	8.22%
9	5260-LIFE INSURANCE	42,431	45,537	45,537	44,579	(958)	-34.91%
10	5275-DISABILITY INSURANCE	9,634	9,924	10,248	10,222	298	-2.10%
11	5280-PENSION PLAN - CLASSIFIED	886,831	892,845	892,845	851,987	(40,858)	-4.68%
12	5281-DEFINED CONTRIBUTION RETIREMENT PLAN	59,878	64,867	67,609	69,787	4,920	7.58%
13	5282-RETIREMENT SICK LEAVE - CERT	19,936	1,921	1,921	0	(1,921)	-100.00%
14	5283-RETIREMENT SICK LEAVE - CLASS	0	1,000	1,000	0	(1,000)	-100.00%
15	5284-SEVERANCE PAY - CERTIFIED	25,477	1,000	1,000	0	(1,000)	-100.00%
16	5290-UNEMPLOYMENT COMPENSATION	18,120	21,353	21,353	15,974	(5,379)	-25.19%
17	5291-CLOTHING ALLOWANCE	1,364	2,000	2,000	2,000	0	100.00%
18	<b>BENEFITS</b>	<b>4,985,420</b>	<b>6,092,697</b>	<b>6,080,842</b>	<b>6,362,494</b>	<b>269,797</b>	<b>4.43%</b>



LINE	CATEGORY	COLUMN 1 2017-2018 ACTUAL	COLUMN 2 2018-2019 BUDGET	COLUMN 3 2018-2019 FORECAST	COLUMN 4 2019-2020 BUDGET	COLUMN 5 VAR. \$ TO BUDGET	COLUMN 6 VAR. % TO BUDGET
19	5322-INSTRUCTIONAL PROG IMPROVEMENT	29,165	28,500	28,500	39,700	11,200	39.30%
20	5327-DATA PROCESSING	88,180	93,590	93,590	95,276	1,686	1.80%
	5330-OTHER PROFESSIONAL & TECHNICAL						
21	SRVC	1,299,585	1,332,265	1,332,265	1,467,869	135,604	10.18%
22	5440-RENTALS - LAND, BLDG, EQUIPMENT	87,412	119,185	119,185	118,750	(435)	-0.36%
23	5510-PUPIL TRANSPORTATION	2,570,618	2,995,119	2,913,448	3,100,537	105,418	3.52%
24	5521-GENERAL LIABILITY INSURANCE	233,069	242,601	234,032	243,217	616	0.25%
25	5550-COMMUNICATIONS: TEL, POST, ETC.	133,209	163,224	163,224	115,356	(47,868)	-5.31%
26	5560-TUITION EXPENSE	2,843,895	3,427,580	3,209,186	3,213,232	(214,348)	-29.33%
27	5590-OTHER PURCHASED SERVICES	108,433	93,194	93,194	103,867	10,673	-6.25%
28	<b>PURCHASED SERVICES</b>	<b>7,393,566</b>	<b>8,495,258</b>	<b>8,186,624</b>	<b>8,497,804</b>	<b>2,546</b>	<b>0.03%</b>
29	5830-INTEREST	821,650	745,576	717,838	809,210	63,634	8.53%
30	5910-REDEMPTION OF PRINCIPAL	3,585,000	3,850,000	3,850,000	3,750,000	(100,000)	-2.60%
30a	INTEREST OWED TO STATE	0	0	0	0	0	0.00%
30b	BONDING OF FACILITIES CAPITAL ITEMS	0	0	0	0	0	0.00%
31	<b>DEBT SERVICE</b>	<b>4,406,650</b>	<b>4,595,576</b>	<b>4,567,838</b>	<b>4,559,210</b>	<b>(36,366)</b>	<b>-0.79%</b>
32	5410-UTILITIES, EXCLUDING HEAT	681,767	703,234	684,323	696,046	(7,188)	-1.02%
33	5420-REPAIRS, MAINTENANCE & CLEANING	791,402	723,928	747,228	752,384	28,456	3.93%
34	5611-INSTRUCTIONAL SUPPLIES	365,334	396,905	396,905	382,393	(14,512)	-3.66%
35	5613-MAINTENANCE/CUSTODIAL SUPPLIES	201,867	219,965	219,965	229,057	9,092	4.13%
36	5620-OIL USED FOR HEATING	36,861	46,500	44,128	42,700	(3,800)	-8.17%
37	5621-NATURAL GAS	69,877	52,512	52,512	65,206	12,694	-24.17%
38	5627-TRANSPORTATION SUPPLIES	106,718	151,900	135,898	122,400	(29,500)	-19.42%
39	5641-TEXTS & DIGITAL RESOURCES	109,193	176,013	176,013	162,147	(13,866)	-7.88%
40	5642-LIBRARY BOOKS & PERIODICALS	19,977	21,615	21,615	21,615	0	0.00%
41	5690-OTHER SUPPLIES	516,644	486,290	486,290	499,080	12,790	2.63%
42	<b>SUPPLIES (INCLUDING UTILITIES)</b>	<b>2,899,440</b>	<b>2,978,862</b>	<b>2,964,877</b>	<b>2,973,028</b>	<b>(5,834)</b>	<b>-0.20%</b>



LINE	CATEGORY	COLUMN 1 2017-2018 ACTUAL	COLUMN 2 2018-2019 BUDGET	COLUMN 3 2018-2019 FORECAST	COLUMN 4 2019-2020 BUDGET	COLUMN 5 VAR. \$ TO BUDGET	COLUMN 6 VAR. % TO BUDGET
43	5730-EQUIPMENT - NEW	96,128	215,879	215,879	128,582	(87,297)	-40.44%
44	5731-EQUIPMENT - REPLACEMENT	252,463	164,776	164,776	121,965	(42,811)	-25.98%
45	<b>EQUIPMENT</b>	<b>348,591</b>	<b>380,655</b>	<b>380,655</b>	<b>250,547</b>	<b>(130,108)</b>	<b>-34.18%</b>
46	5715-IMPROVEMENTS TO BUILDING	102,494	50,000	50,000	133,000	83,000	166.00%
47	5715-FACILITIES CONTINGENCY	0	100,000	100,000	100,000	0	0.00%
48	5720-IMPROVEMENTS TO SITES	53,251	31,000	31,000	81,000	50,000	161.29%
49	5850-CONTINGENCY	130,410	150,000	150,000	150,000	0	0.00%
50	TRSF. FROM CONTINGENCY TO OTHER ACCTS.	(130,410)	0	(23,300)	0	0	0.00%
51	<b>IMPROVEMENTS / CONTINGENCY</b>	<b>155,745</b>	<b>331,000</b>	<b>307,700</b>	<b>464,000</b>	<b>133,000</b>	<b>-40.18%</b>
52	5580-STAFF TRAVEL	21,347	22,432	22,432	25,350	2,918	13.01%
53	5581-TRAVEL - CONFERENCES	21,105	35,975	35,975	37,445	1,470	4.09%
54	5810-DUES & FEES	86,416	109,032	109,032	105,003	(4,029)	-3.70%
55	<b>DUES AND FEES</b>	<b>128,868</b>	<b>167,439</b>	<b>167,439</b>	<b>167,798</b>	<b>359</b>	<b>0.21%</b>
56	<b>5856-TRANSFER ACCOUNT</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
57	<b>TOTAL EXPENDITURES</b>	<b>45,449,387</b>	<b>49,026,535</b>	<b>48,461,870</b>	<b>49,930,305</b>	<b>903,770</b>	<b>1.84%</b>



## ASSUMPTIONS & OBSERVATIONS

**Overview:** The proposed 2019-2020 Budget is **\$49,930,305**, or **\$903,770** or **1.84 percent**, over the current budget.

**Budget Drivers:**

CATEGORY	VARIANCE \$	EXPLANATION
Salaries	\$792,984	Contractual or anticipated increases of current staff
	\$307,458	New Staff costs of \$307,458 to increase the number of security guards at all 3 buildings; Add special education positions to meet student needs which include 1 para-educator, 1 certified FTE, and 2 part-time job coaches for the transition programs. Increase the 10-month associate principal to a 12-month position to utilize available data more effectively to meet student needs and Board goals.
Benefits	\$780,819	Medical inflation is projected at 13%, or \$570,819 over the current fiscal year. Costs of benefits for new positions is estimated at \$210,000.
Improvements to Sites	\$133,000	The District 5-year Capital Plan identifies aging pipe insulation, \$40,000 and variable frequency drives \$20,000 in need of replacement and security items.



**Budget Balancers:**

CATEGORY	VARIANCE \$	EXPLANATION
Salaries	(\$208,230)	<b>RISK:</b> Turnover and vacancy savings are estimates and may not be realized. Estimates for substitutes, class coverage, and summer work was reduced based on five year usages. Exact needs cannot be predicted and there is risk in assuming actual cost will not exceed the five year average costs.
	(\$348,799)	<b>RISK:</b> Ten and a half full-time para educators (paraprofessionals) and 1.20 teaching positions are paid by grants. Funding levels are not known until after the budget is adopted.
Medical & Dental Insurance	(\$297,645)	<b>RISK:</b> Expected claims for next year will decrease based on positive claim experience in the prior fiscal year and year-to-date in fiscal year 2019. The budget projects a saving of \$257,645 compared to this year's budgeted claims. This offsets medical inflation factor and the budget projection assumes 2 of the proposed new staff will waive benefits, \$40,000.

**Risk Factors:**

Budgets should not be 'comfortable' but rather 'reasonably tight'; if we were to budget for almost every possible situation, the District's budget would be too high. We, therefore, incorporate into the budget some risk factors. A budget cut with a risk factor means it is possible, if not likely, one or more of the risks will occur. This is part of our financial planning. We are thinking ahead of time of what actions we can reasonably take to make sure funds will be available if needed. When you have a 'tight' budget, there are no easy choices. You cannot hold back on texts purchases, because they are needed for the start of school. We cannot count on the legal budget, snow removal budget, or certified substitutes budget being partially unused. This is not sound financial planning. We have done so



much in finding cost savings that we cannot count on finding significant amounts in the future. We need to plan ahead for possible over expenditures.

**Staff turnover, vacancies and leave-of-absences** savings are estimated. The number of retirements and resignations are not completely known until after the budget is adopted. When an employee takes a leave-of-absence, the savings is predicated on the employee having used all of their sick days and being temporarily replaced by a substitute at a lower salary. This is not always the case. Over the past five years, we have averaged a total of slightly less than 15 retirements and resignations. The budget assumes 5 retirements, to date three retirements are known.

**Special education** expenditures are based on identified students, who are expected to return to school and incoming 6<sup>th</sup> graders from member towns. We can only guess at the number and cost of new students moving into the District. The State Department of Developmental Services (DDS) is attempting to shift the cost of State agency residential placements to the local school districts. A new special education program was developed for our age 18-21 population of students, Amity Transition Academy. The goal is to provide these students with more opportunities to interact with their peers and the full community prior to graduation at age 21. The Administration has researched and provided their best estimate for program costs. Costs included leased space, additional equipment, and transportation. Two part-time positions are requested for job coaches; one for the high school transition program and one for the Amity Transition Academy. An additional para-educator position is requested to meet the needs of student IEPs and an additional special education teacher is requested at the high school. The State budget required the District to enroll in Medicaid Reimbursement Program. The District has purchased software to assist in meeting the requirements to file for Medicaid reimbursement.

**Medical claims** are projected based on Anthem's rolling average of expected claims and a trend (i.e., rising medical costs) assumption. We have individual stop-loss coverage of \$150,000 and aggregate stop-loss coverage of 120 percent of expected claims excluding dental. It is possible a 'bad claim year' could almost completely wipe out the Self-Insurance Reserve Fund, which would necessitate replenishing the fund. We target a reserve ratio of 25 percent of expected claims. The size of our insured pool has shrunk increasing the impact of any large claims. If claims exceed budget in the current fiscal year, the starting reserve balance for the next fiscal year will be lower than budgeted. ***The District's aggregate stop-loss is 20 percent above expected claims. Thus, if we had a 'bad claims year'; the Self-Insurance Reserve Fund would probably be near zero.***



**Snow removal** budget is based on the past five-years. The budget for snow removal is \$67,500. We have met or exceeded the snow removal budget in three of the past five years. The costs have ranged from a low of \$36,025 in 2015-2016 to a high of \$92,550 in 2014-2015. *Historically, we have exceeded this budget, but we have nevertheless budgeted for a 'normal' winter and refrained from budgeting for snow removal from roofs.*

**Purchase equipment with end of year funds:** Approximately \$352,605 in equipment and software purchases were removed from the 2019-2020 budget proposal to keep the increase low. The largest portion of these dollars (\$281,644) is identified for security enhancements, including reconfiguring the main entrance of each building. The remaining items include equipment such as art stools, physical education and art equipment, classroom desks, and a database system for the library. Most of the security items need to be bid in late winter in order to review results; select contractor and schedule for summer of 2019 construction.

The Superintendent of Schools will make this request in early Spring of 2019, however there is no guarantee the current projected fund balance will be still available to make these purchases.

**Possible reimbursement of a portion of State construction grant** due to the District refinancing some of its bonds on the 1990's construction projects some years ago. Since the State paid construction grants to the District based on the original bonds, the State considers a portion of the savings to be their money. The State has calculated we owe a refund of the grant paid of **\$145,086**. The State has reported this on its website for the past several years but has not yet requested the money. The State's financial status may prompt the request for repayment of these funds.

**Large, unbudgeted facilities repairs**, such as the District Offices air handler unit, have been paid out of the year end unspent fund balance. We now have a facilities contingency account of \$100,000. Because we cannot predict with certainty when a high cost facilities repair will be needed *we are proposing a portion of the unspent fund balance, if available, at the end of the current fiscal year, be put into the Reserve for Capital and Nonrecurring Expenditures. \$490,265 or 1% as allowed by State statute is proposed to be put into the Reserve for Capital and Nonrecurring Expenditures. The Superintendent of Schools plans to ask the Amity Finance Committee and Amity Board of Education to set a District Meeting to propose a supplemental appropriation, up to 1%, \$490,265, of the operating budget, from the estimated fiscal year 2019 fund balance into the Reserve for Capital Nonrecurring Expenditures. The Amity Finance Committee and Amity Board of Education will be asked to consider this request at their September 2019 meeting. Putting the funds aside for capital projects will reduce the amount needed to borrow in 2019-2020 bond package.*



**Average Daily Membership:**

The Town of Orange's share of the 2019-2020 budget will increase, while the Towns of Bethany and Woodbridge will see a decrease in their allocation share. This is based on the enrollment on October 1, 2018, which includes outside placements, Vo-Ag and Magnet school attendees from our district. It excludes Open Choice, tuition and exchange students.

	<b>Bethany</b>	<b>Orange</b>	<b>Woodbridge</b>	<b>Total</b>
October 1, 2017	429	1,116	679	2,224
October 1, 2018	402	1,114	674	2,190
<b>Net Change</b>	<b>(27)</b>	<b>(2)</b>	<b>(5)</b>	<b>(34)</b>

	<b>Bethany</b>	<b>Orange</b>	<b>Woodbridge</b>	<b>Total</b>
Fiscal Year 2018-2019	19.290%	50.180%	30.530%	100.000%
Fiscal Year 2019-2020	18.356%	50.868%	30.776%	100.000%
<b>Net Change</b>	<b>(0.934%)</b>	<b>0.688%</b>	<b>0.246%</b>	

If there were **NO INCREASE** in the total expenditures, Orange and Woodbridge's allocations would be higher and the Bethany allocation would be lower.

**MEMBER TOWN ALLOCATIONS**  
**With a 0 Percent Budget Increase**

<b>Member Town</b>	<b>Enrollment Shift</b>	<b>Higher Other Revenues</b>	<b>Total Allocation At 0%</b>
Bethany	(\$450,097)	(\$8,398)	(\$458,495)
Orange	\$331,549	(\$23,271)	\$308,278
Woodbridge	\$118,548	(\$14,079)	\$104,469
<b>Totals</b>	<b>\$0</b>	<b>(\$45,748)</b>	<b>(\$ 45,748)</b>



**MEMBER TOWN ALLOCATIONS**  
**With a 1.84 Percent Budget Increase**

<b>Member Town</b>	<b>Enrollment Shift</b>	<b>Higher Other Revenues</b>	<b>Higher Operating Expenditures</b>	<b>Variance Dollar To Budget</b>	<b>Variance Percent To Budget</b>
Bethany	(\$450,097)	(\$8,398)	\$165,896	(\$292,599)	(3.15%)
Orange	\$331,549	(\$23,271)	\$459,730	\$768,008	3.18%
Woodbridge	\$118,548	(\$14,079)	\$278,144	\$382,613	2.60%
<b>Totals</b>	<b>\$0</b>	<b>(\$45,748)</b>	<b>\$903,770</b>	<b>\$858,022</b>	<b>1.78%</b>

**STUDENT ENROLLMENT**

The Average Daily Membership declined from 2,224 (on October 1, 2017) to 2,190 (on October 1, 2018), decreasing by 34 students. This is used to calculate the distribution of the Member Town Allocations. ***It does not reflect the projected student enrollment for next school year.*** For this, we use the Enrollment Projections and assume the current 5<sup>th</sup> graders will all move to 6<sup>th</sup> grade, and each class from grade 6 to 11 will move intact to the next grade. The number of outside placements, Vo-Ag / Magnet students, Open Choice students, tuition students and exchange students are assumed to remain the same. The projected total students is 2,182 compared to 2,190 for this school year, a decrease of 8 students.

**STAFFING**

***The number of full-time equivalent positions will increase by 6.70*** including certified and non-certified staff to support special education needs, security at each building with 3.5 positions to provide additional school time coverage, after-school and early evening coverage at each middle school and a second evening guard at the high school.



**POSSIBLE USES OF 2018-2019 YEAREND UNSPENT FUND BALANCE**

The **SUPERINTENDENT OF SCHOOLS RECOMMENDATIONS** below **WILL BE CONSIDERED** by the Amity Finance Committee and Amity Board of Education, at the latest, at the **SEPTEMBER 2019** meetings.

- ✓ **CONSIDER** holding a Special District Meeting to appropriate 1% or \$490,265 of the 2018-2019 operating budget to the Capital and Nonrecurring fund for future capital items. This is the maximum amount allowed by State statute.
- ✓ **CONSIDER** purchases of approximately \$352,605 of equipment, including security enhancements and reconfiguring front entrances of each building, classroom desks, art stools, and physical education equipment; and a library database replacement.
- ✓ **CONSIDER** transfer an amount to be determined into the Self-Insurance Reserve Fund if actual claims and fees bring the reserve ratio below the 25 percent target by yearend.



**DETAILED EXPLANATION BY REVENUE ACCOUNT**

<b>Member Town Allocations:</b>	Total expenditures less other revenues equal the member town allocations. The amount owed by each Member Town is based on the Average Daily Membership as of October 1, 2018.
<b>Adult Education:</b>	The budget is based on the current State award.
<b>Parking Income:</b>	The budget is based on historical data.
<b>Investment Income:</b>	Interest rates are budgeted at 2.2 percent on STIF (State Treasurer's Investment Fund) and 0.40 percent at Peoples United Bank.
<b>Athletics:</b>	The budget is based on historical data.
<b>Tuition Revenue:</b>	The budget is based on five tuition students, 5 at full price currently enrolled.
<b>Transportation Income:</b>	The budget is for magnet school transportation only. All other transportation aid from the State has been eliminated.
<b>Transportation BOWA Agreement:</b>	Amity Regional School District No. 5 and the Member Town Elementary School Districts share an equal number of busses in the current year.
<b>Special Education Grants:</b>	The Excess Cost Grant currently is distributed to the District based on costs incurred by the District for special education students. The State has proposed changes to this grant in the past two year but currently no change is implemented.



<b>Rental Income:</b>	The budget is based on historical data.
<b>Intergovernmental Revenue:</b>	Revenue derived from charges for services between governmental agencies. This is a revenue line for revenue generated from shared services between the District and the Member Towns.
<b>Designated from Prior Year:</b>	No funds will be carried over from this fiscal year to reduce the Member Town Allocations.
<b>Other Revenue:</b>	The budget is based on historical data.
<b>Transfer In:</b>	This account is used for revenue from other Funds. There are none expected.
<b>Building Renovation Grants:</b>	The amount is based on the debt schedule of reimbursements from the State, the repayment schedule ended in fiscal year 2019.



**DETAILED EXPLANATION BY EXPENSE ACCOUNT**

**Certified Salaries:** The budget is based on contractual obligations for the current staff of administrators and teachers, **\$379,186 UNF**. There is an additional 1.0 FTE requested for special education.

**RISK FACTOR**

The budget assumes there will be five teacher retirements; Currently only three are known.

**Classified Salaries:** The budget is based on contractual obligations for the current staff of **\$114,439 UNF**. The budget adds funding for additional security guards; 3.8 security positions to provide additional school time coverage, after-school and early evening coverage at each middle school and a second evening guard at the high school; a new 1.0 para educator position needed to provide special education services. Two part-time job coach positions for the transition programs in special education. **\$176,751 UNF**.

**RISK FACTOR**

The potential decrease in grants by the State or Federal government could necessitate para educators to be paid by the Board's budget at an approximate cost of **\$23,008 UNF each**. There are currently 9.5 para educators funded by grants and 1.20 FTE certified staff members.

**Medicare & FICA:** Payroll taxes are based on current tax rates.

**Workers' Compensation:** The District's insurance carrier provided estimated premiums based on the claims history. The proposed budget is higher by **\$7,632 UNF** from the current budget. The budget for payroll audit has been increased.

**Medical & Dental Insurance:** The expected claims are based on a rolling-average of the past 18 months plus a trend factor (i.e., inflation increase of medical, dental and prescription drugs). Projected claims are expected to decrease before factoring medical inflation, the account increases by **\$257,645 UNF**, benefits for requested new staff add **\$170,000 UNF**. Premium shares are projected



to be higher by **\$1,797 FAV**. Fees are expected to be higher by **\$72,701 UNF**. The budget includes the target ratio of reserves to claims at 25 percent.

**RISK FACTOR**

Expected claims for next year were reduced based on the favorable claims experience is 2017-2018 and early 2018-2019. There is not guarantee this trend will continue. The budget assumes 2 of the requested new staff will waive insurance coverage in 2019-2020.

**RISK FACTOR**

The target ratio of reserves to claims is 25 percent. The District's aggregate stop-loss policy starts coverage at 120 percent of claims. If we have a 'bad claims year', the Self-Insurance Reserve Fund balance would be used. The fund would then need to be replenished in the following budget. The **'worst-case scenario'** is actual claims exceed budget claims by twenty percent or more, which is approximately \$883,953 in next year's budget.

**OPEB Trust:** The Actuarial Report calculated the actual required contribution less expected benefits payments of **\$40,950**, which is lower than the current budget by **\$21,960 FAV**. The District has been fully funding the ARC (Annual Required Contribution) for several years and has benefited from positive investment gains.

**Life Insurance:** The budget is an estimate of the premiums based on the current staff with the anticipated salary increases. It is assumed there will be no increase in the premium rate.

**Disability Insurance:** The budget is an estimate of the premiums based on the current staff with the anticipated salary increases. It is assumed there will be no increase in the premium rate.



**Pension Plan:** The pension contribution decreased by **\$40,858 FAV**. Better than anticipated returns, adjustments to the mortality tables and plan participation restrictions are driving the cost down. This budget is based on the Actuarial Report.

**Sick and Several Accounts:** The budget is based on the Actuarial Report. Long term planning and positive investments returns, have enabled this fund to be fully funded for established obligations. The fund currently requires no future contributions subject to investment earnings.

**Unemployment Compensation:** Actual expenditures have been lower than budget in the current fiscal year. The budget was decreased by **\$5,379 FAV** anticipating this trend will continue.

**Instructional Prog. Improvement:** The budget includes **\$25,000 UNF** for restorative practices training and professional development topics including cultural sensitivity and the “No Place for Hate” school climate initiative, an increase over the current year. We have in-house PADI trained staff so no outside contract is needed for this service reducing the budget by **\$13,000 FAV**.

**Data Processing:** The base contract and annual service maintenance, including the fixed asset accounting module, is 4% increase. The District discontinued use of one Munis module for Student Activities (General Munis is used for these accounts). The budget includes the cost of software programs to contact substitutes and record their time worked; staff absences and hourly employee's time worked. The account is relatively flat funded, **\$1,686 UNF**.

**Professional & Tech. Srvc.:** The cost of the School Resource Officer is included in the District's budget since fiscal year 2018. Amity Regional High School will be undergoing the accreditation renewal process with NEASC. Costs are estimated to be **\$30,212 UNF** to support the committee visits and review process. The Xerox copier lease and print management program were combined into one contract last year. The second year of the 1:1 mobile device rollout occurs in the proposed budget and we will issue devices to eighth graders at each middle school. Lease costs are estimated at **\$56,000 UNF**. The legal budget is increased by **\$19,425 UNF** based on historical data and 3 planned contract negotiations for the 2019-2020 year. There is a **\$6,000 UNF** increase in student occupational therapy needs identified. 3 - 5% increases are projected on most other contracted services such as police coverage, athletic officials, printing, adult education services, auditing, safety training, and consulting.



**Rentals – Land, Bldg., Equip.:** The budget has decreased **\$435 FAV** based on actual rental costs for ice time, swimming pool and golf range use. One of the ice rental agreements was negotiated at a lower price which offset increases in other venues. The budget includes **\$10,000 UNF** for leasing additional instructional space for the special education transition program. The Amity Transition Academy operates off campus to provide students with an increased peer to peer and community experience.

**Pupil Transportation:** The contractual increase for regular transportation is **\$32,493 UNF**, or 2 percent. Special education transportation increases by **\$74,270 UNF** due to increases in private out of district transportation. This is based on current students and incoming student needs and changes in shared transportation arrangements.

**General Liability Insurance:** The District's insurance carrier capped the premium increase at 3 percent plus exposure, or **\$5,030 UNF** higher. The District student accident insurance was bid last year and came in lower than budgeted and through is projected to increase is 15 percent, it is expected to still remain lower than the current budget, **\$6,489 FAV**.

**Communications: Tel., Postage:** This account includes the cost for internet connections, previously funded by the State. The lease purchase agreement for the telephone system was charged to this line, **\$37,959 FAV** and the last payment was made in the current fiscal year. The budget for mailings and other communications decreased slightly lowering the overall budget request by **\$47,868 FAV**.

**Tuition Expense:** Special education tuition projected costs has *decreased* by **\$214,348 FAV**, due to decreased enrollments in public outplacements and private outplacements, and returning students to the District for service based on the most recent information from students' IEPs.



	<b>FY14-15 ACTUAL</b>	<b>FY15-16 ACTUAL</b>	<b>FY16-17 ACTUAL</b>	<b>FY17-18 ACTUAL</b>	<b>FY18-19 BUDGET</b>	<b><i>FY18-19 FORECAST</i></b>	<b>FY19-20 BUDGET</b>
Sound School Vo-Ag	5	4	5	4	6	6	7
Trumbull Vo-Ag	2	3	4	6	7	4	4
Nonnewaug Vo-Ag	1	3 (5)*	3	4	4	6	6
Common Ground Charter HS	1	1	1	0	0	0	0
ACES Wintergreen Magnet	0	0	0	0	0	0	0
Engineering Science Magnet	0	0	1	0	0	0	0
Highville Charter School	0	1	1	1	1	0	0
King Robinson Magnet	0	1	1	1	1	0	0
<b>Totals</b>	<b>9</b>	<b>13(15)</b>	<b>15</b>	<b>16</b>	<b>19</b>	<b>16</b>	<b>17</b>

\*2 students left mid-year

	<b>FY14-15 ACTUAL</b>	<b>FY15-16 ACTUAL</b>	<b>FY16-17 ACTUAL</b>	<b>FY17-18 ACTUAL</b>	<b>FY18-19 BUDGET</b>	<b><i>FY18-19 FORECAST</i></b>	<b>FY19-20 BUDGET</b>
<b>ECA</b>	<b>26</b>	<b>22</b>	<b>15</b>	<b>19</b>	<b>20</b>	<b>24</b>	<b>21</b>

	<b>FY14-15 ACTUAL</b>	<b>FY15-16 ACTUAL</b>	<b>FY16-17 ACTUAL</b>	<b>FY17-18 ACTUAL</b>	<b>FY18-19 BUDGET</b>	<b><i>FY18-19 FORECAST</i></b>	<b>FY19-20 BUDGET</b>
Public SPED	10	6	8	8	13	10	8
Private SPED	24	26	27	20	24	25	25
<b>Totals</b>	<b>34</b>	<b>32</b>	<b>35</b>	<b>28</b>	<b>37</b>	<b>35</b>	<b>33</b>



**RISK FACTOR**

The 2019-2020 budget has *no funds* for any State agency placed students in residential facilities. The State Department of Developmental Services (DDS) is attempting to shift the cost of State agency residential placements to the local school districts. The minimum cost for placement of one student is \$115,000, but can be substantially higher.

**Other Purchased Services:** The budget includes testing Grade 10 and 11 students at a cost of \$11,490. The schools budget for student agenda pads, student record folders, tardy slips, athletic certificates, CPR materials, etc. The student agenda books articulate student policies and make clear expectations for student performance and behavior. Cost for materials to needed for professional development sessions and the printing of the Amity District Calendar are also budgeted here. Costs for managing Medicaid required reporting is an added cost to the budget this year, **\$7,000 UNF**. The total increase for these accounts is **\$10,673 UNF**.

**Debt Service:** The budget for the redemption of principal and interest on bonds is based on the debt schedule of payments for the construction project to renovate-to-new the middle schools and add 80,000 square feet to the high school and the most recent bond issued for capital projects such as consumer science room renovation, tennis court replacement and air handler replacements. The District has taken advantage of the lower interest rates and strong financial ratings of the District and Member Towns and refinanced bonds at various times over the past several years, including April of 2018. The latest refinancing resulted in **\$707,935 FAV** of savings, **\$82,054 FAV** in the adopted budget for fiscal year 2018-2019. The payments scheduled during 2019-2020 will decrease by **\$36,366 FAV which includes an estimated savings of \$4,363 from refinancing current debt**. Interest and redemption of principal payments are scheduled to decrease in the coming fiscal years subject to new debt issues scheduled in late 2020.



**POSSIBLE BOND ISSUE**

The Superintendent of Schools is proposing a 2019-2020 bond issue, which would include facilities projects and potentially technology and music equipment. The specific projects and related costs will need to be reviewed and approved by the Amity Finance Committee and Amity Board of Education. **IF** the Amity Board of Education moves forward with a proposed bond issue, the District's voters will vote on the bond issue sometime during 2019-2020 fiscal year. There are no costs associated with the next bond proposal in the proposed 2019-2020 budget.

**Utilities, Excluding Heat:** Electricity usage is budgeted at 3,396,770 kWh at \$0.1834 per kWh (\$622,967) compared to 3,644,425 kWh at \$0.16925 per kWh (\$616,819), or an increase of **\$6,148 UNF**. The completion of installation of LED light fixtures is why the kWh usage is projected to be lower, most savings was already captured in the current budget, however the per kWh hour is higher. The sewer budget is \$40,000, or **\$4,000 UNF** higher than this fiscal year's budget. The water budget is **\$44,000 FAV**, the same as this year's budget. The propane budget is **\$2,400**, or the **\$600 FAV** less than this year's budget. The District participated in a regional cooperative bid for its electricity supply contract through October of 2020 at .08964 per kWh. The overall budget is *lower* by **\$7,188 FAV**.

**Repairs, Maintenance & Cleaning:** The budget is increased by **\$28,456 UNF**. Facilities repairs increased **\$10,866 UNF**. The age of equipment and buildings are requiring additional maintenance and repairs. Additional elevator inspections are required per changes in the State law. The District hired a Maintainer and has avoided paying contractors for locker repairs lock and door repairs, filter changes, concrete repairs and preventive maintenance work. Being able to perform repairs in-house continues to save the District money, however the cost of parts and the number of repairs are increasing. The technology repair budget is increased by **\$14,150 UNF** in order to repair laptops and desktops in-house.

**RISK FACTOR**

Snow removal and sanding is budgeted at \$67,500. This is based on a five-year average excluding the costs to remove snow and ice from roofs and removing snow from the sites. When all costs are included, the five-year average is \$69,219. Snow removal costs tend to have large variances year-to-year and we have exceeded the snow removal budget in three of the past five years. Only one year is the past five was significantly lower at \$36,025.



**Instructional Supplies:** The budget is *lower* by **\$14,512 FAV**. World Languages is discontinuing use of workbooks finding other resources that are less expensive, **\$12,778 FAV**. New psychological test assessments, physical education exercise mats and balls need replacing, social reform workshop materials for middle school social studies courses, are some of the items requested, along with the general price increases of supplies drive the budget request up. Other accounts are decreasing due to less general supplies and paper being consumed.

**Maintenance/Custodial Supplies:** The budget for electrical, plumbing and other trade supplies and custodial supplies and paper goods is increased **\$9,092 UNF**. There was no increase in the current year budget and the age of the HVAC equipment require an increased number of belts and motors. The cleaning supply containers stationed in the buildings were re-size last year and we depleted the remaining stock of cleaners and now need to purchase the supply containers and cleaners.

**Oil Used for Heating:** Amity Middle School – Bethany Campus is budgeted to use 20,000 gallons at \$2.0597 per gallon compared to this year's budget of 20,000 gallons at \$2.1314 per gallon, or a budget *decrease* of **\$3,800 FAV**. Amity Middle School – Orange Campus and Amity Regional High School have been fully switched to natural gas, no heating oil is needed for next year's budget. An additional \$1,500 is budgeted for the generators at the three school buildings, same as this fiscal year's budget.

**Natural Gas:** Amity Regional High School is budgeted to use 28,279 Ccf (i.e., the amount of gas contained in a space equal to one hundred cubic feet) at \$1.01 per Ccf compared to this year's budget of 31,148 Ccf at \$0.93 per Ccf. Amity Middle School – Orange Campus is budgeted to use 27,201 Ccf at \$0.8805 per Ccf., this estimated usage is down about 1,800 Ccf based on two years' historical data. The budget assumes there will be a period the heat exchanger is off-line as has been the case the past two fiscal years and since the heat exchanger became fully operational. The waste heat saves in natural gas costs for a major portion of the heating season. The slightly higher usage projected combined with a higher estimated per Ccf costs projects an increase of **\$12,694 UNF**.

**Transportation Supplies:** The budget assumes usage of 62,000 gallons (same as this year's budget) of diesel fuel for busses used to transport students. [The District contracts for the busses but pays for the diesel fuel.] The 2019-2020 bid price is lower than the current year price of \$2.191. The bid price is for 2019-2020 is \$2192. The budget decreases by **\$29,500 FAV**.



**Texts & Digital Resources:** The budget is lower than anticipated in the five-year forecast developed last year. The textbook budget decreases by **\$13,866 FAV**. The middle schools are not phasing in Science textbooks until 2020-2021 in order to research texts that align with the new standards that are in place. The 8<sup>th</sup> grade middle schools Social Studies texts will not be replaced until 2020-2021 as well. This re-alignment of purchases does create more variation in the replacement budget than ideal but the priority is to allow ample time to review new texts as they become available before committing to a particular title or series. The five-year plan is continually reviewed and restructured for texts and digital resources.

**Library Books & Periodicals:** There is no increase in the budget requests **\$0 FAV**.

**Other Supplies:** The budget is increased by **\$12,790 UNF**. The increase reflects additional software programs, many to manage the 1:1 device environment **\$4,664 UNF** and additional web filters **\$8,585 UNF**. Based on usage trends for forms, paper, envelopes, the District supply account was reduced **\$2,500 FAV**. Additional devices are needed to support the increased population with hearing impairments, **\$1,000 UNF**. There are small increases in some accounts due to price increases for supplies such office supplies, athletic equipment and supplies, software licenses, projector bulbs, cables, security cameras, and miscellaneous supplies.

**Equipment – New & Replacement:** The budget reflects a *decrease* of **\$130,108 FAV** since we originally planned in the 2018-2019 budget to purchase 1:1 devices at \$150,000. We have since decided to lease these devices. The leases are reflected under object 5330 Professional Technical Services. Replacement equipment is decreased as we will consolidate computer labs and replace computers from existing inventory. There is approximately \$98,889 proposed purchases with end of year funds. These items include a building clock system, physical education equipment, art stools, concert spotlights, a pottery wheel, and desks for the writing lab at the high school.

**Improvements to Buildings:** Total budget is \$233,000. This is **\$83,000 UNF** over this fiscal year's budget. The projects have been identified on the five-year capital plan. This budget includes the following capital projects:



**District**

**Amity Middle School – Bethany**

<b>Project</b>	<b>Reason</b>	<b>Amount</b>
Insulation repairs to HVAC	Age and deterioration. Insulation enables efficient use and prevents interior condensation leaks	<b>\$10,000</b>
Re-sand and re-paint gym	Required every 10 years	<b>\$13,000</b>
Security items	Expand secure window film in building	<b>\$15,000</b>

**Amity Middle School – Orange**

<b>Project</b>	<b>Reason</b>	<b>Amount</b>
Insulation repairs to HVAC	Age and deterioration. Insulation enables efficient use and prevents interior condensation leaks.	<b>\$15,000</b>
Security items	Expand secure window film in building	<b>\$15,000</b>



**Amity Regional High School**

<b>Project</b>	<b>Reason</b>	<b>Amount</b>
Insulation repairs to HVAC	Age and deterioration. Insulation enables efficient use and prevents interior condensation leaks.	<b>\$20,000</b>
Variable Frequency Drive repairs	Current VFD's are obsolete and being phased out. Controls efficient use of HVAC motors.	<b>\$20,000</b>
Security items	Expand secure window film in building.	<b>\$25,000</b>

**Amity Regional High School**

<b>Project</b>	<b>Reason</b>	<b>Amount</b>
Contingency	Needed for unforeseen infrastructure failures	<b>\$100,000</b>



**Improvements to Sites:**

Total budget is \$81,000. This is **\$50,000 UNF** over this fiscal year's budget.

**Amity Middle School – Bethany**

<b>Project</b>	<b>Reason</b>	<b>Amount</b>
Asphalt sealing and crack repair	Scheduled repairs to parking lot for routine maintenance	<b>\$14,000</b>

**Amity Middle School - Orange**

<b>Project</b>	<b>Reason</b>	<b>Amount</b>
Asphalt sealing and crack repair	Scheduled repairs to parking lot for routine maintenance	<b>\$14,000</b>

**Amity Regional High School**

<b>Project</b>	<b>Reason</b>	<b>Amount</b>
Asphalt sealing and crack repair	Scheduled repairs to parking lot for routine maintenance	<b>\$20,000</b>
Sidewalk and curb repairs	Repair damage from weather and use	<b>\$10,000</b>

**District**

<b>Project</b>	<b>Reason</b>	<b>Amount</b>
Re-sod crown of football field	Scheduled repair due to condition of field	<b>\$16,000</b>
Repaint the track	Repair damage from weather and update	<b>\$ 7,000</b>



**Contingency:** This account is level funded at \$150,000.

**Staff Travel:** This account has increased, **\$2,918 UNF**. Additional travel costs to the off-site Transition Academy are **\$2,000 UNF**. Moderate increases to reflect current rates is account for the remaining increase.

**Travel – Conferences:** The budget supports teachers attending various conferences, professional development for counselors, internship site visit, college visits, College Board Workshop, ACT Workshop, out of district PPT, middle school meetings for counselors and psychologists. The budget reflects an increase of **\$1,470 UNF**, mainly to increased professional development opportunities for teachers as indicated in the evaluation model.

**Dues and Fees:** This budget is lower by **\$4,029 FAV**. Several accounts were lowered based on review actual expenses historically, **\$5,500 FAV**. Other accounts project modest increases. Fees supported by these accounts include registration fees for students to participate in the Southern CT Science Research Fair; Entrance fees for conference events, race day ski lift tickets, and coach clinic fees; Costs for the Connecticut Debate Association, CIAC, NEASC, Greater New Haven Math League, and other organizations. Membership costs to CASBO, SCASA, ASCD, and administrator contractual reimbursements for professional memberships are expected to increase slightly.

**Transfer Account:** This account is for money, which is intended to be moved out of the General Fund and into another fund, such as Self Insurance Reserve Fund or Reserve for Capital and Nonrecurring Expenditures. The budget is \$0.



## HISTORICAL DATA

### Sources of Unspent Fund Balance:

Over the past five years, the sources of unspent fund balance at yearend have been from financial management (i.e., actively seeking cost savings and efficiencies); special education (e.g., changes in the expected placements of some students; previously outplaced students returning to the District); and other circumstances (e.g., higher staff turnover than projected; more unpaid leaves-of-absence than anticipated; lower medical and dental claims than expected).

The **five-year average** unspent fund balance is **\$1,785,716**. The major contributors to the unspent fund balance were, as follows:

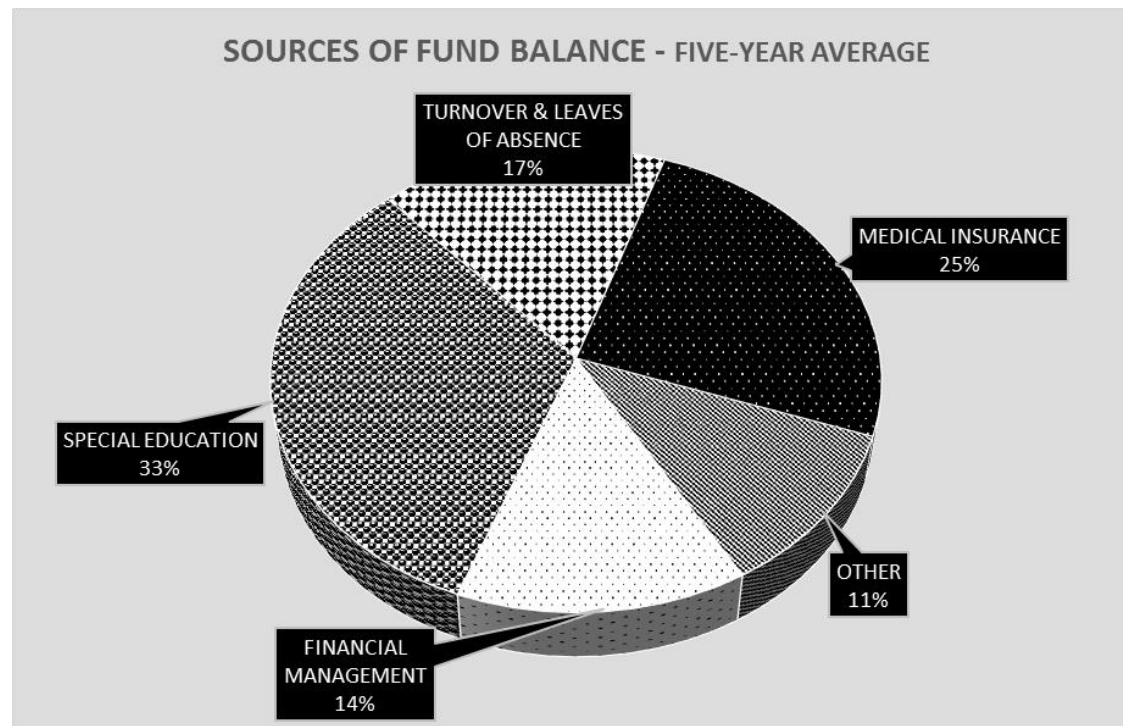
- **Special Education - \$583,505 or 33 percent:** These accounts are extremely difficult to forecast. As examples, special needs students can be hospitalized; move into the District or leave the District at any time; withdraw from Amity and enroll in Adult Education. Any one of these events can have a significant impact, positive or negative, on the District's special education expenditures. Budgets are based on the information available, including the specific students who will be entering 7<sup>th</sup> grade from one of the member town elementary school districts.
- **Financial Management - \$251,509 or 14 percent:** The district staff works continuously to look for ways to save the taxpayers money and run our operations in the most efficient manner. Our staff has identified more than three quarters' of a million dollars in real savings. We have used aggressive negotiations, energy conservation measures, refinanced existing debt and many other initiatives to find and implement cost savings and efficiencies over the years.
- **Turnover and Leaves-of-Absence - \$298,776 or 17 percent:** 'Turnover savings' from replacing teachers who retired or resigned and savings from unpaid leaves-of-absence have exceeded budget. We budget these savings based on historical data. However, there have been instances in which the actual number was unusually high, like 2013-2014, when we had 20 retirements and resignations.
- **Medical Insurance - \$450,215 or 25 percent:** The District switched to a self-insured plan in fiscal year 2012-2013. We saved about one-half million dollars each year in administration costs and over 3 million lower than expected claims. Actual claims were



lower than expected claims by almost 1 million dollars. This is savings of taxpayer dollars and were returned to the member towns. However, we need to recognize that in any given year actual claims can exceed budget.

- **Other - \$200,822 or 11 percent:** Budgets are prepared months before the fiscal year begins. We do not spend funds just because there is a budget. Each decision is based on what is needed and every effort is made to purchase goods and services at the lowest possible cost.

The sources of the fund balance over the past **five-year period** is graphically depicted below:



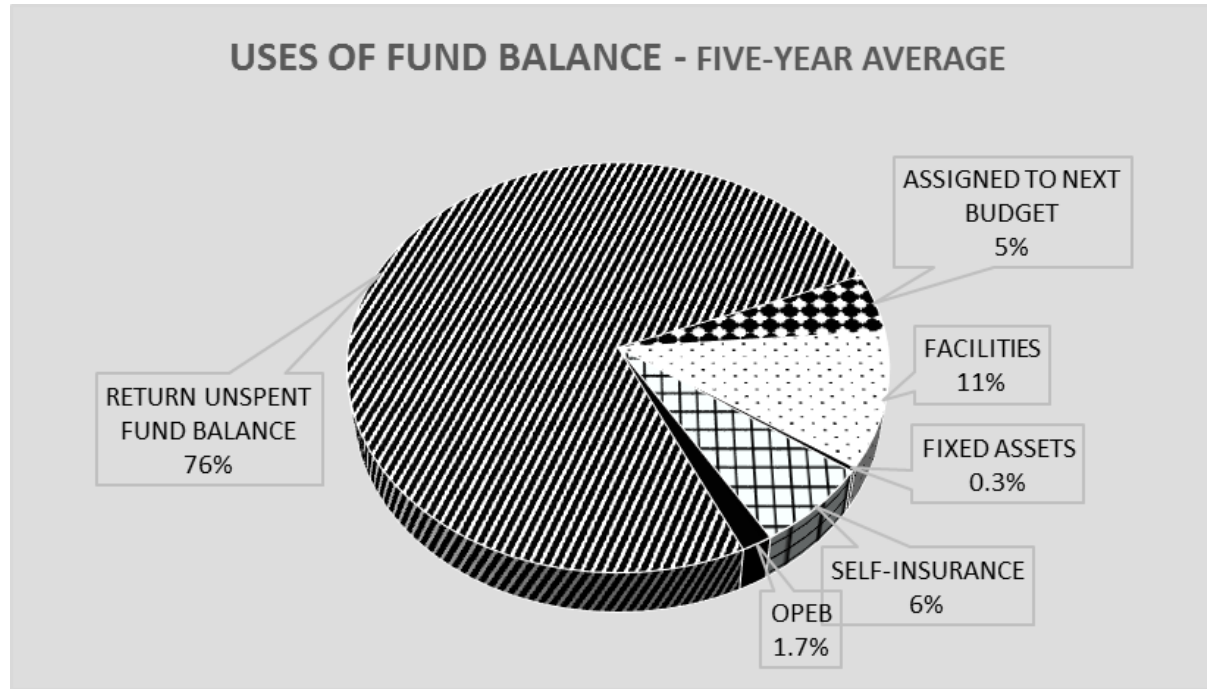
**Uses of Unspent Fund Balance:**

We have had a **five-year average** unspent fund balance of **\$1,785,716**. The Amity Board of Education and Superintendent can, by law, expend all of the dollars appropriated in the adopted school budget. Despite the legal authority to spend all of the budgeted expenditures, the Amity Board of Education has returned to the member towns or designated for the subsequent budget (thus, reducing the member towns' allocations) 76 percent, or a five-year average of \$1,436,822. Most of the other unspent fund balance has been used to pay for unanticipated large facility repairs and build-up the reserves in the Self-Insurance Reserve Fund.

- **Return Unspent Fund Balance - \$1,436,822 or 76 percent:** We have returned most of the unspent funds.
- **Assigned to Next Budget - \$83,200 or 4 percent:** Some funds have been used to lower member town allocations. We have not carried forward any funds in the past two fiscal years and there are no plans to carryover any funds for the Board of Education's proposed 2019-2020 budget.
- **Facilities - \$229,296 or 12 percent:** We have used funds to replace flooring at Amity Regional High School; funded the purchase and installation of a heat exchanger at Amity Regional High School; install LED lights throughout the District (received rebates on this expense) and purchased additional security equipment and replaced some outdated security equipment.
- **Self-Insurance - \$117,331 or 6 percent:** When the reserve fund was projected to be lower than the target ratio, unspent funds were transferred into the Self-Insurance Reserve Fund. When the ratio exceeds 20 percent, the overage was returned to the member towns.
- **All Other Uses - \$36,423 or 2 percent:** We used funds to purchase a fixed asset system and to fund the OPEB trust.

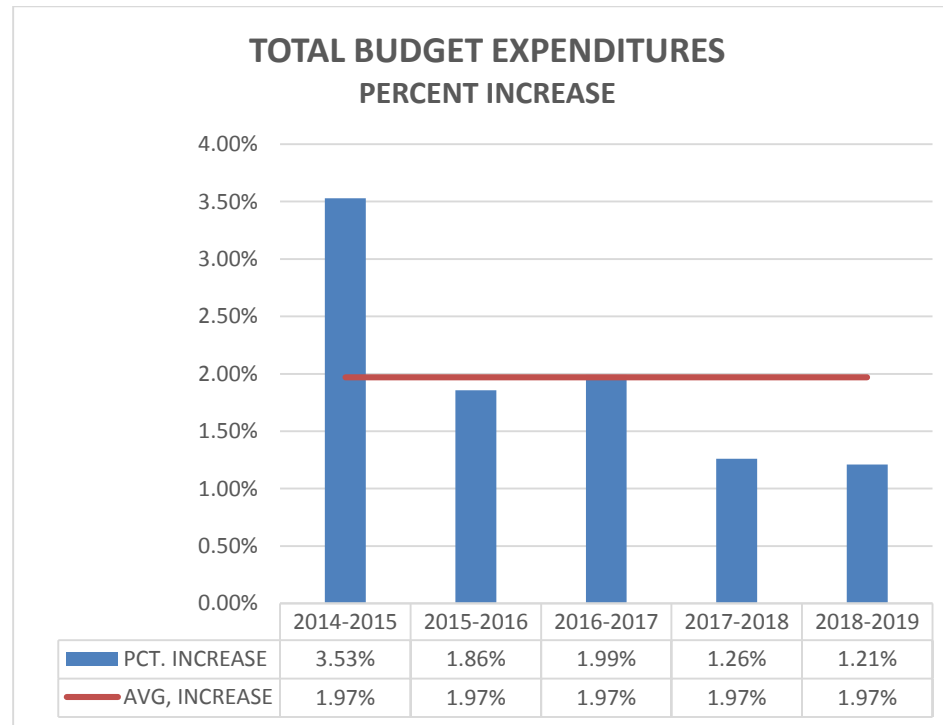


The uses of the fund balance over the past **five-year period** is graphically depicted below:



**Budgeted Total Expenditures:**

Over the past five-year period, the ***budgeted total expenditures have averaged an increase of 1.97 percent.*** The highest percentage was 3.53 percent in 2014-2015. The primary budget drivers for 2018-2019 were contracted salaries, debt service, technology needs, and textbooks. Special education transportation and tuition and medical **declined** \$331,267.



Note: Average Increase is the average of the five-year period (i.e., 2014-2015 through 2018-2019, inclusive).

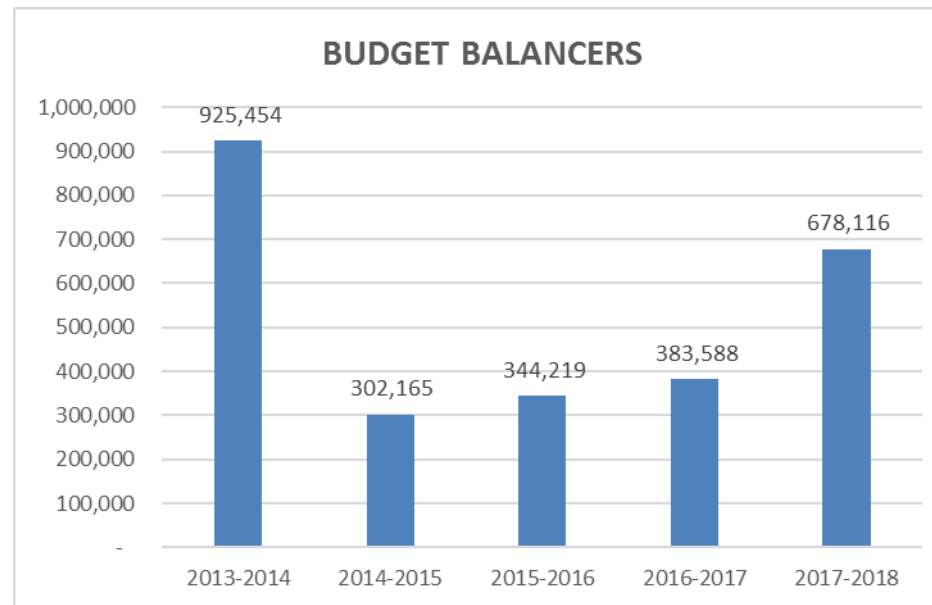
We have kept the budget increases as low as possible by finding cost savings and taking on more risk. We have been fortunate there has not yet been a ‘bad claims’ year. It is, therefore, imperative we budget so that it is likely there will be an unspent fund balance of



about one percent (i.e., \$500,000). If it is more than this target due to sound financial management, proactive cost savings initiatives, or uncontrollable positive occurrences, we should consider this 'best practices'. The regional school district cannot have a reserve balance in its General Fund, like the member towns, and therefore, we need to guard against a budget shortfall, which would require a special tax on taxpayers.

**Budget Balancers:**

Budget balancers are actions taken to reduce operating expenses (e.g., move from a fully funded to a self-insured program to save over \$500,000 in annual administration costs and refinance existing debt) or cost avoidance (e.g., negotiating a new pension plan design) in 2016; install facility equipment to reduce energy consumption historically and relatively flat funded in the proposed budget, for both electricity and heating resources. Without these, the requested budget increases would have been substantially higher than the five-year average total budget increases of 1.97 percent.



The major budget balancers over the past five-year period are shown below:

**2013-2014 Budget:**

- ❖ \$276,653 – Cut 3.2 FTE teaching positions
- ❖ \$451,179 – Refinanced General Obligation Bonds
- ❖ \$52,752 – Reduction in Sick & Severance Account
- ❖ \$144,870 – Lowered Special Education transportation and tuition

**2014-2015 Budget:**

- ❖ \$113,516 – Reduced debt service
- ❖ \$74,653 – Reduced Texts & Digital Resources
- ❖ \$113,996 – Cut discretionary accounts

**2015-2016 Budget:**

- ❖ \$56,574 – Eliminated one teaching position
- ❖ \$28,895 – Reduced Texts & Digital Resources
- ❖ \$258,750 – Cut discretionary accounts

**2016-2017 Budget:**

- ❖ \$212,684 – Changed insurance carriers for stop-loss coverage
- ❖ \$35,000 – Reduced energy usage with activation of the fuel cell mid-year
- ❖ \$135,904 – Lowered Special Education transportation and tuition

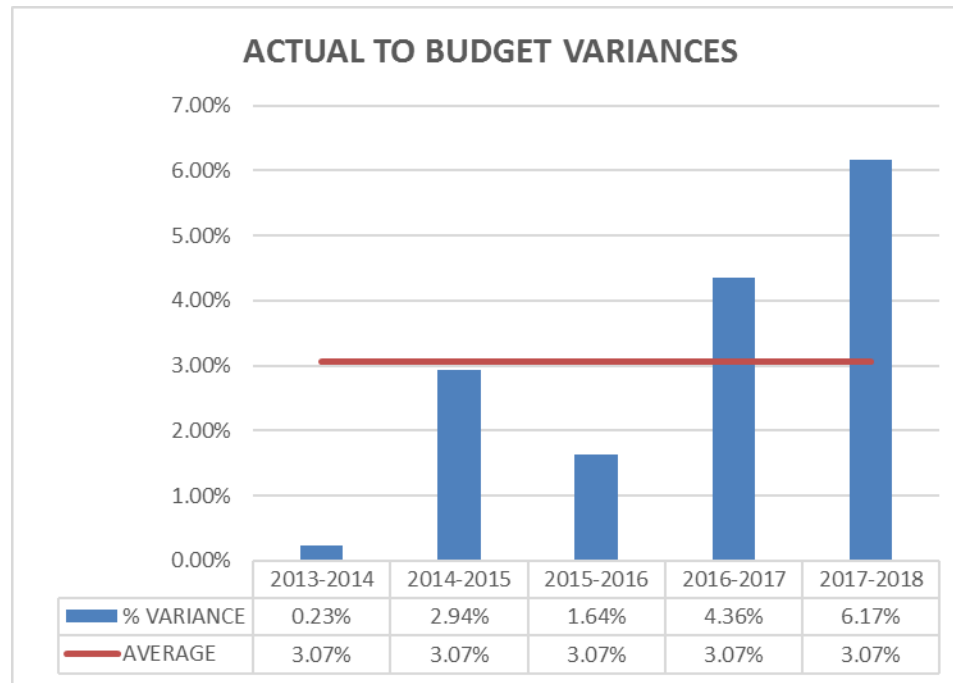
**2017-2018 Budget:**

- ❖ \$302,563 – District refinanced bonds from existing debt at a lower interest
- ❖ \$260,403 – Assumed staff turnover and vacancy estimates would be realized
- ❖ \$351,461 – Assumed grant funding would not be reduced or eliminated
- ❖ \$115,150 – Reduced expected claims based on positive experience



**Actual to Budget Variances:**

Over the past five-year period, the *actual to budget variances have averaged 3.07 percent*. The highest percentage was 6.17 percent in 2017-2018, of which 100 percent was returned to the member towns, \$3,127,505. Lower medical claims comprised 44.6% of the fund balance.



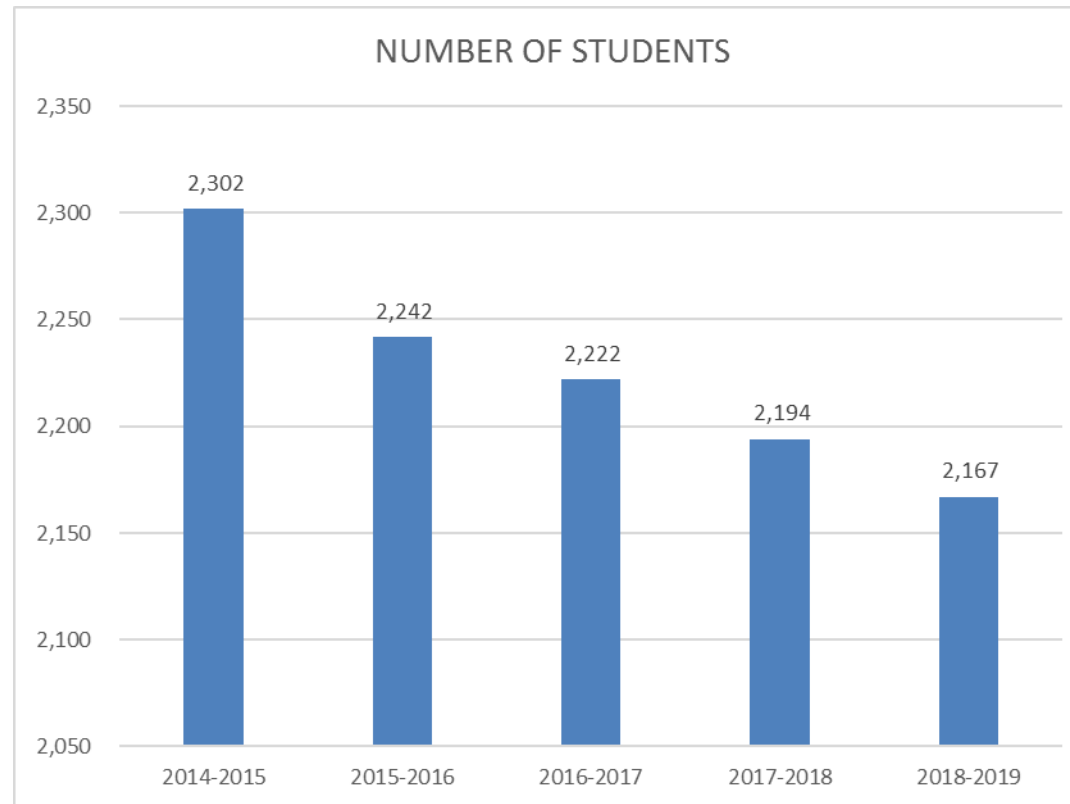
The budgets incorporate certain ‘risk factors’ to help hold down the budget increases. Some examples are no monies budgeted for any unanticipated special education students who may move into the district and need to be placed in an out-of-district facility; maintaining a reserve balance in the Self-Insurance Reserve Fund of 25 percent of expected claims, when a ‘bad claim year’ could nearly wipe-out the reserves and require a huge budget increase; and estimating turnover savings from retirements and resignations. We can also be



restricted if the State lowers its grant funding, which would result in lower revenues. This in turn would require a reduction in the adopted budgeted expenditures, because we cannot spend more than the revenues. A regional school district cannot maintain a reserve balance in its General Fund, like the member towns, and thereby, we do not have this 'safety valve'.

**Student Enrollment:**

The number of students has declined from 2,302 to 2,167, or 135 fewer students, over the past five-year period.



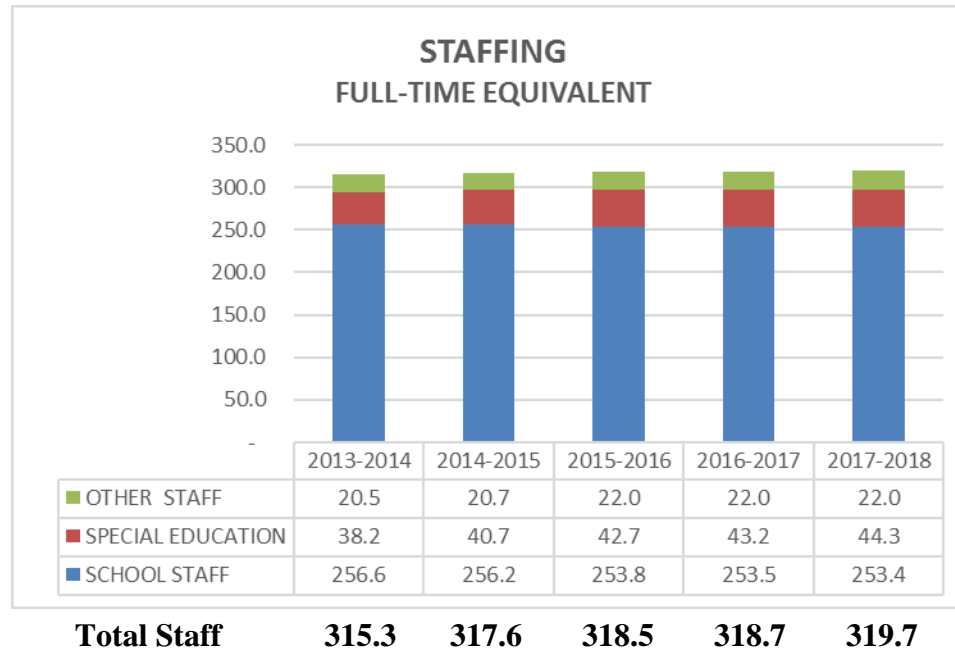
**Staffing:**

Total staff went from 317.9 FTE to 319.7 FTE positions, or a net increase of 2.1 FTE over the past **five-year period**. The increase came primarily from special education, which increased 3.6 FTE positions. Other staff additions included a Building Maintainer and a Student Database Specialist.

Staffing levels are determined by a number of factors, including but not limited to:

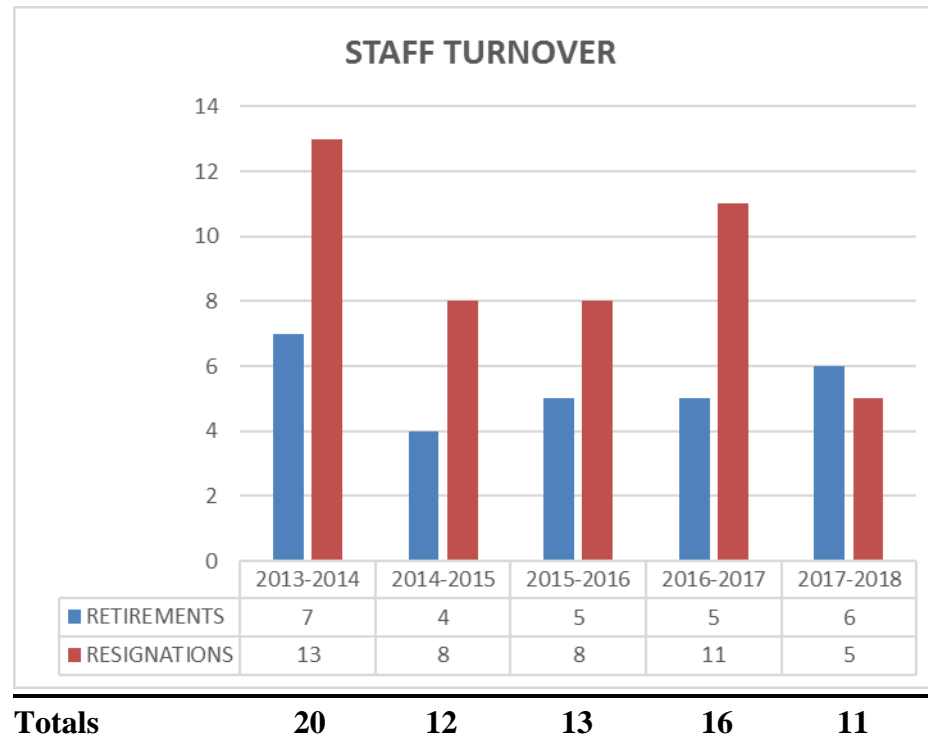
1. **Mandates:** Students must be offered the courses needed to fulfill State graduation requirements.
2. **Electives:** The eight-period schedule provides students with the opportunity to take more courses during the school year. The Superintendent of Schools and Principals carefully review the elective courses and determine which will be offered based on attendance.
3. **Class Sizes:** The maximum number of students in the various level classes is specified in the teachers' contract. A drop of 30 students or so does *not* mean a teacher position can be eliminated. For example, a decline in students could be 5 students in each grade from 7<sup>th</sup> to 12<sup>th</sup> grades, inclusive.
4. **Program Enhancements:** The District has added AP Physics, Intro to Art History I/II, Digital Photography Lab; added sections for World Language; expanded Strings program, and added new courses (i.e. AP Capstone; Algebra 3 and Trigonometry; Unified Physical Education).
5. **Special Education:** Students may need one-on-one learning assistance to meet their special needs. This may be required through the student's IEP. Some special education staff (teachers and para educators) have been paid by grants. When State funding is reduced, the Board's budget must be used to provide the necessary staff.





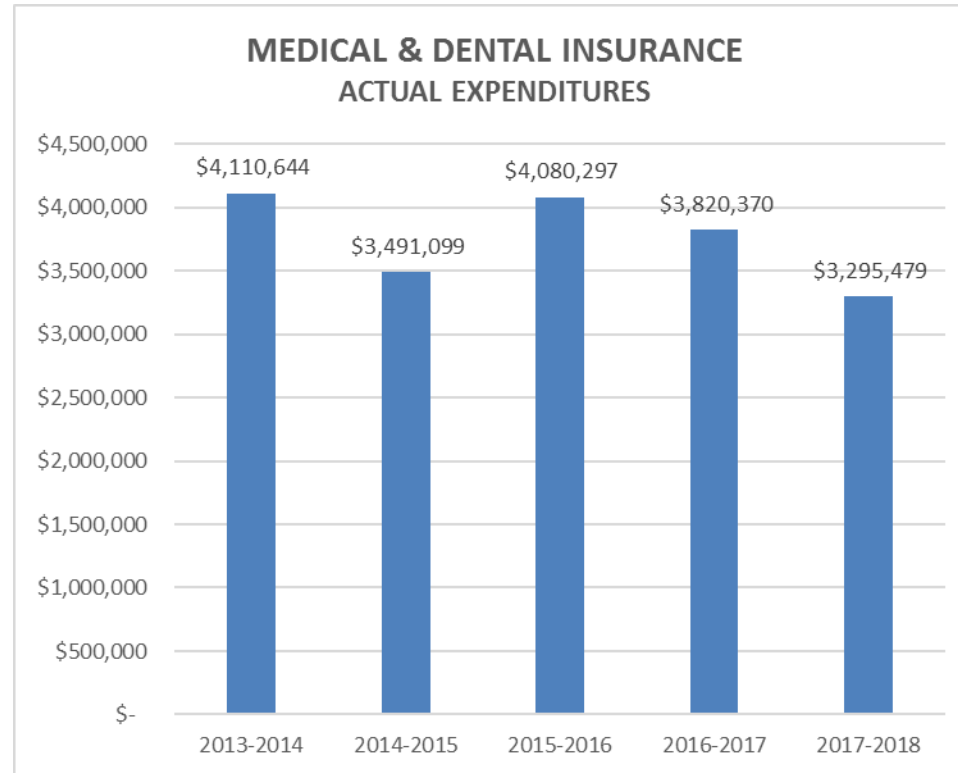
**Staff Turnover:**

One of the risk factors incorporated in each budget is the projected savings from staff turnover through retirements and resignations. The savings comes from hiring a replacement at a lower salary. For the five-year period, the highest was 20 in 2013-2014 and the lowest was 11 in 2017-2018.



**Medical & Dental Insurance:**

The District moved from a fully-insured plan (i.e., fixed premiums for single, 2-person and family are charged) to a self-insured plan (i.e., claims are paid when incurred) in 2012. The self-insured plan **saves over \$500,000 each year in administration fees**. The Board has also negotiated the High Deductible Health Plan (HDHP) as the platform plan for all staff now.



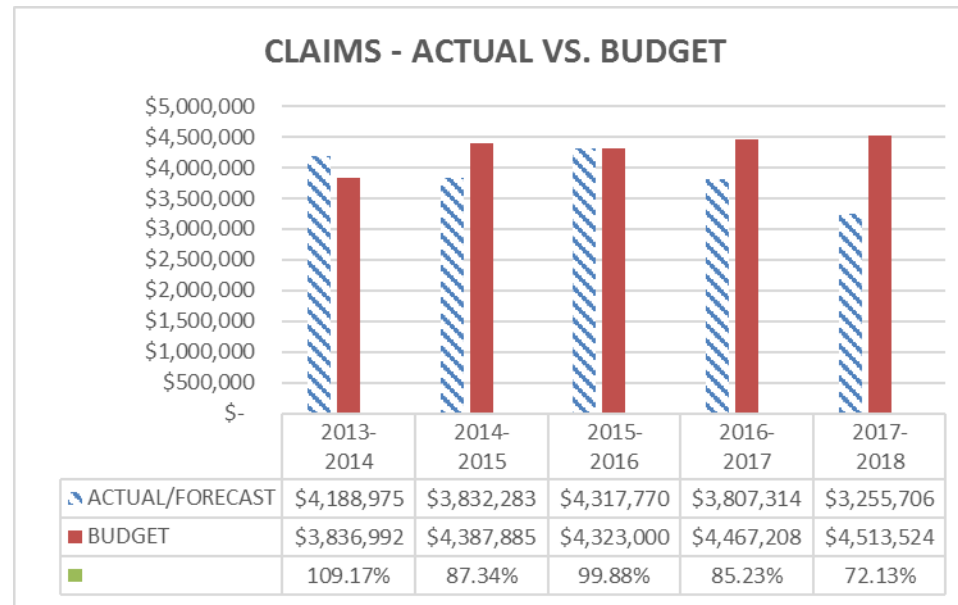
Five full years of self-funding insurance claims is reflected above. There have been several claims that exceeded the stop-loss threshold of \$150,000. The amounts over the stop-loss threshold are not reflected above as they were covered by a separate reinsurance policy.



The claims exceeding the stop-loss threshold impact renewal rates for the reinsurance policy and the projected claims experience in subsequent budgets. The District had positive claim experience in 2017-2018, with no claimant reaching the stop loss threshold.

### Claims:

Actual claims since the start of the District switching to a self-insured plan are shown in the graph below:

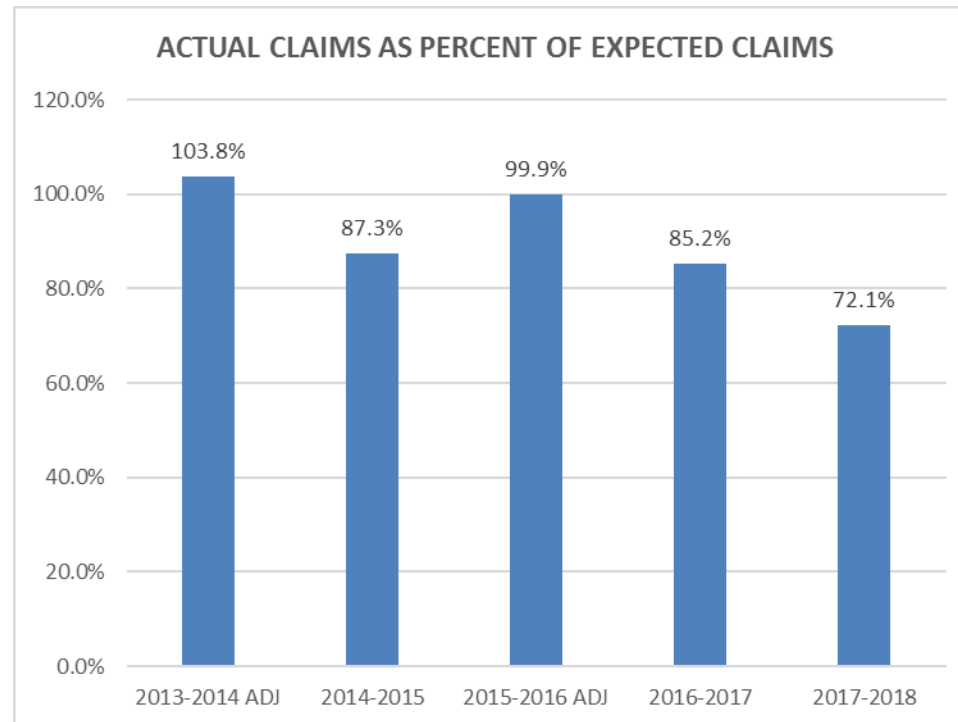


In 2013-2014, the budget was reduced by \$200,000 from Anthem's expected claims based on our insurance consultant's recommendation. If we had used Anthem's projection, actual claims would have been \$151,983 over budget rather than \$351,983 over budget. The claim experience for 2017-2018 was lower than Anthem's bench marks for similar groups, State average, and the District's history. There is no way to predict if the positive claim experience will continue as we have some higher claim activity in the current year.



**Actual Claims as Percent of Expected Claims:**

The District has an aggregate stop-loss insurance policy, which covers claims ***OVER 120 percent of expected claims***. Anthem uses their projected expected claims, not what the District uses for its budget. Thus, in 2013-2014, the actual claims as a percent of expected claims would have been 103.8 percent, if we used Anthem's figure. Each year we have several claimants exceed the stop-loss cap of \$150,000 per individual. The claims in excess of the individual caps are not reflected in the chart.



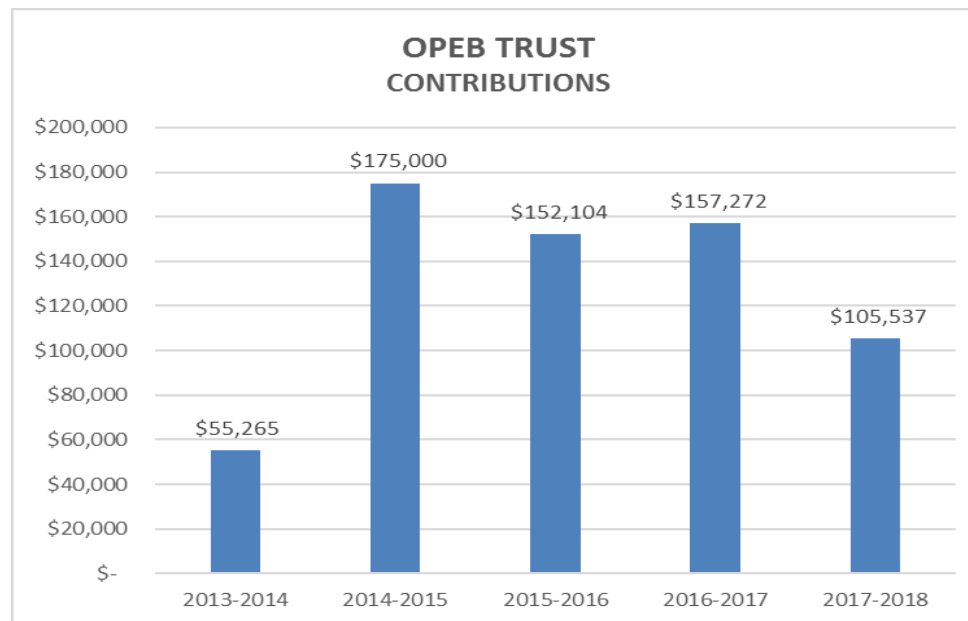
A “bad claim year” is defined as a year in which actual claims exceed expected claims by 20 percent or more. This would essentially use the entire reserve balance. Even if claims were over 110 percent, we would need to replenish the Self-Insurance Reserve Fund by more than \$500,000 in the next budget.



**OPEB Trust:**

The District has not fully funded the OPEB Trust based on the actuarial reports. Based on the audited financial statements, the funded ratio (i.e., actuarial value of assets divided by actuarial accrued liability – projected unit credit) is 50 percent as of July 1, 2018.

There is no legal requirement to fully-fund the OPEB Trust. The District may budget on a pay-go basis, as long as all current retiree claims are paid. There are more in-depth details in the audited financial statements.

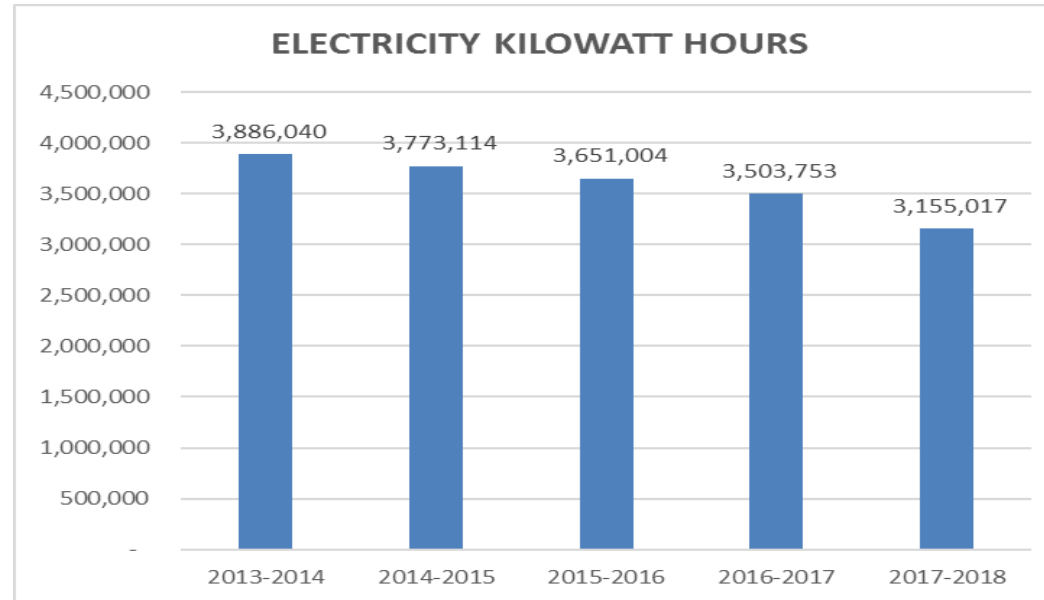


The OPEB Trust provides a source of funding for retiree medical claims. The District has budgeted expected claims for current employees and retirees for the fiscal year in the Medical & Dental Insurance account. If claims are higher than expected, some or all of the retiree claims can be paid from the OPEB Trust to the extent the claims exceed the retirees' premium shares.



**Electricity:**

The total electricity usage, as measured by kilowatt hours, has declined over the past five-year period.



There have been many initiatives to lower overall energy usage. These have included:

- Commissioning of new equipment to ensure the new Energy Star equipment is operating at its designed parameters to save energy
- Retro-commissioning the older HVAC equipment identified many changes that were ultimately implemented to upgrade equipment and save energy
- Motion sensors were installed in all rooms to ensure lights would shut off automatically when nobody is present
- A Variable Frequency Drive program was implemented to ensure large motors and pumps only run at RPM's needed, not at 100% all day long
- We signed up for and participate in the Load Shed Program, which has saved over \$100,000 to date



- Building Management Systems are used to their fullest to ensure equipment is operating properly. Equipment Maintainer programs units on a weekly basis to only serve areas of the building being used instead of turning on the whole building
- The Preventive Maintenance program is fully utilized, ensuring equipment is properly lubricated, cleaned, and serviced to obtain optimum performance, maximizing energy savings, and ensuring less down time and repair costs
- Participating in consortium bids for energy has allowed us to obtain the best available rates on the market, thus saving money on energy and more accurately budget for these costs
- A “Close the Window” program was implemented. After peak usage times, the buildings do not need as much fresh air, so the dampers are closed to allow less outside air in (according to need). We have recognized significant energy savings by not heating or cooling all of that outside air
- We had meters installed on the irrigation system and the cooling tower system to track the water being used by those systems. We then provide the readings to the sewage commission and get credits on our bill for the amount of water not going down the drain
- Chiller optimization programs were implemented to limit the temperature of the chilled water loop. Instead of always running 44 degree water, once the building is satisfied, the loop temperature is allowed to rise to 52, thus saving energy on not keeping the loop temperature at a constant 44 degrees
- A terminal reheat strategy was implemented for the boiler plants. Once the buildings are satisfied, the hot water loop is able to be dropped from 180 degrees to 140 degrees or somewhere in between depending on need. Excellent energy savings have been recognized by not keeping the heating loop at a constant 180 degrees
- Natural gas was installed at Amity Regional High School and Amity Middle School – Orange Campus. This resulted in large savings over the use of oil and propane
- We have changed out most interior and exterior lighting fixtures to LED fixtures to decrease electricity usage and maintenance
- We have completed a comprehensive HVAC project both middle schools. This provides better building comfort and reduce energy usage
- A heat exchanger was installed at Amity Regional High School to capture the waste heat from the new fuel cell, which will greatly eliminate the natural gas costs associated with heating the building and domestic hot water
- De-stratification fans were installed in the main high school corridor to push the heat from the high ceilings down where occupancy is.



## **FACILITIES FIVE-YEAR CAPITAL IMPROVEMENT PLAN**

For more than ten years, we have prepared a facilities five-year capital improvement plan so the Amity Finance Committee, Amity Board of Education and other stakeholders could see what large expenditures were anticipated. Each year, we would defer most of the items to a later year (and then again and again), because any one of the major items (e.g., air handler replacement; parking lot replacement; HVAC upgrades) would have made the percentage increase in total expenditures higher than what the taxpayers were likely to support.

With a proactive approach to finding and implementing cost savings initiatives and some favorable variances from uncontrollable expenditures (e.g., special education; medical claims), we have had large unspent fund balances. This has helped us meet the challenges of several large unbudgeted facilities expenditures with available funds (e.g., replaced the District Offices air handler for \$188,494 in 2012-2013; HVAC upgrade at Amity Middle School – Orange Campus for \$156,261 in 2013-2014, purchased custodial equipment, flooring replaced, repaired bleachers, security cameras, LED lighting, replaced stairwell doors and updated water fountains for \$427,713 in 2015-2016).

Two years ago we bonded for large facility items as proposed in the prior two fiscal year budget presentations by the Superintendent of Schools. This is a sounder financial planning model in which we would pay for the largest facilities items with a bonding issue in the 2016-2017 fiscal year, and another bonding issue in 2019-2020. The District's existing debt service has been declining and will be paid off by 2026-2027. In addition, the District was able to refinance some of the existing debt in January 2017 and April 2018, to lower payments on the existing debt. The new bonding was coupled with a refinance of current debt producing savings of \$296,348 in fiscal year 2017-2018 and \$1,230,294 between the two refinancings completed. The next proposed bond 2019-2020 will not increase the 2019-2020 adopted operating budget. Furthermore, we will be able to do all of the necessary and costly facilities projects without any impact to the annual operating budget (i.e., the new debt service will be offset by the declining existing debt service).



<b>SCHOOL</b>	<b>Line</b>	<b>DESCRIPTION</b>	<b>2018-2019</b>	<b>2019-2020</b>	<b>2020-2021</b>	<b>2021-2022</b>	<b>2022-2023</b>	<b>2023-2024</b>
<b>High School</b>	1	Re-sand and re-paint gyms	\$10,000					
	2	Asphalt sealing and crack repair		\$20,000				
	3	Sidewalk repair	\$15,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
	4	Electrostatic paint lockers			\$13,000	\$13,000	\$13,000	
	5	Replace corridor flooring	\$38,000			\$74,305		
	6	Replace deteriorated pipe insulation		\$20,000	\$20,000	\$10,000		\$20,000
	7	Replace aging variable frequency drives		\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
	8	Front entrance modifications for security						
	9	Install protective window film		\$25,000	\$25,000	\$25,000	\$25,000	
<b>Subtotal Amity High School</b>			<b>\$63,000</b>	<b>\$95,000</b>	<b>\$88,000</b>	<b>\$152,305</b>	<b>\$68,000</b>	<b>\$50,000</b>
<b>Bethany</b>	10	Asphalt sealing and crack repair		\$14,000			\$14,000	
	11	Re-sand and re-paint gym		\$13,000				
	12	Replace deteriorated pipe insulation		\$10,000	\$10,000			\$10,000
	13	Concrete Repair			\$5,000			
	14	Electrostatic paint 419 lockers				\$9,000		
	15	Install protective window film		\$15,000	\$15,000	\$15,000	\$15,000	
	16	Front entrance modifications for security						
	17	Refurbish Modular Classroom Roof		\$0	\$19,500			
<b>Subtotal Bethany Middle School</b>			<b>\$0</b>	<b>\$52,000</b>	<b>\$49,500</b>	<b>\$24,000</b>	<b>\$29,000</b>	<b>\$10,000</b>



SCHOOL	Line	DESCRIPTION	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Orange	19	Install protective window film		\$15,000	\$15,000	\$15,000	\$15,000	
	20	Electrostatic paint 419 lockers				\$9,000		
	21	Replace deteriorated pipe insulation		\$15,000	\$10,000			\$10,000
	22	Concrete Repair			\$5,000		\$5,000	
	23	Asphalt sealing and crack repair		\$14,000		\$14,000	\$0	
	24	Front entrance modifications for security						
	25	Refurbish Modular Classroom Roof			\$15,500			
<b>Subtotal Orange Middle School</b>			<b>\$0</b>	<b>\$44,000</b>	<b>\$45,500</b>	<b>\$38,000</b>	<b>\$20,000</b>	<b>\$10,000</b>
District	26	Facilities Contingency for Emergencies	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
	27	Install new dugouts on baseball field	\$0					
	28	Repaint AHS track		\$7,000				\$7,500
	29	Electostatic paint lockers field house			\$8,000			
	30	Purchase new maintenance vehicle <sup>1</sup>	\$20,000			\$25,000		
	31	Re-sod crown of football field	\$16,000	\$16,000	\$16,000	\$16,000	\$16,000	\$16,000
<b>Subtotal District</b>			<b>\$136,000</b>	<b>\$123,000</b>	<b>\$124,000</b>	<b>\$141,000</b>	<b>\$116,000</b>	<b>\$123,500</b>
<b>ANNUAL BUDGET TOTALS</b>			<b>\$199,000</b>	<b>\$330,500</b>	<b>\$307,000</b>	<b>\$355,305</b>	<b>\$233,000</b>	<b>\$193,500</b>



**PROPOSED BONDING**

SCHOOL	Line	DESCRIPTION	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Wdbrg	1	Air condition small gym		\$160,000				
Wdbrg	2	Restore tar and gravel roof areas					\$1,200,000	
Wdbrg	3	Parking lot replacement		\$600,000				
Beth/Orange	4	Accoustical Improvements		\$245,000				
Wdbrg	5	AHS garage bay addition		\$311,565				
Wdbrg	6	HVAC replacements in 2016 vanZelm report		\$1,690,386				
Wdbrg	7	Install new Building clock system <sup>1</sup>		\$56,000				
<b>BONDING CAPITAL PROJECTS TOTAL</b>			<b>\$0</b>	<b>\$3,062,951</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,200,000</b>	

*This plan is developed for planning purposes and is updated as needs and priorities change. Future years are shown in gray. Current budget year is in italics. 1 - Item is proposed to be funded with end-of-year funds.*



**Proposed Bonding:**

A **POSSIBLE** bond issue for 2019-2020 is **NOT** being presented for adoption at this time. The proposed projects and related costs for this bond issue will need to be fully discussed by the Facilities Committee, Amity Finance Committee and Amity Board of Education over the next couple of years. **NO** decisions are being made during this budget cycle.

For purposes of demonstrating the viability of bonding these projects without adversely affecting the budget for next year and beyond, the financial implications of a **possible** bonding issue combined with the existing debt are shown below:

The pro forma financing plan for the 2019-2020 bonding issue is provided below:

**PROPOSED 2019-2020 BOND ISSUE  
PRO FORMA FINANCING PLAN - EFFECTIVE RATE 2.75%**

<b>FISCAL YEAR</b>	<b>PRINCIPAL</b>	<b>INTEREST</b>	<b>DEBT SERVICE</b>
2019-20	\$ -	\$ -	\$ -
2020-21	\$ 250,000	\$ 109,500	\$ 359,500
2021-22	\$ 250,000	\$ 97,000	\$ 347,000
2022-23	\$ 340,000	\$ 84,500	\$ 424,500
2023-24	\$ 375,000	\$ 67,500	\$ 442,500
2024-25	\$ 375,000	\$ 56,250	\$ 431,250
2025-26	\$ 375,000	\$ 46,875	\$ 421,875
2026-27	\$ 375,000	\$ 37,500	\$ 412,500
2027-28	\$ 375,000	\$ 28,125	\$ 403,125
2028-29	\$ 375,000	\$ 18,750	\$ 393,750
2029-30	\$ 375,000	\$ 9,375	\$ 384,375
<b>TOTALS</b>	<b>\$ 3,465,000</b>	<b>\$ 555,375</b>	<b>\$ 4,020,375</b>

Note: The estimated cost of issuance is \$97,050 and 10% contingency is included.



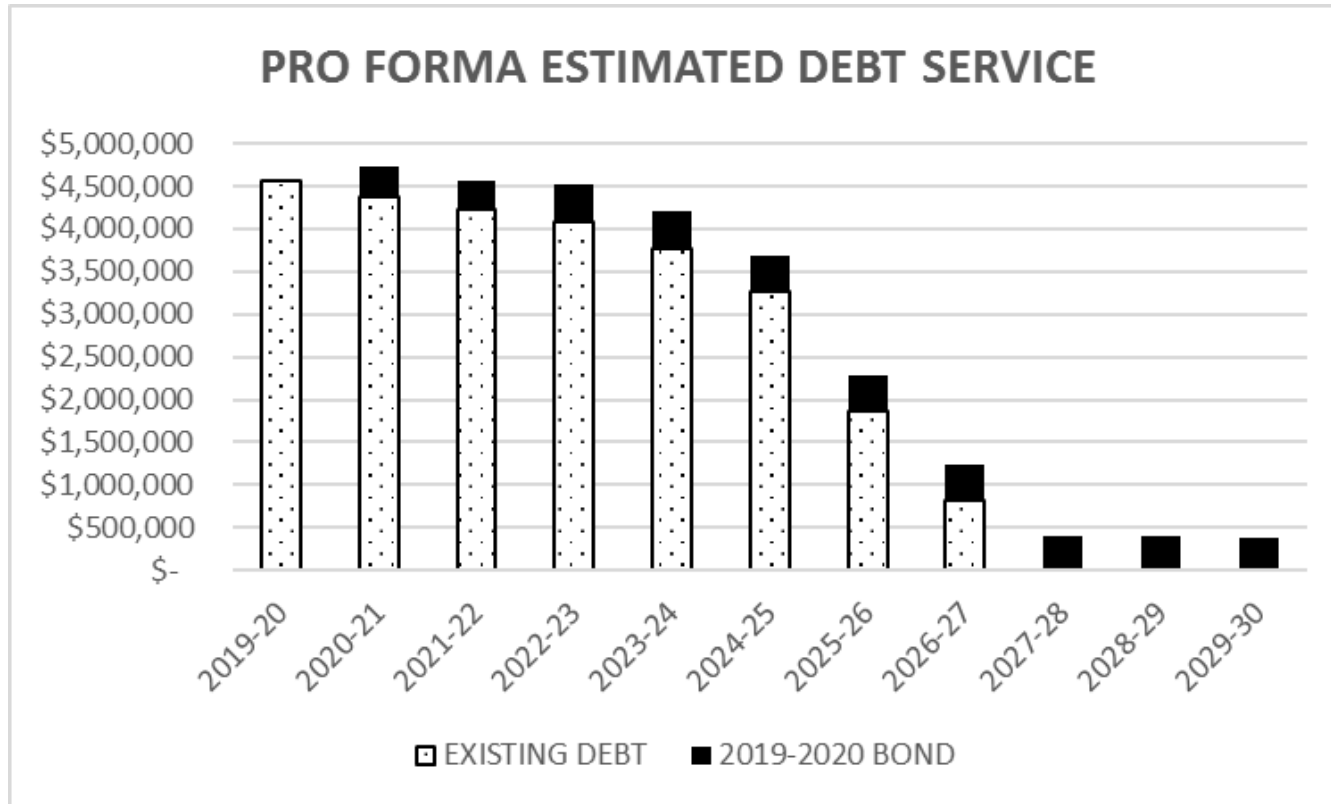
Below is a schedule of the existing debt service and possible new bond issue in 2019-2020. **The District's debt service steadily starts declining in three years.**

**PRO FORMA ESTIMATED DEBT SERVICE**

<b>FISCAL YEAR</b>	<b>EXISTING DEBT</b>	<b>NEW DEBT</b>	<b>TOTAL DEBT</b>
2019-20	\$ 4,559,210	\$ -	\$ 4,559,210
2020-21	\$ 4,370,835	\$ 359,500	\$ 4,730,335
2021-22	\$ 4,223,668	\$ 347,000	\$ 4,570,668
2022-23	\$ 4,089,399	\$ 424,500	\$ 4,513,899
2023-24	\$ 3,758,336	\$ 442,500	\$ 4,200,836
2024-25	\$ 3,255,828	\$ 431,250	\$ 3,687,078
2025-26	\$ 1,860,200	\$ 421,875	\$ 2,282,075
2026-27	\$ 818,100	\$ 412,500	\$ 1,230,600
2027-28	\$ -	\$ 403,125	\$ 403,125
2028-29	\$ -	\$ 393,750	\$ 393,750
2029-30	\$ -	\$ 384,375	\$ 384,375
<b>TOTALS</b>	<b>\$ 26,935,576</b>	<b>\$ 4,020,375</b>	<b>\$ 30,955,951</b>



Below is a graphic depiction of the existing debt service, proposed bond issue in 2019-2020.



## TECHNOLOGY FIVE-YEAR CAPITAL IMPROVEMENT PLAN

Line #	Description	2018-2019		2019-2020		2020-2021		2021-2022		2022-2023		2023-2024	
	<b>Operational expenses</b>												
1	Ink and Toner		\$11,100		\$11,100		\$12,000		\$12,000		\$12,000		\$12,000
2	Consultation services and lease payments		\$15,000		\$115,995		\$354,000		\$354,000		\$354,000		\$355,000
3	Training		\$7,275		\$7,275		\$7,000		\$7,000		\$7,000		\$7,000
4	Repairs and Maintenance		\$7,500		\$31,650		\$30,000		\$28,000		\$28,000		\$25,000
5	Travel	6	\$1,200	6	\$1,200	6	\$1,200	6	\$1,200	6	\$1,200	6	\$1,200
6	Misc. supplies		\$21,652		\$8,700		\$9,000		\$9,000		\$9,000		\$9,000
	<b>Operational Totals</b>		<b>\$63,727</b>		<b>\$175,920</b>		<b>\$413,200</b>		<b>\$411,200</b>		<b>\$411,200</b>		<b>\$409,200</b>
	<b>Infrastructure</b>												
7	Servers		\$22,381		\$0		\$0		\$0		\$30,000		\$30,000
8	Switches		\$0		\$0		\$0	20	\$60,000		\$0		\$0
9	Filter appliance		\$0		\$0		\$0		\$0		\$20,000		\$0
10	Wiring		\$0		\$500		\$500		\$0		\$0		\$0
11	Server / Storage Maint.		\$0		\$0		\$5,000		\$0		\$0		\$0
12	1:1 initiative wireless upgrades		\$16,700		\$28,875		\$10,000		\$0		\$0		\$0
	<b>Infrastructure Totals</b>		<b>\$39,081</b>		<b>\$29,375</b>		<b>\$15,500</b>		<b>\$60,000</b>		<b>\$50,000</b>		<b>\$30,000</b>



**TECHNOLOGY FIVE-YEAR CAPITAL IMPROVEMENT PLAN *continued***

Line #	Description	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
	<b>New Programs</b>						
13	Handibot CNC machines for MSs	2 \$6,390	\$0	\$0	\$0	\$0	\$0
14	Digital Whiteboard Main Office conf rm AMSO	1 \$3,000	\$0	\$0	\$0	\$0	\$0
15	Digital Whiteboard LMC AMSO	1 \$3,000	\$0	\$0	\$0	\$0	\$0
16	AMSO video monitor for main office	\$300	\$0	\$0	\$0	\$0	\$0
17	Transition program off-site computers	4 \$4,400	\$0	\$0	\$0	\$0	\$0
18	Pixelot Camera	\$0	1 \$5,000	\$0	\$0	\$0	\$0
19	Special Education program digital whiteboard	1 \$3,000	1 \$3,000	\$0	\$0	\$0	\$0
20	1:1 initiative cases	\$0	\$17,000	\$34,000	\$0	\$0	\$17,000
	<b>New Programs Totals</b>	<b>\$20,090</b>	<b>\$25,000</b>	<b>\$34,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$17,000</b>
	<b>New Hardware Existing Programs</b>						
21	SmartBoards/BrightLinks/InFocus High School	\$0	2 \$6,000	4 \$12,000	4 \$12,000	4 \$12,000	5 \$10,000
22	Epson BrightLinks Orange / Bethany	\$0	6 \$18,000	4 \$12,000	3 \$9,000	4 \$12,000	3 \$9,000
23	MS Surface 3s for AMSO & AMSB	1 \$800	\$0	\$0	\$0	\$0	\$0
24	Winbooks for AP CSP	10 \$5,000	10 \$5,000	\$0	\$0	\$0	\$0
25	Misc. (cameras for LMC, amso, amsb)	\$800	\$0	\$0	\$0	\$0	0 \$0
26	AHS Cad lab HP Z240	4 \$6,000	\$0	\$0	\$0	\$0	\$0
27	replacment monitors OMS main office	\$0	4 \$2,000	\$0	\$0	\$0	\$0
28	Lenova Yoga for district school psychologists	\$0	5 \$6,722	\$0	\$0	\$0	5 \$6,000
29	PC for AHS rm 373	\$1,100	\$0	\$0	\$0	\$0	\$0
30	AHS Projectors for DC meeting rooms	\$3,100	\$0	\$0	\$0	\$0	\$0
31	smartboard for HS SS dept room	\$0	\$3,000	\$0	\$0	\$0	\$0
32	computers for FA dept HS	\$0	\$3,000	\$0	\$0	\$0	\$0
33	AMSB Music iPad Air 2	1 \$400	\$0	\$0	\$0	\$0	1 \$400
34	1:1 mobile device initiative	\$150,000	\$0	\$0	\$0	\$0	\$0
	<b>New Hardware Totals</b>	<b>\$167,200</b>	<b>\$43,722</b>	<b>\$24,000</b>	<b>\$21,000</b>	<b>\$24,000</b>	<b>\$25,400</b>



**TECHNOLOGY FIVE-YEAR CAPITAL IMPROVEMENT PLAN *continued***

Line #	Description	2018-2019		2019-2020		2020-2021		2021-2022		2022-2023		2023-2024	
	<b>Replacment Equipment</b>												
35	Computers HS	40	\$32,000	40	\$32,000	20	\$16,000	15	\$12,000	15	\$12,000	15	\$12,000
36	Computers Bethany	25	\$20,000	10	\$8,000	10	\$8,000	5	\$4,000	5	\$4,000	10	\$8,000
37	Computers Orange	25	\$20,000	10	\$8,000	10	\$8,000	5	\$4,000	5	\$4,000	10	\$8,000
38	AHS CAD lab computer upgrades		\$5,000		\$0		\$0		\$0		\$5,000		\$0
39	AHS data logic scanner		\$500		\$0		\$0		\$0		\$0		\$0
40	Chromebooks for HS counseling services		\$0	5	\$1,500		\$0		\$0		\$0	5	\$1,500
41	1:1 replacments		\$0	20	\$10,000	20	\$10,000	20	\$10,000	20	\$10,000	20	\$10,000
42	Monitors	20	\$3,000	20	\$3,000	10	\$1,500	10	\$1,500	10	\$1,500	10	\$1,500
43	Replacement Wireless "n" Access Points		\$0		\$0	5	\$3,000	5	\$3,000	5	\$3,000	5	\$3,000
44	SmartBoards / BrightLinks	5	\$10,000	5	\$17,500	7	\$14,000	7	\$14,000	7	\$14,000	6	\$12,300
45	AHS Admin laptops	4	\$4,000		\$0		\$0		\$0		\$0	4	\$6,000
46	Athletics computers (Field House/office)				\$1,500								
47	LCD Data Projectors	20	\$10,000	20	\$10,000	5	\$2,500	5	\$2,500	5	\$2,500	5	\$2,500
	<b>Replacement Equipment Totals</b>		<b>\$104,500</b>		<b>\$91,500</b>		<b>\$63,000</b>		<b>\$51,000</b>		<b>\$56,000</b>		<b>\$64,800</b>



**TECHNOLOGY FIVE-YEAR CAPITAL IMPROVEMENT PLAN *continued***

Line #	Description	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
	<b>Software Licenses</b>						
48	CEN Fiber Service	\$45,600	\$45,600	\$45,600	\$45,600	\$45,600	\$45,600
49	District Systems	\$201,742	\$211,787	\$215,000	\$220,000	\$220,000	\$220,000
50	HS Reading	\$1,800	\$1,800	\$1,800	\$1,800	\$1,800	\$1,800
51	Curriculum and Staff Development	\$17,050	\$17,050	\$18,000	\$20,000	\$20,000	\$16,900
52	AHS English	\$4,000	\$4,000	\$5,000	\$5,000	\$5,000	\$5,000
53	AMSO Music	\$500	\$500	\$1,000	\$1,000	\$1,000	\$1,000
54	AMSB Music	\$1,090	\$1,090	\$1,000	\$1,000	\$1,000	\$1,090
55	AHS Applied Education	\$7,100	\$7,100	\$7,300	\$7,500	\$7,500	\$7,800
56	AHS Math	\$900	\$900	\$1,000	\$1,000	\$1,000	\$1,000
57	AHS World Language	\$797	\$797	\$1,000	\$1,000	\$1,000	\$1,000
58	AMSO Media Center	\$4,375	\$5,375	\$5,500	\$5,500	\$5,500	\$5,500
59	AMSB Media Center	\$4,410	\$5,410	\$5,500	\$5,500	\$5,500	\$5,500
60	AHS Fine Arts	\$3,000	\$3,000	\$2,500	\$2,500	\$2,500	\$2,500
61	Pupil Services	\$1,875	\$3,960	\$4,000	\$4,000	\$4,000	\$4,000
62	Server backup service	\$7,788	\$10,000	\$0	\$0	\$0	\$0
	<b>Software Totals</b>	<b>\$302,027</b>	<b>\$318,369</b>	<b>\$314,200</b>	<b>\$321,400</b>	<b>\$321,400</b>	<b>\$318,690</b>
	<b>Annual Budget Totals</b>	<b>\$696,625</b>	<b>\$796,881</b>	<b>\$1,256,895</b>	<b>\$1,257,595</b>	<b>\$1,255,595</b>	<b>\$1,258,085</b>

**FIVE YEAR TEXTBOOK PLAN**



<b>Textbook Purchase Plan 2018-2023</b>					
	<b>2018-2019</b>	<b>2019-2020</b>	<b>2020-2021</b>	<b>2021-2022</b>	<b>2022-2023</b>
<b>Amity High School</b>					
Career & Technical Education		\$ 2,400			
English	\$ 8,000	\$ 10,500	\$ 8,000	\$ 8,000	\$ 8,000
Mathematics	\$ 12,000	\$ 20,000	\$ 12,000	\$ 50,000	\$ 12,000
Media/Fine & Performing Arts		\$ -	\$ -		
Physical Education/Health	\$ -	\$ -	\$ -	\$ -	\$ -
One Book/One Amity	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000
Science	\$ 37,800	\$ 47,000	\$ 34,000		
Social Studies	\$ 37,125	\$ 49,250			\$ 40,000
World Language	\$ 2,000	\$ -	\$ 12,000	\$ 18,000	\$ 15,000
<b>Total High School</b>	<b>\$ 102,925</b>	<b>\$ 135,150</b>	<b>\$ 72,000</b>	<b>\$ 82,000</b>	<b>\$ 81,000</b>



**FIVE YEAR TEXTBOOK PLAN *continued***

<b>Textbook Purchase Plan 2018-2023</b>					
	<b>2018-2019</b>	<b>2019-2020</b>	<b>2020-2021</b>	<b>2021-2022</b>	<b>2022-2023</b>
<b>Bethany Middle School</b>					
English	\$ 9,213	\$ 10,562	\$ 9,213	\$ 9,213	\$ 9,213
Mathematics				\$ 25,000	
Fine Arts		\$ -	\$ -		
Reading	\$ 1,325	\$ 1,456	\$ -		
Science			\$ 25,000		\$ 25,000
Social Studies	\$ 24,500	\$ 1,153	\$ 24,500	\$ 1,000	\$ 1,000
World Language				\$ 13,000	\$ 13,000
<b>Total Bethany Middle School</b>	<b>\$ 35,038</b>	<b>\$ 13,171</b>	<b>\$ 58,713</b>	<b>\$ 48,213</b>	<b>\$ 48,213</b>
<b>Orange Middle School</b>					
English	\$ 10,750	\$ 11,826	\$ 10,500	\$ 10,500	\$ 10,500
Mathematics			\$ -	\$ 25,000	
Fine Arts			\$ -		
Reading			\$ -		
Science			\$ 25,000		\$ 25,000
Social Studies	\$ 27,300	\$ 1,000	\$ 28,000	\$ 1,000	\$ 1,000
World Language				\$ 13,000	\$ 13,000
<b>Total Orange Middle School</b>	<b>\$ 38,050</b>	<b>\$ 12,826</b>	<b>\$ 63,500</b>	<b>\$ 49,500</b>	<b>\$ 49,500</b>
<b>Grand Total Textbook Purchases</b>	<b>\$ 176,013</b>	<b>\$ 161,147</b>	<b>\$ 194,213</b>	<b>\$ 179,713</b>	<b>\$ 178,713</b>



**GROSS AND NET DEBT SERVICE**

<b>Fiscal Year</b>	<u>GROSS DEBT SERVICE</u>			<u>STATE GRANTS</u>		<u>NET DEBT SERVICE</u>		
	<u>Principal</u>	<u>Interest</u>	<u>Principal &amp; Interest</u>	<u>Principal</u>	<u>Interest</u>	<u>Principal</u>	<u>Interest</u>	<u>Principal &amp; Interest</u>
2020	\$ 3,750,000	\$ 809,210	\$ 4,559,210	\$ -	\$ -	\$ 3,750,000	\$ 809,210	\$ 4,559,210
2021	\$ 3,665,000	\$ 705,835	\$ 4,370,835	\$ -	\$ -	\$ 3,665,000	\$ 705,835	\$ 4,370,835
2022	\$ 3,645,000	\$ 578,668	\$ 4,223,668	\$ -	\$ -	\$ 3,645,000	\$ 578,668	\$ 4,223,668
2023	\$ 3,640,000	\$ 449,399	\$ 4,089,399	\$ -	\$ -	\$ 3,640,000	\$ 449,399	\$ 4,089,399
2024	\$ 3,440,000	\$ 318,336	\$ 3,758,336	\$ -	\$ -	\$ 3,440,000	\$ 318,336	\$ 3,758,336
2025	\$ 3,065,000	\$ 190,828	\$ 3,255,828	\$ -	\$ -	\$ 3,065,000	\$ 190,828	\$ 3,255,828
2026	\$ 1,775,000	\$ 85,200	\$ 1,860,200			\$ 1,775,000	\$ 85,200	\$ 1,860,200
2027	\$ 795,000	\$ 23,100	\$ 818,100			\$ 795,000	\$ 23,100	\$ 818,100
	<u>\$23,775,000</u>	<u>\$ 3,160,575</u>	<u>\$ 26,935,575</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 23,775,000</u>	<u>\$ 3,160,575</u>	<u>\$ 26,935,575</u>

Note: The District refinanced some of its bonds on the 1990's construction projects some years ago and saved a significant amount of interest expense. The State has calculated we owe a refund of the grant paid of **\$145,086 UNF**. The State has reported this on its website for the past several years but has not yet requested the money.



### **THREE-YEAR OPERATING FORECASTS**

Forecasting is a tool to help the Amity Finance Committee, Amity Board of Education and Superintendent of Schools to plan for the future. It is based on 'best guess' assumptions of what might be. We have found from past experience that forecasts have been significantly different from reality. The primary reason has been our successful efforts to find cost savings and efficiencies, not only during the budget process but on an on-going basis.

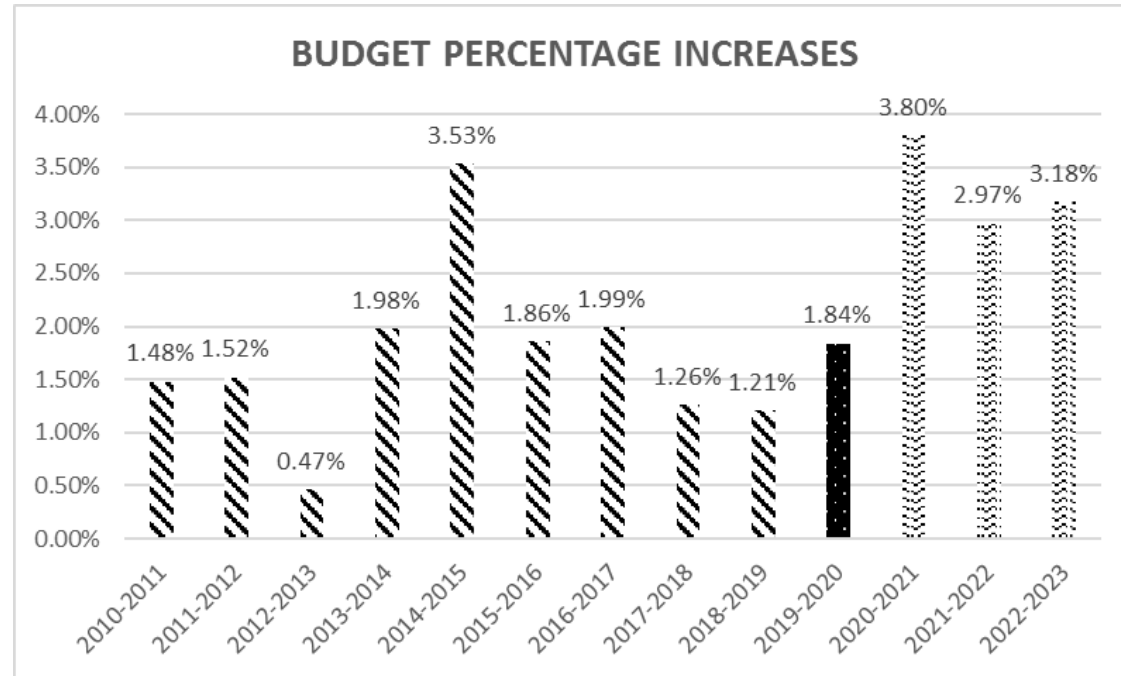
Forecasts are based on many assumptions. Certainly, there will be actions taken between now and several years in the future, which will impact the actual budgets. The reader should not put too much emphasis on these projections of the future.

#### **Major Assumptions:**

- 1. No funds will be designated for subsequent year's budget.**
- 2. Inflation** will be 2.25 percent each year.
- 3. Federal & State Funding (grants)** will not significantly change.
- 4. Mandates** are usually unfunded or underfunded. We assume the cost impact of new mandates will be negligible.
- 5. Student enrollment** will be in-line with the October 1, 2018 Average Daily Membership, moving each grade forward.
- 6. Staffing** will remain the same as proposed budget; 'turnover savings' will be in-line with past history.
- 7. Payroll tax rates** will not be changed by the Federal or State governments.
- 8. Workers' Compensation** will increase by 3.5 percent each year.
- 9. Medical & Dental Insurance** will increase by 10 percent and 5 percent respectively each year.
- 10. Affordable Care Act** provision for paying a penalty on 'Cadillac plans' will **not** be implemented in the next three years.
- 11. Self-Insurance Reserve Fund** balance will remain at 25% and not be depleted by claims reaching our aggregate stop-loss threshold.
- 12. Pension, Sick & Severance and OPEB Trust** will be fully funded each year. Sick & Severance is currently fully funded.
- 13. General Liability Insurance** will increase by 3 percent each year.
- 14. Oil Used for Heating, Natural Gas, and Diesel fuel** will increase by 3.5 percent each year.
- 15. Debt service** will include the possible 2019-2020 bond issue.
- 16. Improvements to Buildings and Sites** will mirror the Five-Year Capital Improvement Plan.



A graphic presentation of the previous adopted budgets, proposed 2019-2020 Budget, and the forecasts of the next three fiscal years based on the assumptions above, is shown below:



Note: The budgets of 2010-2011 through 2018-2019, inclusive, are adopted. The 2020-2021 through 2022-2023 are forecasts based on the abovementioned assumptions.

The nine adopted budgets from 2010-2011 to 2018-2019, inclusive, **average 1.70 percent**. The thirteen budgets (9 adopted; 1 proposed; 3 forecasted) **average 2.08 percent**.



LINE	CATEGORY	COLUMN 1 2018-2019 BUDGET	COLUMN 2 2018-2019 FORECAST	COLUMN 3 2019-2020 BUDGET	COLUMN 4 2020-2021 FORECAST	COLUMN 5 2021-2022 FORECAST	COLUMN 6 2022-2023 FORECAST
1	MEMBER TOWN ALLOCATIONS	48,190,256	48,190,256	49,048,278	50,917,367	52,422,140	54,084,981
	<b>PERCENT INCREASE/(DECREASE)</b>	<b>-0.12%</b>		<b>1.78%</b>	<b>3.81%</b>	<b>2.96%</b>	<b>3.17%</b>
2	OTHER REVENUE	186,902	250,194	213,577	215,388	217,235	219,118
3	OTHER STATE GRANTS	573,805	573,805	592,878	623,187	654,102	685,635
4	MISCELLANEOUS INCOME	75,572	103,912	75,572	76,311	77,069	77,846
5	BUILDING RENOVATION GRANTS	6,363	0	0	0	0	0
6	<b>TOTAL REVENUES</b>	<b>49,032,898</b>	<b>49,118,167</b>	<b>49,930,305</b>	<b>51,832,253</b>	<b>53,370,546</b>	<b>55,067,581</b>
7	SALARIES	25,985,048	25,805,895	26,655,424	27,520,587	28,409,219	29,321,960
8	BENEFITS	6,092,697	6,080,842	6,362,494	6,770,703	7,355,514	7,942,542
9	PURCHASED SERVICES	8,495,258	8,186,624	8,497,804	8,776,713	9,066,451	9,362,345
10	DEBT SERVICE	4,595,576	4,567,838	4,559,210	4,730,335	4,570,668	4,513,899
11	SUPPLIES (INCLUDING UTILITIES)	2,978,862	2,964,877	2,973,028	3,073,054	3,129,239	3,202,866
12	EQUIPMENT	380,655	380,655	250,547	321,500	157,100	158,100
13	IMPROVEMENTS / CONTINGENCY	331,000	307,700	464,000	457,000	505,305	383,000
14	DUES AND FEES	167,439	167,439	167,798	172,361	177,050	181,869
15	TRANSFER ACCOUNT	0	0	0	0	0	0
16	<b>TOTAL EXPENDITURES</b>	<b>49,026,535</b>	<b>48,461,870</b>	<b>49,930,305</b>	<b>51,832,253</b>	<b>53,370,546</b>	<b>55,067,581</b>
	<b>PERCENT INCREASE/(DECREASE)</b>	<b>1.21%</b>		<b>1.84%</b>	<b>3.81%</b>	<b>2.97%</b>	<b>3.18%</b>
17	<b>SUBTOTAL</b>	<b>6,363</b>	<b>656,297</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	CANCELLATION OF PRIOR YEAR'S						
18	ENCUMBRANCES	0	0	0	0	0	0
19	DESIGNATED FOR SUBSEQUENT YEAR'S BUDGET	0	0	0	0	0	0
20	<b>NET BALANCE / (DEFICIT)</b>	<b>6,363</b>	<b>656,297</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
21	<b>AVERAGE DAILY MEMBERSHIP</b>	<b>2,216</b>	<b>2,224</b>	<b>2,190</b>	<b>2,182</b>	<b>2,158</b>	<b>2,131</b>
22	<b>PER PUPIL EXPENDITURE</b>	<b>18,698</b>	<b>18,427</b>	<b>19,302</b>	<b>20,135</b>	<b>21,119</b>	<b>22,179</b>



LINE	CATEGORY	COLUMN 1 2018-2019 BUDGET	COLUMN 2 2018-2019 FORECAST	COLUMN 3 2019-2020 BUDGET	COLUMN 4 2020-2021 FORECAST	COLUMN 5 2021-2022 FORECAST	COLUMN 6 2022-2023 FORECAST
1	BETHANY ALLOCATION	9,295,901	9,295,901	9,003,302	9,346,392	9,622,608	9,927,839
2	ORANGE ALLOCATION	24,181,870	24,181,870	24,949,878	25,900,646	26,666,094	27,511,948
3	WOODBIDGE ALLOCATION	14,712,485	14,712,485	15,095,098	15,670,329	16,133,438	16,645,194
4	<b>MEMBER TOWN ALLOCATIONS</b>	<b>48,190,256</b>	<b>48,190,256</b>	<b>49,048,278</b>	<b>50,917,367</b>	<b>52,422,140</b>	<b>54,084,981</b>
5	ADULT EDUCATION	3,042	3,042	3,042	3,042	3,042	3,042
6	PARKING INCOME	29,000	29,000	29,000	29,000	29,000	29,000
7	INVESTMENT INCOME	20,000	60,000	40,000	40,000	40,000	40,000
8	ATHLETICS	23,000	23,000	25,000	25,000	25,000	25,000
9	TUITION REVENUE	88,460	108,642	90,535	92,346	94,193	96,076
10	TRANSPORTATION INCOME	23,400	26,510	26,000	26,000	26,000	26,000
11	TRANSPORTATION BOWA AGREEMENT	0	0	0	0	0	0
12	<b>OTHER REVENUE</b>	<b>186,902</b>	<b>250,194</b>	<b>213,577</b>	<b>215,388</b>	<b>217,235</b>	<b>219,118</b>
14	SPECIAL EDUCATION GRANTS	573,805	573,805	592,878	623,187	654,102	685,635
15	<b>OTHER STATE GRANTS</b>	<b>573,805</b>	<b>573,805</b>	<b>592,878</b>	<b>623,187</b>	<b>654,102</b>	<b>685,635</b>
16	RENTAL INCOME	21,000	21,000	21,000	21,000	21,000	21,000
17	INTERGOVERNMENTAL	29,572	29,572	29,572	30,311	31,069	31,846
18	OTHER REVENUE	25,000	53,340	25,000	25,000	25,000	25,000
19	TRANSFER IN	0	0	0	0	0	0
20	<b>MISCELLANEOUS INCOME</b>	<b>75,572</b>	<b>103,912</b>	<b>75,572</b>	<b>76,311</b>	<b>77,069</b>	<b>77,846</b>
21	<b>BUILDING RENOVATION GRANTS</b>	<b>6,363</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
22	<b>TOTAL REVENUES</b>	<b>49,032,898</b>	<b>49,118,167</b>	<b>49,930,305</b>	<b>51,832,253</b>	<b>53,370,546</b>	<b>55,067,581</b>



LINE	CATEGORY	COLUMN 1 2018-2019 BUDGET	COLUMN 2 2018-2019 FORECAST	COLUMN 3 2019-2020 BUDGET	COLUMN 4 2020-2021 FORECAST	COLUMN 5 2021-2022 FORECAST	COLUMN 6 2022-2023 FORECAST
1	5111-CERTIFIED SALARIES	21,397,312	21,225,813	21,776,498	22,531,885	23,308,271	24,106,241
2	5112-CLASSIFIED SALARIES	4,587,736	4,580,082	4,878,926	4,988,702	5,100,948	5,215,719
3	<b>SALARIES</b>	<b>25,985,048</b>	<b>25,805,895</b>	<b>26,655,424</b>	<b>27,520,587</b>	<b>28,409,219</b>	<b>29,321,960</b>
4	5200-MEDICARE - ER	374,913	374,913	364,933	376,778	388,944	401,440
5	5210-FICA - ER	283,586	288,739	287,766	297,106	306,699	316,553
6	5220-WORKERS' COMPENSATION	246,900	226,826	254,532	263,441	272,661	282,204
7	5255-MEDICAL & DENTAL INSURANCE	4,083,941	4,083,941	4,419,764	4,782,305	5,300,067	5,828,144
8	5860-OPEB TRUST	62,910	62,910	40,950	42,179	43,444	44,747
9	5260-LIFE INSURANCE	45,537	45,537	44,579	45,818	47,092	48,401
10	5275-DISABILITY INSURANCE	9,924	10,248	10,222	10,506	10,798	11,098
11	5280-PENSION PLAN - CLASSIFIED	892,845	892,845	851,987	861,157	870,533	880,120
12	5281-DEFINED CONTRIBUTION RETIREMENT PLAN	64,867	67,609	69,787	78,276	92,190	106,800
13	5282-RETIREMENT SICK LEAVE - CERT	1,921	1,921	0	0	0	0
14	5283-RETIREMENT SICK LEAVE - CLASS	1,000	1,000	0	0	0	0
15	5284-SEVERANCE PAY - CERTIFIED	1,000	1,000	0	0	0	0
16	5290-UNEMPLOYMENT COMPENSATION	21,353	21,353	15,974	15,974	15,974	15,974
17	5291-CLOTHING ALLOWANCE	2,000	2,000	2,000	2,000	2,000	2,000
18	<b>BENEFITS</b>	<b>6,092,697</b>	<b>6,080,842</b>	<b>6,362,494</b>	<b>6,775,539</b>	<b>7,350,402</b>	<b>7,937,481</b>



LINE	CATEGORY	COLUMN 1 2018-2019 BUDGET	COLUMN 2 2018-2019 FORECAST	COLUMN 3 2019-2020 BUDGET	COLUMN 4 2020-2021 FORECAST	COLUMN 5 2021-2022 FORECAST	COLUMN 6 2022-2023 FORECAST
19	5322-INSTRUCTIONAL PROG IMPROVEMENT	28,500	28,500	39,700	40,593	41,506	42,440
20	5327-DATA PROCESSING	93,590	93,590	95,276	99,087	108,050	117,372
	5330-OTHER PROFESSIONAL & TECHNICAL						
21	SRVC	1,332,265	1,332,265	1,467,869	1,500,896	1,534,666	1,569,196
22	5440-RENTALS - LAND, BLDG, EQUIPMENT	119,185	119,185	118,750	121,422	124,154	126,947
23	5510-PUPIL TRANSPORTATION	2,995,119	2,913,448	3,100,537	3,162,548	3,225,799	3,290,315
24	5521-GENERAL LIABILITY INSURANCE	242,601	234,032	243,217	250,514	258,029	265,770
25	5550-COMMUNICATIONS: TEL, POST, ETC.	163,224	163,224	115,356	117,952	120,606	123,320
26	5560-TUITION EXPENSE	3,427,580	3,209,186	3,213,232	3,377,497	3,545,047	3,715,948
27	5590-OTHER PURCHASED SERVICES	93,194	93,194	103,867	106,204	108,594	111,037
28	<b>PURCHASED SERVICES</b>	<b>8,495,258</b>	<b>8,186,624</b>	<b>8,497,804</b>	<b>8,776,713</b>	<b>9,066,451</b>	<b>9,362,345</b>
29	5830-INTEREST	745,576	717,838	809,210	815,335	675,668	533,899
30	5910-REDEMPTION OF PRINCIPAL	3,850,000	3,850,000	3,750,000	3,915,000	3,895,000	3,980,000
30a	BONDING OF FACILITIES CAPITAL ITEMS						
31	<b>DEBT SERVICE</b>	<b>4,595,576</b>	<b>4,567,838</b>	<b>4,559,210</b>	<b>4,730,335</b>	<b>4,570,668</b>	<b>4,513,899</b>
32	5410-UTILITIES, EXCLUDING HEAT	703,234	684,323	696,046	711,707	727,720	744,094
33	5420-REPAIRS, MAINTENANCE & CLEANING	723,928	747,228	752,384	769,313	786,623	804,322
34	5611-INSTRUCTIONAL SUPPLIES	396,905	396,905	382,393	390,997	399,794	408,789
35	5613-MAINTENANCE/CUSTODIAL SUPPLIES	219,965	219,965	229,057	234,211	239,481	244,869
36	5620-OIL USED FOR HEATING	46,500	44,128	42,700	44,195	45,742	47,343
37	5621-NATURAL GAS	52,512	52,512	65,206	67,488	70,188	73,697
38	5627-TRANSPORTATION SUPPLIES	151,900	135,898	122,400	128,520	135,589	144,402
39	5641-TEXTS & DIGITAL RESOURCES	176,013	176,013	162,147	194,213	179,713	178,713
40	5642-LIBRARY BOOKS & PERIODICALS	21,615	21,615	21,615	22,101	22,598	23,106
41	5690-OTHER SUPPLIES	486,290	486,290	499,080	510,309	521,791	533,531
42	<b>SUPPLIES (INCLUDING UTILITIES)</b>	<b>2,978,862</b>	<b>2,964,877</b>	<b>2,973,028</b>	<b>3,073,054</b>	<b>3,129,239</b>	<b>3,203,866</b>



LINE	CATEGORY	COLUMN 1 2018-2019 BUDGET	COLUMN 2 2018-2019 FORECAST	COLUMN 3 2019-2020 BUDGET	COLUMN 4 2020-2021 FORECAST	COLUMN 5 2021-2022 FORECAST	COLUMN 6 2022-2023 FORECAST
43	5730-EQUIPMENT - NEW	215,879	215,879	128,582	208,000	41,600	41,600
44	5731-EQUIPMENT - REPLACEMENT	164,776	164,776	121,965	113,500	115,500	116,500
45	<b>EQUIPMENT</b>	<b>380,655</b>	<b>380,655</b>	<b>250,547</b>	<b>321,500</b>	<b>157,100</b>	<b>158,100</b>
46	5715-IMPROVEMENTS TO BUILDINGS	50,000	50,000	133,000	51,500	40,000	50,000
47	5720-IMPROVEMENTS TO SITES	131,000	131,000	181,000	255,500	315,305	183,000
48	5850-CONTINGENCY	150,000	126,700	150,000	150,000	150,000	150,000
49	<b>IMPROVEMENTS / CONTINGENCY</b>	<b>331,000</b>	<b>307,700</b>	<b>464,000</b>	<b>457,000</b>	<b>505,305</b>	<b>383,000</b>
50	5580-STAFF TRAVEL	22,432	22,432	25,350	25,920	26,503	27,099
51	5581-TRAVEL - CONFERENCES	35,975	35,975	37,445	38,288	39,149	40,030
52	5810-DUES & FEES	109,032	109,032	105,003	108,153	111,398	114,740
53	<b>DUES AND FEES</b>	<b>167,439</b>	<b>167,439</b>	<b>167,798</b>	<b>172,361</b>	<b>177,050</b>	<b>181,869</b>
54	<b>5856-TRANSFER ACCOUNT</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
55	<b>TOTAL EXPENDITURES</b>	<b>49,026,535</b>	<b>48,461,870</b>	<b>49,930,305</b>	<b>51,832,253</b>	<b>53,370,546</b>	<b>55,067,581</b>



## **GLOSSARY OF TERMS**

**ACCRUAL BASIS** – Method of accounting in which transactions are recognized at the time they are incurred as opposed to when cash is received or spent.

**ADOPTED BUDGET** – The official expenditure plan as authorized by the Regional District Town Meeting or Referendum for a specified fiscal year.

**AGENCY FUNDS** – Fiduciary funds used to report resources held by the reporting government in a purely custodial capacity (assets equal liabilities).

**APPROPRIATION** – An authorization made by the Board of Education, and in certain instances, Regional District Town Meeting or Referendum, permitting officials to incur obligations and make expenditures for specific purposes. Appropriations are usually for fixed amounts and are typically granted for a one-year period.

**AUDIT** – A systematic collection of the sufficient, competent evidential matter needed to attest to the fairness of management's assertions in the financial statements or to evaluate whether management has efficiently and effectively carried out its responsibilities. The auditor obtains this evidential matter through inspection, observation, inquiry and confirmation with third parties.

**AVERAGE DAILY MEMBERSHIP (ADM)** – The number of students enrolled on October 1<sup>st</sup> of a particular year.

**BALANCED BUDGET** – A budget is balanced when current expenses are equal to revenues.

**BOND ANTICIPATION NOTES (BANs)** – Short-term interest-bearing notes issued by a government in anticipation of bonds to be issued at a later date. The notes are retired from proceeds of the bond issue to which they are related.



**BOND (DEBT INSTRUMENT)** – A written promise to pay a specific sum of money, principal plus interest, within a specified period of time (maturity date). Bonds are typically used for long-term debt to pay for specific capital expenditures.

**BUDGET** – A financial plan containing estimated expenditures and revenues to cover those expenditures for a specified period of time, usually a fiscal year.

**BUDGET MESSAGE** – A general discussion of the adopted budget presented in writing by the Superintendent of Schools to the Board of Education. The budget message should contain an explanation of the principal budget items, an outline of the school district's experience during the past period and its financial status at the time of the message and recommendations regarding the financial policy for the coming period.

**BUDGET YEAR** – The same 12-month period as the fiscal year of July 1<sup>st</sup> through June 30<sup>th</sup>.

**CAPITAL EXPENDITURE BUDGET/FORECAST** – A financial plan for proposed capital expenditures and a means for financing them. The capital expenditure budget is the first year of the capital expenditure plan.

**CAPITAL EXPENDITURE PLAN/FORECAST** – A long-range plan covering 5 years which outlines proposed capital improvement projects and estimates the costs and identifies funding sources for those projects.

**CAPITAL NON-RECURRING** – An account established to pay for capital needs on a “cash” basis in lieu of borrowing funds through the issuance of debt financing.

**CAPITAL PROJECTS FUND** – Fund type used to account for financial resources to be used for the acquisition of construction of major capital facilities (other than those financed by proprietary funds and trust funds).

**DEBT SERVICE** – Payment of interest and repayment of principal to the holders of the District's bonds.



**DEPARTMENT OF PUPIL SERVICES (DPS)** – The Department of Pupil Services provides direction for special instruction and services. The major focuses are to facilitate improvement of instruction and service, to participate in staffing, to supervise and evaluate Special Education and Pupil Services staff, to oversee the identification, program development and services for students who are identified as special education students and to fully comply with state and federal regulations.

Pupil Services consists of Special Education and the following support services: school counseling, psychology, speech and language, nursing, homeless and child find. We contract for services for occupational therapy, physical therapy, assistive technology, behavior, hearing impaired and psychiatric consultation, all of which goes through Pupil Services.

Section 504 also comes under Pupil Services.

**EDUCATION FINANCIAL SYSTEM (EFS)** – The State of Connecticut, has developed a new financial reporting system from the, which requires School Districts to Allocate expenses at the building level. The system will first be used in June 2018. This budget moves identifiable Full Time Equivalent positions and their dollars into the building account structure.

**ENCUMBRANCE** – A reserve of financial resources (i.e., purchase order) that will be used to pay for specified goods and services that have not yet been delivered.

**ENROLLMENT** – The number of students attending Amity Regional School District No. 5 (Amity Middle School – Bethany Campus, Amity Middle School – Orange Campus and Amity Regional High School) on October 1<sup>st</sup>.

**EXPENDITURES** – The total amount of funds paid out by a government to acquire various goods and services.

**FISCAL YEAR** – A 12-month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operations.

**FULL-TIME EQUIVALENT (FTE)** – A 1.0 FTE is an employee who works full-time for the school district. A part-time employee is shown as 0.5 FTE if the employee works one-half the usual time of a full-time employee.



**FUND** – A fiscal and accounting entity having revenue and expenditures that are equal and is segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations.

**FUND BALANCE** – The difference between fund assets and fund liabilities of governmental and similar trust funds. The regional school district must return all undesignated fund balances to the member towns.

**GENERAL FUND** – The fund supported by taxes from member towns, fees and other revenues that may be used for any lawful purpose. The general fund accounts for all financial resources except those required to be accounted for in another fund.

**GENERAL OBLIGATION BONDS** – Bonds issued by the government that are secured by the issuer's full faith and credit.

**GRAND LIST** – Compilation of all taxable and non-taxable real estate, personal property, and motor vehicles within the boundaries of the Towns of Bethany, Orange, and Woodbridge. This list shows all gross assessments and exceptions and is filed in the Town Clerk's Office by the Assessor annually by January 31<sup>st</sup>, unless otherwise specifically provided by law. This is applicable to the member towns and not the school district.

**INTERGOVERNMENTAL REVENUE** – The revenue anticipated from another government, specifically in this budget, it is revenue generated from the Town of Woodbridge and the Woodbridge Board of Education for shared services.

**MEMBER TOWNS** – The Amity Regional School District No. 5 has as its member towns Bethany, Orange and Woodbridge.

**MEMBER TOWN ALLOCATIONS** – The amount of funds required to be paid from the member towns of the district usually during a one-year period (i.e., fiscal year).

**MILL** – One one-thousandth of a dollar of assessed value. This is applicable to the member towns and not the school district.



**MODIFIED ACCRUAL** – A method of accounting for recording the receipt and expenditure of funds in which revenues are recorded when the amount becomes measurable and available to pay current liabilities and expenditures are recorded when the liability is actually incurred.

**OTHER POST EMPLOYMENT BENEFITS (OPEB)** – An OPEB Trust fund was established by the Board of Education in January 2007. The federal Government Accounting Standards Board (GASB) issued rules that require municipalities and regional school districts to show on their balance sheets the unfunded liability for retiree health insurance in their Other Post Employment Benefit (OPEB) accounts. State law requires school districts to offer retirees the option of continuing medical insurance with their previous school district. Even though the employee must pay 100 percent of the premium, the GASB has determined that this premium is subsidized by current district employees. This is because if retirees purchased their own insurance outside the district plan, it would be more costly to the individual retiree. The **Annual Required Contribution (ARC)** to the trust fund is determined by an actuarial study. The portion of the ARC related to retired employees is the “**implicit rate subsidy**” and may be used to offset a portion of the insurance premium.

**OPERATING BUDGET** – Plans of current expenditures and the proposed means of financing them. The annual operating budget is the primary means by which most of the financing, acquisition, spending and service delivery activities of a government are controlled. The use of annual operating budgets is usually required by law.

**PREMIUM COST SHARE** – The amount of the premium paid by the employee to the school district to offset a portion of the total insurance premium paid to the insurance carrier. The employee pays the premium cost share through a payroll deduction.

**REVALUATION** – Involves the reappraisal of all real estate in town in order to bring about uniformity in property valuations and to assure all property owners that they are paying only their fair share of taxes. This is applicable to the member towns and not the school district.

**REVENUES** – The gross income received by a government to be used for the provision of programs and services.



**SPECIAL REVENUE FUND** – A governmental fund type used to account for the proceeds of specific revenue sources (other than for major capital projects) that are legally restricted to expenditure for specific purposes.

**SURPLUS** – The amount by which revenues exceed expenditures during a fiscal period.

**STEM/STEAM** - The acronym for Science, Technology, Engineering, and Math. STEM is described in Connecticut State Department of Education Technology Education Standards as: STEM education offers the promise of students learning in an interdisciplinary way that couples rigorous standards to real world experiences allowing students to apply science, technology, engineering, and mathematics in contexts that make connections between school, community, work, and their world. STEAM is the acronym that indicates integrating Arts across the curriculum.

**TAXES** – Compulsory charges levied by a government to finance services performed for the common benefit. This term does not include specific charges made against particular persons or property for current or permanent benefits, such as special assessments. Neither does the term include charges for services rendered only to those paying such charges (e.g., sewer service charges). This is applicable to the member towns and not the school district.

**VARIANCE** – The calculation of the dollar or percentage difference. For example, if a particular expense increases from 90 to 120, the dollar variance is \$30 (i.e., \$120 less \$90) and the percentage variance is 33.3 percent (i.e., \$120 less \$90; divided by \$90).



Org Code	Object Code	Description / Department	2018-2019 Budget FTE	2018-2019 Actual FTE	2018-2019 Adopted Budget	2019-2020 Budget FTE	2019-2020 Superintendent Educational Plan	Increase (Decrease)	Variance
<b>AMSB ART DEPARTMENT</b>									
01111001	5111	Certified Salaries	1.00	1.00	90,193	1.00	62,645	(27,548)	-30.54%
01111001	5611	Instructional Supplies			3,500		3,500	-	0.00%
01111001	5810	Dues & Fees			200		200	-	0.00%
		<b>AMSB ART DEPARTMENT Total</b>	<b>1.00</b>	<b>1.00</b>	<b>93,893</b>	<b>1.00</b>	<b>66,345</b>	<b>(27,548)</b>	<b>-29.34%</b>
<b>AMSB ENGLISH DEPT</b>									
01111005	5111	Certified Salaries	4.00	4.00	256,769	4.00	273,472	16,703	6.51%
01111005	5330	Other Professional & Tech Srvc			1,100		1,100	-	0.00%
01111005	5611	Instructional Supplies			3,960		3,960	-	0.00%
01111005	5641	Text & Digital Resources			9,213		10,562	1,349	14.64%
01111005	5690	Other Supplies			437		456	19	4.35%
		<b>AMSB ENGLISH DEPT Total</b>	<b>4.00</b>	<b>4.00</b>	<b>271,479</b>	<b>4.00</b>	<b>289,550</b>	<b>18,071</b>	<b>6.66%</b>
<b>AMSB WORLD LANGUAGE DEPT</b>									
01111006	5111	Certified Salaries	4.50	4.50	322,195	4.50	345,952	23,757	7.37%
01111006	5611	Instructional Supplies			6,115		5,491	(624)	-10.20%
01111006	5690	Other Supplies			107		107	-	0.00%
01111006	5810	Other Supplies			500		500	-	0.00%
		<b>AMSB WORLD LANGUAGE DEPT Total</b>	<b>4.50</b>	<b>4.50</b>	<b>328,917</b>	<b>4.50</b>	<b>352,050</b>	<b>23,133</b>	<b>7.03%</b>
<b>AMSB HEALTH/FAMILY STUDIES</b>									
01111007	5111	Certified Salaries	1.00	1.00	90,163	1.00	91,291	1,128	1.25%
01111007	5611	Instructional Supplies			621		612	(9)	-1.45%
		<b>AMSB HEALTH/FAMILY STUDIES Total</b>	<b>1.00</b>	<b>1.00</b>	<b>90,784</b>	<b>1.00</b>	<b>91,903</b>	<b>1,119</b>	<b>1.23%</b>
<b>AMSB TECH EDUCATION</b>									
01111008	5111	Certified Salaries	1.00	1.00	81,431	1.00	85,625	4,194	5.15%
01111008	5420	Repairs,Maintenance & Cleaning			500		-	(500)	-100.00%
01111008	5611	Instructional Supplies			7,700		7,700	-	0.00%
01111008	5730	Equipment - New			3,195		500	(2,695)	-84.35%
01111008	5810	Dues & Fees			300		100	(200)	-66.67%
		<b>AMSB TECH EDUCATION Total</b>	<b>1.00</b>	<b>1.00</b>	<b>93,126</b>	<b>1.00</b>	<b>93,925</b>	<b>799</b>	<b>0.86%</b>
<b>AMSB MATHEMATICS DEPT</b>									
01111009	5111	Certified Salaries	4.12	4.16	310,479	4.00	292,879	(17,600)	-5.67%
01111009	5611	Instructional Supplies			2,040		2,040	-	0.00%
01111009	5641	Text & Digital Resources			-		-	-	0.00%
01111009	5810	Dues & Fees			388		388	-	0.00%
		<b>AMSB MATHEMATICS DEPT Total</b>	<b>4.12</b>	<b>4.16</b>	<b>312,907</b>	<b>4.00</b>	<b>295,307</b>	<b>(17,600)</b>	<b>-5.62%</b>



Org Code	Object Code	Description / Department	2018-2019 Budget FTE	2018-2019 Actual FTE	2018-2019 Adopted Budget	2019-2020 Budget FTE	2019-2020 Superintendent Educational Plan	Increase (Decrease)	Variance
<b>AMSB MUSIC DEPARTMENT</b>									
01111010	5111	Certified Salaries	2.20	2.20	174,323	2.20	179,163	4,840	2.78%
01111010	5330	Other Professional & Tech Srvc			1,570		1,570	-	0.00%
01111010	5420	Repairs,Maintenance & Cleaning			3,600		3,500	(100)	-2.78%
01111010	5611	Instructional Supplies			6,493		6,493	-	0.00%
01111010	5690	Other Supplies			1,322		1,322	-	0.00%
01111010	5810	Dues & Fees			460		594	134	29.13%
		<b>AMSB MUSIC DEPARTMENT Total</b>	<b>2.20</b>	<b>2.20</b>	<b>187,768</b>	<b>2.20</b>	<b>192,642</b>	<b>4,874</b>	<b>2.60%</b>
<b>AMSB PE DEPARTMENT</b>									
01111011	5111	Certified Salaries	2.00	2.00	180,326	2.00	182,582	2,256	1.25%
01111011	5420	Repairs,Maintenance & Cleaning			1,000		1,000	-	0.00%
01111011	5611	Instructional Supplies			2,800		2,800	-	0.00%
01111011	5810	Dues & Fees			500		500	-	0.00%
		<b>AMSB PE DEPARTMENT Total</b>	<b>2.00</b>	<b>2.00</b>	<b>184,626</b>	<b>2.00</b>	<b>186,882</b>	<b>2,256</b>	<b>1.22%</b>
<b>AMSB SCIENCE DEPT</b>									
01111013	5111	Certified Salaries	4.00	4.00	371,967	4.00	376,592	4,625	1.24%
01111013	5510	Pupil Transportation			-		600	600	100.00%
01111013	5611	Instructional Supplies			4,218		4,220	2	0.05%
01111013	5690	Other Supplies			1,720		1,720	-	0.00%
		<b>AMSB SCIENCE DEPT Total</b>	<b>4.00</b>	<b>4.00</b>	<b>377,905</b>	<b>4.00</b>	<b>383,132</b>	<b>5,227</b>	<b>1.38%</b>
<b>AMSB SOCIAL STUDIES</b>									
01111014	5111	Certified Salaries	4.00	4.00	284,506	4.00	330,676	46,170	16.23%
01111014	5611	Instructional Supplies			1,758		2,193	435	24.74%
01111014	5641	Text & Digital Resources			24,500		1,153	(23,347)	-95.29%
01111014	5810	Dues & Fees			120		120	-	0.00%
		<b>AMSB SOCIAL STUDIES Total</b>	<b>4.00</b>	<b>4.00</b>	<b>310,884</b>	<b>4.00</b>	<b>334,142</b>	<b>23,258</b>	<b>7.48%</b>
<b>AMSB STEM</b>									
01111015	5611	Instructional Supplies			2,192		2,192	-	0.00%
01111015	5810	Dues & Fees			550		550	-	0.00%
		<b>AMSB STEM Total</b>	<b>-</b>	<b>-</b>	<b>2,742</b>	<b>-</b>	<b>2,742</b>	<b>-</b>	<b>0.00%</b>
<b>AMSB READING DEPT</b>									
01111016	5111	Certified Salaries	3.00	3.00	272,899	3.00	254,536	(18,363)	-6.73%
01111016	5611	Instructional Supplies			1,030		1,189	159	15.44%
01111016	5641	Text & Digital Resources			1,325		1,456	131	9.89%
01111016	5690	Other Supplies			749		897	148	19.76%
01111016	5810	Dues & Fees			600		168	(432)	-72.00%
		<b>AMSB READING DEPT Total</b>	<b>3.00</b>	<b>3.00</b>	<b>276,603</b>	<b>3.00</b>	<b>258,246</b>	<b>(18,357)</b>	<b>-6.64%</b>



Org Code	Object Code	Description / Department	2018-2019 Budget FTE	2018-2019 Actual FTE	2018-2019 Adopted Budget	2019-2020 Budget FTE	2019-2020 Superintendent Educational Plan	Increase (Decrease)	Variance
<b>AMSB COVERAGE</b>									
01111027	5111	Certified Salaries	-	-	22,413	-	20,384	(2,029)	-9.05%
		<b>AMSB COVERAGE Total</b>	-	-	<b>22,413</b>	-	<b>20,384</b>	<b>(2,029)</b>	<b>-9.05%</b>
<b>AMSB STUDENT ACTIVITIES</b>									
01113201	5111	Certified Salaries	-	-	37,838	-	35,622	(2,216)	-5.86%
01113201	5690	Other Supplies			600		600	-	0.00%
		<b>AMSB STUDENT ACTIVITIES Total</b>	-	-	<b>38,438</b>	-	<b>36,222</b>	<b>(2,216)</b>	<b>-5.77%</b>
<b>AMSB INTERSCHOLASTIC SPORT</b>									
01113202	5111	Certified Salaries	-	-	39,192	-	33,123	(6,069)	-15.49%
01113202	5330	Other Professional & Tech Srvc			4,614		6,244	1,630	35.33%
01113202	5420	Repairs,Maintenance & Cleaning			1,500		1,500	-	0.00%
01113202	5510	Pupil Transportation			16,380		16,708	328	2.00%
01113202	5590	Other Purchased Services			400		400	-	0.00%
01113202	5690	Other Supplies			11,300		12,685	1,385	12.26%
01113202	5810	Dues & Fees			500		500	-	0.00%
		<b>AMSB INTERSCHOLASTIC SPORT Total</b>	-	-	<b>73,886</b>	-	<b>71,160</b>	<b>(2,726)</b>	<b>-3.69%</b>
<b>AMSB MATH SUPPORT *</b>									
01131009	5112	Classified Salaries	1.00	1.00	22,569	1.00	23,008	439	1.95%
		<b>AMSB MATH SUPPORT Total</b>	<b>1.00</b>	<b>1.00</b>	<b>22,569</b>	<b>1.00</b>	<b>23,008</b>	<b>439</b>	<b>1.95%</b>
<b>AMSB RESOURCE PROGRAM **</b>									
01121200	5111	Certified Salaries	3.00	3.00	230,085	3.00	247,774	17,689	7.69%
01121200	5112	Classified Salaries	2.00	2.00	52,790	2.00	53,832	1,042	1.97%
		<b>AMSB RESOURCE PROGRAM Total</b>	<b>5.00</b>	<b>5.00</b>	<b>282,875</b>	<b>5.00</b>	<b>301,606</b>	<b>18,731</b>	<b>6.62%</b>
<b>AMSB COUNSELING SERVICES DEPT</b>									
01132120	5111	Certified Salaries	2.00	2.00	142,704	2.00	149,910	7,206	5.05%
01132120	5112	Classified Salaries	1.00	1.00	40,268	1.00	40,282	14	0.03%
01132120	5330	Other Professional & Tech Srvc			1,662		1,662	-	0.00%
01132120	5590	Other Purchased Services			835		835	-	0.00%
01132120	5611	Instructional Supplies			420		420	-	0.00%
01132120	5690	Other Supplies			1,150		1,150	-	0.00%
01132120	5810	Dues & Fees			300		300	-	0.00%
		<b>AMSB COUNSELING SERVICES DEPT Total</b>	<b>3.00</b>	<b>3.00</b>	<b>187,339</b>	<b>3.00</b>	<b>194,559</b>	<b>7,220</b>	<b>3.85%</b>
<b>AMSB NURSING SVCS</b>									
01132130	5112	Classified Salaries	1.00	1.00	61,601	1.00	63,151	1,550	2.52%
01132130	5330	Other Professional & Tech Srvc			33		33	-	0.00%
01132130	5581	Travel - Conferences			140		140	-	0.00%
01132130	5690	Other Supplies			1,830		1,892	62	3.39%
01132130	5810	Dues & Fees			140		140	-	0.00%
		<b>AMSB NURSING SVCS Total</b>	<b>1.00</b>	<b>1.00</b>	<b>63,744</b>	<b>1.00</b>	<b>65,356</b>	<b>1,612</b>	<b>2.53%</b>



Org Code	Object Code	Description / Department	2018-2019 Budget FTE	2018-2019 Actual FTE	2018-2019 Adopted Budget	2019-2020 Budget FTE	2019-2020 Superintendent Educational Plan	Increase (Decrease)	Variance
<b>AMSB PSYCHOLOGICAL SVCS **</b>									
01132140	5111	Certified Salaries	1.00	1.00	66,327	1.00	69,613	3,286	4.95%
		<b>AMSB PSYCHOLOGICAL SVCS Total</b>	<b>1.00</b>	<b>1.00</b>	<b>66,327</b>	<b>1.00</b>	<b>69,613</b>	<b>3,286</b>	<b>4.95%</b>
<b>AMSB MEDIA CENTER</b>									
01132220	5111	Certified Salaries	1.00	1.00	95,978	1.00	97,177	1,199	1.25%
01132220	5112	Classified Salaries	1.00	1.00	39,293	1.00	40,282	989	2.52%
01132220	5330	Other Professional & Tech Srvc			1,400		1,400	-	0.00%
01132220	5611	Instructional Supplies			1,100		1,100	-	0.00%
01132220	5642	Library Books & Periodicals			6,400		6,400	-	0.00%
01132220	5690	Other Supplies			1,700		1,700	-	0.00%
		<b>AMSB MEDIA CENTER Total</b>	<b>2.00</b>	<b>2.00</b>	<b>145,871</b>	<b>2.00</b>	<b>148,059</b>	<b>2,188</b>	<b>1.50%</b>
<b>AMSB PRINCIPAL SERVICES</b>									
01132400	5111	Certified Salaries	2.00	2.00	334,934	2.00	345,604	10,670	3.19%
01132400	5112	Classified Salaries	3.00	3.00	141,035	4.50	197,175	56,140	39.81%
01132400	5330	Other Professional & Tech Srvc			16,468		16,868	400	2.43%
01132400	5420	Repairs,Maintenance & Cleaning			502		502	-	0.00%
01132400	5440	Rentals-Land,Bldg,Equipment			2,681		2,578	(103)	-3.84%
01132400	5550	Communications: Tel,Post,Etc.			2,000		1,000	(1,000)	-50.00%
01132400	5580	Staff Travel			532		650	118	22.18%
01132400	5581	Travel - Conferences			3,560		3,560	-	0.00%
01132400	5590	Other Purchased Services			4,058		3,481	(577)	-14.22%
01132400	5690	Other Supplies			2,005		2,005	-	0.00%
01132400	5810	Dues & Fees			2,546		2,246	(300)	-11.78%
		<b>AMSB PRINCIPAL SERVICES Total</b>	<b>5.00</b>	<b>5.00</b>	<b>510,321</b>	<b>6.50</b>	<b>575,669</b>	<b>65,348</b>	<b>12.81%</b>
<b>AMSB GENERAL INSTRUCTION</b>									
01142219	5611	Instructional Supplies			5,680		5,381	(299)	-5.26%
01142219	5690	Other Supplies			4,259		4,259	-	0.00%
		<b>AMSB GENERAL INSTRUCTION Total</b>	<b>-</b>	<b>-</b>	<b>9,939</b>	<b>-</b>	<b>9,640</b>	<b>(299)</b>	<b>-3.01%</b>
<b>AMSB BUILDING OPER &amp; MAINT</b>									
01142600	5112	Classified Salaries	4.00	4.00	200,429	4.00	206,228	5,799	2.89%
01142600	5410	Utilities, Excluding Heat			105,126		106,413	1,287	1.22%
01142600	5420	Repairs,Maintenance & Cleaning			96,594		95,579	(1,015)	-1.05%
01142600	5440	Rentals-Land,Bldg,Equipment			900		750	(150)	-16.67%
01142600	5613	Maintenance/Custodial Supplies			54,180		57,726	3,546	6.54%
01142600	5620	Oil Used For Heating			45,500		41,700	(3,800)	-8.35%
01142600	5715	Improvement - Buildings			-		38,000	38,000	100.00%
01142600	5720	Improvement - Sites			-		14,000	14,000	100.00%
		<b>AMSB BUILDING OPER &amp; MAINT Total</b>	<b>4.00</b>	<b>4.00</b>	<b>502,729</b>	<b>4.00</b>	<b>560,396</b>	<b>57,667</b>	<b>11.47%</b>



Org Code	Object Code	Description / Department	2018-2019 Budget FTE	2018-2019 Actual FTE	2018-2019 Adopted Budget	2019-2020 Budget FTE	2019-2020 Superintendent Educational Plan	Increase (Decrease)	Variance
<b>AMSB TRANSPORTATION</b>									
01142700	5510	Pupil Transportation			3,450		3,552	102	2.96%
		<b>AMSB TRANSPORTATION Total</b>	-	-	<b>3,450</b>	-	<b>3,552</b>	<b>102</b>	<b>2.96%</b>
<b>AMSB SUMMER WORK</b>									
01152601	5111	Certified Salaries	-	-	29,411	-	28,434	(977)	-3.32%
		<b>AMSB SUMMER WORK Total</b>	-	-	<b>29,411</b>	-	<b>28,434</b>	<b>(977)</b>	<b>-3.32%</b>
<b>AMITY MIDDLE SCHOOL - BETHANY TOTAL</b>			<b>52.82</b>	<b>52.86</b>	<b>4,490,946</b>	<b>54.20</b>	<b>4,654,524</b>	<b>163,578</b>	<b>3.64%</b>



Org Code	Object Code	Description / Department	2018-2019 Budget FTE	2018-2019 Actual FTE	2018-2019 Adopted Budget	2019-2020 Budget FTE	2019-2020 Superintendent Educational Plan	Increase (Decrease)	Variance
<b>AMSO ART DEPARTMENT</b>									
02111001	5111	Certified Salaries	1.00	1.00	77,137	1.00	81,256	4,119	5.34%
02111001	5611	Instructional Supplies			4,000		4,000	-	0.00%
		<b>AMSO ART DEPARTMENT Total</b>	<b>1.00</b>	<b>1.00</b>	<b>81,137</b>	<b>1.00</b>	<b>85,256</b>	<b>4,119</b>	<b>5.08%</b>
<b>AMSO ENGLISH DEPT</b>									
02111005	5111	Certified Salaries	4.00	4.00	311,657	4.00	285,604	(26,053)	-8.36%
02111005	5611	Instructional Supplies			7,318		5,314	(2,004)	-27.38%
02111005	5641	Textbooks			10,750		11,826	1,076	10.01%
		<b>AMSO ENGLISH DEPT Total</b>	<b>4.00</b>	<b>4.00</b>	<b>329,725</b>	<b>4.00</b>	<b>302,744</b>	<b>(26,981)</b>	<b>-8.18%</b>
<b>AMSO WORLD LANGUAGE DEPT</b>									
02111006	5111	Certified Salaries	4.50	4.50	357,268	4.50	327,953	(29,315)	-8.21%
02111006	5611	Instructional Supplies			6,591		4,840	(1,751)	-26.57%
		<b>AMSO WORLD LANGUAGE DEPT Total</b>	<b>4.50</b>	<b>4.50</b>	<b>363,859</b>	<b>4.50</b>	<b>332,793</b>	<b>(31,066)</b>	<b>-8.54%</b>
<b>AMSO HEALTH/FAMILY STUDIES</b>									
02111007	5111	Certified Salaries	1.00	1.00	56,455	1.00	59,470	3,015	5.34%
02111007	5611	Instructional Supplies			628		936	308	49.04%
		<b>AMSO HEALTH/FAMILY STUDIES Total</b>	<b>1.00</b>	<b>1.00</b>	<b>57,083</b>	<b>1.00</b>	<b>60,406</b>	<b>3,323</b>	<b>5.82%</b>
<b>AMSO TECH EDUCATION</b>									
02111008	5111	Certified Salaries	1.00	1.00	90,163	1.00	91,291	1,128	1.25%
02111008	5420	Repairs,Maintenance & Cleaning			500		500	-	0.00%
02111008	5611	Instructional Supplies			8,000		7,972	(28)	-0.35%
02111008	5730	Equipment - New			3,184		-	(3,184)	-100.00%
02111008	5810	Dues & Fees			150		150	-	0.00%
		<b>AMSO TECH EDUCATION Total</b>	<b>1.00</b>	<b>1.00</b>	<b>101,997</b>	<b>1.00</b>	<b>99,913</b>	<b>(2,084)</b>	<b>-2.04%</b>
<b>AMSO MATHEMATICS DEPT</b>									
02111009	5111	Certified Salaries	4.00	4.00	295,236	4.12	302,744	7,508	2.54%
02111009	5611	Instructional Supplies			7,042		6,966	(76)	-1.08%
02111009	5641	Text & Digital Resources			-		-	-	0.00%
02111009	5690	Other Supplies			509		509	-	0.00%
		<b>AMSO MATHEMATICS DEPT Total</b>	<b>4.00</b>	<b>4.00</b>	<b>302,787</b>	<b>4.12</b>	<b>310,219</b>	<b>7,432</b>	<b>2.45%</b>
<b>AMSO MUSIC DEPARTMENT</b>									
02111010	5111	Certified Salaries	2.00	2.00	101,629	2.00	106,695	5,066	4.98%
02111010	5330	Other Professional & Tech Svc			2,500		2,000	(500)	-20.00%
02111010	5420	Repairs,Maintenance & Cleaning			4,620		4,620	-	0.00%
02111010	5611	Instructional Supplies			6,367		6,362	(5)	-0.08%
02111010	5731	Equipment - Replacement			-		-	-	0.00%
02111010	5810	Dues & Fees			450		705	255	56.67%
		<b>AMSO MUSIC DEPARTMENT Total</b>	<b>2.00</b>	<b>2.00</b>	<b>115,566</b>	<b>2.00</b>	<b>120,382</b>	<b>4,816</b>	<b>4.17%</b>

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<b>AMSO PE DEPARTMENT</b>									
02111011	5111	Certified Salaries	2.00	2.00	135,835	2.00	147,746	11,911	8.77%
02111011	5420	Repairs,Maintenance & Cleaning			400		400	-	0.00%
02111011	5611	Instructional Supplies			2,825		3,241	416	14.73%
		<b>AMSO PE DEPARTMENT Total</b>	<b>2.00</b>	<b>2.00</b>	<b>139,060</b>	<b>2.00</b>	<b>151,387</b>	<b>12,327</b>	<b>8.86%</b>
<b>AMSO SCIENCE DEPT</b>									
02111013	5111	Certified Salaries	4.00	4.00	365,062	4.00	331,905	(33,157)	-9.08%
02111013	5611	Instructional Supplies			8,029		7,685	(344)	-4.28%
02111013	5690	Other Supplies			502		940	438	87.25%
		<b>AMSO SCIENCE DEPT Total</b>	<b>4.00</b>	<b>4.00</b>	<b>373,593</b>	<b>4.00</b>	<b>340,530</b>	<b>(33,063)</b>	<b>-8.85%</b>
<b>AMSO SOCIAL STUDIES</b>									
02111014	5111	Certified Salaries	4.00	4.00	324,786	4.00	335,782	10,996	3.39%
02111014	5611	Instructional Supplies			4,446		4,884	438	9.85%
02111014	5641	Text & Digital Resources			27,300		264	(27,036)	-99.03%
		<b>AMSO SOCIAL STUDIES Total</b>	<b>4.00</b>	<b>4.00</b>	<b>356,532</b>	<b>4.00</b>	<b>340,930</b>	<b>(15,602)</b>	<b>-4.38%</b>
<b>AMSO STEM</b>									
02111015	5611	Instructional Supplies			1,092		919	(173)	-15.84%
02111015	5810	Dues & Fees			180		-	(180)	-100.00%
		<b>AMSO STEM Total</b>	<b>-</b>	<b>-</b>	<b>1,272</b>	<b>-</b>	<b>919</b>	<b>(353)</b>	<b>-27.75%</b>
<b>AMSO READING DEPT</b>									
02111016	5111	Certified Salaries	3.00	3.00	255,963	3.00	262,158	6,195	2.42%
02111016	5611	Instructional Supplies			2,590		2,592	2	0.08%
02111016	5690	Other Supplies			1,500		1,414	(86)	-5.73%
		<b>AMSO READING DEPT Total</b>	<b>3.00</b>	<b>3.00</b>	<b>260,053</b>	<b>3.00</b>	<b>266,164</b>	<b>6,111</b>	<b>2.35%</b>
<b>AMSO COVERAGE</b>									
02111027	5111	Certified Salaries	-	-	12,357	-	11,296	(1,061)	-8.59%
		<b>AMSO COVERAGE Total</b>	<b>-</b>	<b>-</b>	<b>12,357</b>	<b>-</b>	<b>11,296</b>	<b>(1,061)</b>	<b>-8.59%</b>
<b>AMSO STUDENT ACTIVITIES</b>									
02113201	5111	Certified Salaries	-	-	31,630	-	33,342	1,712	5.41%
02113201	5690	Other Supplies			800		800	-	0.00%
		<b>AMSO STUDENT ACTIVITIES Total</b>	<b>-</b>	<b>-</b>	<b>32,430</b>	<b>-</b>	<b>34,142</b>	<b>1,712</b>	<b>5.28%</b>



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<b>AMSO INTERSCHOLASTIC SPRTS</b>									
02113202	5111	Certified Salaries	-	-	39,192	-	33,123	(6,069)	-15.49%
02113202	5330	Other Professional & Tech Srvc			5,656		5,754	98	1.73%
02113202	5420	Repairs,Maintenance & Cleaning			1,500		1,500	-	0.00%
02113202	5440	Rentals-Land,Bldg,Equipment			960		960	-	0.00%
02113202	5510	Pupil Transportation			16,380		14,872	(1,508)	-9.21%
02113202	5590	Other Purchased Services			400		400	-	0.00%
02113202	5690	Other Supplies			11,400		12,785	1,385	12.15%
02113202	5810	Dues & Fees			400		400	-	0.00%
		<b>AMSO INTERSCHOLASTIC SPRTS Total</b>	<b>-</b>	<b>-</b>	<b>75,888</b>	<b>-</b>	<b>69,794</b>	<b>(6,094)</b>	<b>-8.03%</b>
<b>AMSO RESOURCE PROGRAM **</b>									
02121200	5111	Certified Salaries	3.00	3.00	239,191	3.00	244,491	5,300	2.22%
02121200	5112	Classified Salaries	3.00	3.00	83,011	5.00	130,672	47,661	57.42%
		<b>AMSO RESOURCE PROGRAM Total</b>	<b>6.00</b>	<b>6.00</b>	<b>322,202</b>	<b>8.00</b>	<b>375,163</b>	<b>52,961</b>	<b>16.44%</b>
<b>AMSO SPEECH/LANGUAGE **</b>									
02122150	5111	Certified Salaries	1.00	1.00	50,076	1.00	52,705	2,629	5.25%
		<b>AMSO SPEECH/LANGUAGE Total</b>	<b>1.00</b>	<b>1.00</b>	<b>50,076</b>	<b>1.00</b>	<b>52,705</b>	<b>2,629</b>	<b>5.25%</b>
<b>AMSO COUNSELING SERVICES DEPT</b>									
02132120	5111	Certified Salaries	2.00	2.00	190,968	2.00	193,332	2,364	1.24%
02132120	5112	Classified Salaries	1.00	1.00	39,293	1.00	40,282	989	2.52%
02132120	5330	Other Professional & Tech Srvc			2,300		2,300	-	0.00%
02132120	5581	Travel - Conferences			130		350	220	169.23%
02132120	5590	Other Purchased Services			500		500	-	0.00%
02132120	5611	Instructional Supplies			200		700	500	250.00%
02132120	5690	Other Supplies			750		750	-	0.00%
		<b>AMSO COUNSELING SERVICES DEPT Total</b>	<b>3.00</b>	<b>3.00</b>	<b>234,141</b>	<b>3.00</b>	<b>238,214</b>	<b>4,073</b>	<b>1.74%</b>
<b>AMSO NURSING SVCS</b>									
02132130	5112	Classified Salaries	1.00	1.00	61,601	1.00	63,475	1,874	3.04%
02132130	5330	Other Professional & Tech Srvc			80		80	-	0.00%
02132130	5690	Other Supplies			1,800		1,800	-	0.00%
02132130	5810	Dues & Fees			140		140	-	0.00%
		<b>AMSO NURSING SVCS Total</b>	<b>1.00</b>	<b>1.00</b>	<b>63,621</b>	<b>1.00</b>	<b>65,495</b>	<b>1,874</b>	<b>2.95%</b>
<b>AMSO PSYCHOLOGICAL SVCS **</b>									
02132140	5111	Certified Salaries	1.00	1.00	97,451	1.00	98,668	1,217	1.25%
		<b>AMSO PSYCHOLOGICAL SVCS Total</b>	<b>1.00</b>	<b>1.00</b>	<b>97,451</b>	<b>1.00</b>	<b>98,668</b>	<b>1,217</b>	<b>1.25%</b>



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<b>AMSO MEDIA CENTER</b>									
02132220	5111	Certified Salaries	1.00	1.00	78,811	1.00	82,812	4,001	5.08%
02132220	5112	Classified Salaries	1.00	1.00	39,293	1.00	40,282	989	2.52%
02132220	5330	Other Professional & Tech Srvc			1,400		1,400	-	0.00%
02132220	5611	Instructional Supplies			1,100		1,100	-	0.00%
02132220	5642	Library Books & Periodicals			6,215		6,215	-	0.00%
02132220	5690	Other Supplies			2,885		2,885	-	0.00%
		<b>AMSO MEDIA CENTER Total</b>	<b>2.00</b>	<b>2.00</b>	<b>129,704</b>	<b>2.00</b>	<b>134,694</b>	<b>4,990</b>	<b>3.85%</b>
<b>AMSO PRINCIPAL SERVICES</b>									
02132400	5111	Certified Salaries	2.00	2.00	338,264	2.00	336,554	(1,710)	-0.51%
02132400	5112	Classified Salaries	3.00	3.00	141,032	4.50	197,172	56,140	39.81%
02132400	5330	Other Professional & Tech Srvc			17,300		17,300	-	0.00%
02132400	5440	Rentals-Land,Bldg,Equipment			2,536		2,912	376	14.83%
02132400	5550	Communications: Tel,Post,Etc.			2,822		2,330	(492)	-17.43%
02132400	5580	Staff Travel			600		1,400	800	133.33%
02132400	5581	Travel - Conferences			3,180		3,180	-	0.00%
02132400	5590	Other Purchased Services			4,650		4,655	5	0.11%
02132400	5690	Other Supplies			1,805		1,805	-	0.00%
02132400	5810	Dues & Fees			3,088		3,088	-	0.00%
		<b>AMSO PRINCIPAL SERVICES Total</b>	<b>5.00</b>	<b>5.00</b>	<b>515,277</b>	<b>6.50</b>	<b>570,396</b>	<b>55,119</b>	<b>10.70%</b>
<b>AMSO GENERAL INSTRUCTION</b>									
02142219	5611	Instructional Supplies			10,653		11,146	493	4.63%
		<b>AMSO GENERAL INSTRUCTION Total</b>	<b>-</b>	<b>-</b>	<b>10,653</b>	<b>-</b>	<b>11,146</b>	<b>493</b>	<b>4.63%</b>



Org Code	Object Code	Description / Department	2018-2019 Budget FTE	2018-2019 Actual FTE	2018-2019 Adopted Budget	2019-2020 Budget FTE	2019-2020 Superintendent Educational Plan	Increase (Decrease)	Variance
<b>AMSO BUILDING OPER &amp; MAINT</b>									
02142600	5112	Classified Salaries	4.00	4.00	200,245	4.00	206,228	5,983	2.99%
02142600	5410	Utilities, Excluding Heat			114,991		118,144	3,153	2.74%
02142600	5420	Repairs,Maintenance & Cleaning			86,644		87,529	885	1.02%
02142600	5613	Maintenance/Custodial Supplies			51,180		53,226	2,046	4.00%
02142600	5620	Oil Used For Heating			500		500	-	0.00%
02142600	5621	Natural Gas			23,950		23,950	-	0.00%
02142600	5715	Improvement - Buildings			2,000		30,000	28,000	1400.00%
02142600	5720	Improvement - Sites			-		14,000	14,000	100.00%
		<b>AMSO BUILDING OPER &amp; MAINT Total</b>	<b>4.00</b>	<b>4.00</b>	<b>479,510</b>	<b>4.00</b>	<b>533,577</b>	<b>54,067</b>	<b>11.28%</b>
<b>AMSO TRANSPORTATION</b>									
<b>02142700</b>	<b>5510</b>	<b>Pupil Transportation</b>			<b>3,000</b>		<b>3,000</b>	<b>-</b>	<b>0.00%</b>
		<b>AMSO TRANSPORTATION Total</b>	<b>-</b>	<b>-</b>	<b>3,000</b>	<b>-</b>	<b>3,000</b>	<b>-</b>	<b>0.00%</b>
<b>AMSO SUMMER WORK</b>									
02152601	5111	Certified Salaries	-	-	34,477	-	34,653	176	0.51%
		<b>AMSO SUMMER WORK Total</b>	<b>-</b>	<b>-</b>	<b>34,477</b>	<b>-</b>	<b>34,653</b>	<b>176</b>	<b>0.51%</b>
<b>AMITY MIDDLE SCHOOL - ORANGE TOTAL</b>			<b>53.50</b>	<b>53.50</b>	<b>4,543,451</b>	<b>57.12</b>	<b>4,644,586</b>	<b>101,135</b>	<b>2.23%</b>



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<b>AHS ART DEPARTMENT</b>									
03111001	5111	Certified Salaries	5.00	5.00	395,563	5.00	409,241	13,678	3.46%
03111001	5611	Instructional Supplies			22,956		22,865	(91)	-0.40%
03111001	5730	Equipment - New			2,500		1,500	(1,000)	-40.00%
03111001	5810	Dues & Fees			500		500	-	0.00%
		<b>AHS ART DEPARTMENT Total</b>	<b>5.00</b>	<b>5.00</b>	<b>421,519</b>	<b>5.00</b>	<b>434,106</b>	<b>12,587</b>	<b>2.99%</b>
<b>AHS BUSINESS EDUCATION</b>									
03111003	5111	Certified Salaries	2.00	2.00	159,678	2.00	164,518	4,840	3.03%
03111003	5810	Dues & Fees			250		250	-	0.00%
03111003	5581	Staff Travel			100		100	-	0.00%
03111003	5611	Instructional Supplies			1,279		1,279	-	0.00%
		<b>AHS BUSINESS EDUCATION Total</b>	<b>2.00</b>	<b>2.00</b>	<b>161,307</b>	<b>2.00</b>	<b>166,147</b>	<b>4,840</b>	<b>3.00%</b>
<b>AHS ENGLISH DEPARTMENT</b>									
03111005	5111	Certified Salaries	15.20	14.60	1,187,898	14.60	1,175,550	(12,348)	-1.04%
03111005	5611	Instructional Supplies			400		400	-	0.00%
03111005	5641	Text & Digital Resources			8,000		10,500	2,500	31.25%
03111005	5690	Other Supplies			252		252	-	0.00%
03111005	5810	Dues & Fees			120		470	350	291.67%
		<b>AHS ENGLISH DEPARTMENT Total</b>	<b>15.20</b>	<b>14.60</b>	<b>1,196,670</b>	<b>14.60</b>	<b>1,187,172</b>	<b>(9,498)</b>	<b>-0.79%</b>
<b>AHS WORLD LANGUAGE DEPT</b>									
03111006	5111	Certified Salaries	14.00	14.00	1,092,793	14.00	1,096,435	3,642	0.33%
03111006	5611	Instructional Supplies			16,155		4,850	(11,305)	-69.98%
03111006	5641	Text & Digital Resources			2,000		2,000	-	0.00%
03111006	5810	Dues & Fees			940		1,570	630	67.02%
		<b>AHS WORLD LANGUAGE DEPT Total</b>	<b>14.00</b>	<b>14.00</b>	<b>1,111,888</b>	<b>14.00</b>	<b>1,104,855</b>	<b>(7,033)</b>	<b>-0.63%</b>
<b>AHS FAMILY &amp; CONSUMER SCIENCE</b>									
03111007	5111	Certified Salaries	3.60	4.00	274,351	4.00	335,385	61,034	22.25%
03111007	5641	Text & Digital Resources			-		2,400	2,400	100.00%
03111007	5611	Instructional Supplies			25,914		26,691	777	3.00%
		<b>AHS FAMILY &amp; CONSUMER SCIENCE Total</b>	<b>3.60</b>	<b>4.00</b>	<b>300,265</b>	<b>4.00</b>	<b>364,476</b>	<b>64,211</b>	<b>21.38%</b>
<b>AHS TECH EDUCATION</b>									
03111008	5111	Certified Salaries	5.60	5.60	463,931	5.60	447,032	(16,899)	-3.64%
03111008	5420	Repairs,Maintenance & Cleaning			1,100		1,100	-	0.00%
03111008	5611	Instructional Supplies			25,779		25,779	-	0.00%
03111008	5690	Other Supplies			1,400		1,400	-	0.00%
		<b>AHS TECH EDUCATION Total</b>	<b>5.60</b>	<b>5.60</b>	<b>492,210</b>	<b>5.60</b>	<b>475,311</b>	<b>(16,899)</b>	<b>-3.43%</b>



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<b>AHS MATHEMATICS DEPT</b>									
03111009	5111	Certified Salaries	14.80	15.40	1,249,426	15.40	1,321,145	71,719	5.74%
03111009	5611	Instructional Supplies			11,580		11,550	(30)	-0.26%
03111009	5641	Text & Digital Resources			12,000		20,000	8,000	66.67%
03111009	5810	Dues & Fees			350		400	50	14.29%
		<b>AHS MATHEMATICS DEPT Total</b>	<b>14.80</b>	<b>15.40</b>	<b>1,273,356</b>	<b>15.40</b>	<b>1,353,095</b>	<b>79,739</b>	<b>6.26%</b>
<b>AHS MUSIC DEPARTMENT</b>									
03111010	5111	Certified Salaries	3.00	3.00	221,916	3.00	233,512	11,596	5.23%
03111010	5330	Other Professional & Tech Srvc			3,495		3,495	-	0.00%
03111010	5420	Repairs,Maintenance & Cleaning			4,700		5,170	470	10.00%
03111010	5611	Instructional Supplies			10,197		10,416	219	2.15%
03111010	5810	Dues & Fees			1,115		1,115	-	0.00%
		<b>AHS MUSIC DEPARTMENT Total</b>	<b>3.00</b>	<b>3.00</b>	<b>241,423</b>	<b>3.00</b>	<b>253,708</b>	<b>12,285</b>	<b>5.09%</b>
<b>AHS PE/ HEALTH DEPARTMENT</b>									
03111011	5111	Certified Salaries	6.20	6.20	490,692	6.20	517,663	26,971	5.50%
03111011	5330	Other Professional & Tech Srvc			2,500		2,500	-	0.00%
03111011	5611	Instructional Supplies			6,552		7,643	1,091	16.65%
		<b>AHS PE/ HEALTH DEPARTMENT Total</b>	<b>6.20</b>	<b>6.20</b>	<b>499,744</b>	<b>6.20</b>	<b>527,806</b>	<b>28,062</b>	<b>5.62%</b>
<b>AHS SCIENCE DEPARTMENT</b>									
03111013	5111	Certified Salaries	20.60	20.60	1,665,920	20.60	1,663,820	(2,100)	-0.13%
03111013	5420	Repairs,Maintenance & Cleaning			3,200		1,000	(2,200)	-68.75%
03111013	5581	Travel - Conferences			1,000		1,000	-	0.00%
03111013	5611	Instructional Supplies			1,000		60,100	59,100	5910.00%
03111013	5641	Text & Digital Resources			60,690		47,000	(13,690)	-22.56%
03111013	5731	Equipment - Replacement			37,800		-	(37,800)	-100.00%
03111013	5810	Dues & Fees			7,375		7,500	125	1.69%
		<b>AHS SCIENCE DEPARTMENT Total</b>	<b>20.60</b>	<b>20.60</b>	<b>1,776,985</b>	<b>20.60</b>	<b>1,780,420</b>	<b>3,435</b>	<b>0.19%</b>
<b>AHS SOCIAL STUDIES</b>									
03111014	5111	Certified Salaries	15.40	15.40	1,303,098	15.40	1,340,993	37,895	2.91%
03111014	5611	Instructional Supplies			625		1,205	580	92.80%
03111014	5641	Text & Digital Resources			37,125		49,250	12,125	32.66%
03111014	5690	Other Supplies			700		500	(200)	-28.57%
03111014	5810	Dues & Fees			180		25	(155)	-86.11%
		<b>AHS SOCIAL STUDIES Total</b>	<b>15.40</b>	<b>15.40</b>	<b>1,341,728</b>	<b>15.40</b>	<b>1,391,973</b>	<b>50,245</b>	<b>3.74%</b>
<b>AHS STEM INITIATIVE</b>									
03111015	5581	Staff Travel	-	-	350	-	-	(350)	-100.00%
03111015	5611	Instructional Supplies	-	-	5,950	-	6,200	250	4.20%
03111015	5810	Dues & Fees	-	-	1,250	-	1,250	-	0.00%
		<b>AHS STEM INITIATIVE Total</b>	<b>-</b>	<b>-</b>	<b>7,550</b>	<b>-</b>	<b>7,450</b>	<b>(100)</b>	<b>-1.32%</b>



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<b>AHS READING DEPT</b>									
03111016	5111	Certified Salaries	3.60	3.00	304,106	3.00	270,991	(33,115)	-10.89%
03111016	5611	Instructional Supplies			5,596		5,585	(11)	-0.20%
03111016	5690	Other Supplies			700		700	-	0.00%
03111016	5810	Dues & Fees			1,000		1,000	-	0.00%
		<b>AHS READING DEPT Total</b>	<b>3.60</b>	<b>3.00</b>	<b>311,402</b>	<b>3.00</b>	<b>278,276</b>	<b>(33,126)</b>	<b>-10.64%</b>
<b>AHS THEATRE</b>									
03111017	5111	Certified Salaries	2.20	2.20	173,607	2.20	180,665	7,058	4.07%
03111017	5810	Dues & Fees			1,000		1,000	-	0.00%
03111017	5330	Other Professional & Tech Srvc	-		357		357	-	0.00%
		<b>AHS THEATRE Total</b>	<b>2.20</b>	<b>2.20</b>	<b>174,964</b>	<b>2.20</b>	<b>182,022</b>	<b>7,058</b>	<b>4.03%</b>
<b>ESL PROGRAM</b>									
03111018	5611	Instructional Supplies			600		600	-	0.00%
		<b>ESL PROGRAM Total</b>	<b>-</b>	<b>-</b>	<b>600</b>	<b>-</b>	<b>600</b>	<b>-</b>	<b>0.00%</b>
<b>AHS COVERAGE</b>									
03111027	5111	Certified Salaries	-	-	47,352	-	41,267	(6,085)	-12.85%
		<b>AHS COVERAGE Total</b>	<b>-</b>	<b>-</b>	<b>47,352</b>	<b>-</b>	<b>41,267</b>	<b>(6,085)</b>	<b>-12.85%</b>
<b>AHS STUDENT ACTIVITIES</b>									
03113201	5111	Certified Salaries	-	-	133,409	-	148,308	14,899	11.17%
03113201	5690	Other Supplies	-	-	4,530	-	4,530	-	0.00%
		<b>AHS STUDENT ACTIVITIES Total</b>	<b>-</b>	<b>-</b>	<b>137,939</b>	<b>-</b>	<b>152,838</b>	<b>14,899</b>	<b>10.80%</b>
<b>AHS INTERSCHOLASTIC SPRTS</b>									
03113202	5111	Certified Salaries	-	-	375,156	-	395,157	20,001	5.33%
03113202	5330	Other Professional & Tech Srvc			187,580		192,382	4,802	2.56%
03113202	5420	Repairs,Maintenance & Cleaning			33,886		33,886	-	0.00%
03113202	5440	Rentals-Land,Bldg,Equipment			83,608		83,050	(558)	-0.67%
03113202	5510	Pupil Transportation			171,233		174,657	3,424	2.00%
03113202	5590	Other Purchased Services			6,260		5,760	(500)	-7.99%
03113202	5690	Other Supplies			100,144		102,144	2,000	2.00%
03113202	5731	Equipment - Replacement			1,300		-	(1,300)	-100.00%
03113202	5810	Dues & Fees			33,700		34,374	674	2.00%
		<b>AHS INTERSCHOLASTIC SPRTS Total</b>	<b>-</b>	<b>-</b>	<b>992,867</b>	<b>-</b>	<b>1,021,410</b>	<b>28,543</b>	<b>2.87%</b>
<b>AHS RESOURCE PROGRAM **</b>									
03121200	5111	Certified Salaries	6.00	6.00	484,695	7.00	511,090	26,395	5.45%
03121200	5112	Classified Salaries	10.50	10.50	260,391	9.50	211,696	(48,695)	-18.70%
		<b>AHS RESOURCE PROGRAM Total</b>	<b>16.50</b>	<b>16.50</b>	<b>745,086</b>	<b>16.50</b>	<b>722,786</b>	<b>(22,300)</b>	<b>-2.99%</b>



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<b>AHS TRANSITION PROGRAM **</b>									
03121203	5111	Certified Salaries	2.00	2.00	119,773	2.00	128,487	8,714	7.28%
03121203	5112	Classified Salaries				0.45	10,354	10,354	100.00%
03121203	5330	Other Professional & Tech Srvc			30,000		30,000	-	0.00%
03121203	5611	Instructional Supplies			1,100		1,100	-	0.00%
03121203	5690	Other Supplies			2,500		2,500	-	0.00%
		<b>AHS TRANSITION PROGRAM Total</b>	<b>2.00</b>	<b>2.00</b>	<b>153,373</b>	<b>2.45</b>	<b>172,441</b>	<b>19,068</b>	<b>12.43%</b>
<b>AHS SPEECH/LANGUAGE **</b>									
03122150	5111	Certified Salaries	1.80	1.80	162,907	1.80	168,714	5,807	3.56%
		<b>AHS SPEECH/LANGUAGE Total</b>	<b>1.80</b>	<b>1.80</b>	<b>162,907</b>	<b>1.80</b>	<b>168,714</b>	<b>5,807</b>	<b>3.56%</b>
<b>AHS COUNSELING SERVICES DEPT</b>									
03132120	5111	Certified Salaries	11.00	11.00	970,368	11.00	1,016,740	46,372	4.78%
03132120	5112	Classified Salaries	4.00	4.00	209,130	4.00	208,733	(397)	-0.19%
03132120	5330	Other Professional & Tech Srvc			939		1,000	61	6.50%
03132120	5581	Travel - Conferences			1,500		1,000	(500)	-33.33%
03132120	5590	Other Purchased Services			12,873		13,140	267	2.07%
03132120	5611	Instructional Supplies			3,950		3,950	-	0.00%
		<b>AHS COUNSELING SERVICES DEPT Total</b>	<b>15.00</b>	<b>15.00</b>	<b>1,198,760</b>	<b>15.00</b>	<b>1,244,563</b>	<b>45,803</b>	<b>3.82%</b>
<b>AHS NURSING SVCS</b>									
03132130	5112	Classified Salaries	3.00	3.00	162,110	3.00	166,988	4,878	3.01%
03132130	5690	Other Supplies			1,902		1,902	-	0.00%
03132130	5810	Dues & Fees			200		200	-	0.00%
		<b>AHS NURSING SVCS Total</b>	<b>3.00</b>	<b>3.00</b>	<b>164,212</b>	<b>3.00</b>	<b>169,090</b>	<b>4,878</b>	<b>2.97%</b>
<b>AHS PSYCHOLOGICAL SVCS **</b>									
03132140	5111	Certified Salaries	2.00	2.00	183,694	2.00	189,137	5,443	2.96%
		<b>AHS PSYCHOLOGICAL SVCS Total</b>	<b>2.00</b>	<b>2.00</b>	<b>183,694</b>	<b>2.00</b>	<b>189,137</b>	<b>5,443</b>	<b>2.96%</b>
<b>AHS MEDIA CENTER</b>									
03132220	5111	Certified Salaries	2.00	2.00	176,520	2.00	181,880	5,360	3.04%
03132220	5112	Classified Salaries	1.00	1.00	48,949	1.00	50,744	1,795	3.67%
03132220	5611	Instructional Supplies			1,300		1,300	-	0.00%
03132220	5642	Library Books & Periodicals			9,000		9,000	-	0.00%
03132220	5690	Other Supplies			14,600		-	(14,600)	-100.00%
03132220	5731	Equipment - Replacement			7,735		600	(7,135)	-92.24%
03132220	5810	Dues & Fees			1,250		1,250	-	0.00%
		<b>AHS MEDIA CENTER Total</b>	<b>3.00</b>	<b>3.00</b>	<b>259,354</b>	<b>3.00</b>	<b>244,774</b>	<b>(14,580)</b>	<b>-5.62%</b>



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<b>AHS PRINCIPAL SVCS</b>									
03132400	5111	Certified Salaries	8.80	8.80	1,121,931	8.80	1,158,518	36,587	3.26%
03132400	5112	Classified Salaries	10.70	10.70	431,192	11.50	476,920	45,728	10.61%
03132400	5330	Other Professional & Tech Srvc			178,934		184,300	5,366	3.00%
03132400	5333	NEASC			-		30,212	30,212	100.00%
03132400	5420	Repairs,Maintenance & Cleaning			2,000		2,000	-	0.00%
03132400	5440	Rentals-Land,Bldg,Equipment			4,500		4,500	-	0.00%
03132400	5550	Communications: Tel,Post,Etc.			20,000		14,000	(6,000)	-30.00%
03132400	5580	Staff Travel			6,000		6,000	-	0.00%
03132400	5590	Other Purchased Services			2,500		3,500	1,000	40.00%
03132400	5611	Instructional Supplies			3,900		3,400	(500)	-12.82%
03132400	5641	Text & Digital Resources			6,000		6,000	-	0.00%
03132400	5690	Other Supplies			500		500	-	0.00%
03132400	5731	Equipment - Replacement			6,360		-	(6,360)	-100.00%
03132400	5810	Dues & Fees			14,000		14,000	-	0.00%
		<b>AHS PRINCIPAL SVCS Total</b>	<b>19.50</b>	<b>19.50</b>	<b>1,797,817</b>	<b>20.30</b>	<b>1,903,850</b>	<b>106,033</b>	<b>5.90%</b>
<b>AHS GENERAL INSTRUCTION</b>									
03142219	5611	Instructional Supplies			31,050		31,050	-	0.00%
		<b>AHS GENERAL INSTRUCTION Total</b>	<b>-</b>	<b>-</b>	<b>31,050</b>	<b>-</b>	<b>31,050</b>	<b>-</b>	<b>0.00%</b>
<b>AHS BUILDING OPER &amp; MAINT</b>									
03142600	5112	Classified Salaries	11.50	11.50	595,344	11.50	600,967	5,623	0.94%
03142600	5410	Utilities, Excluding Heat			483,117		471,489	(11,628)	-2.41%
03142600	5420	Repairs,Maintenance & Cleaning			254,232		265,098	10,866	4.27%
03142600	5440	Rentals-Land,Bldg,Equipment			4,000		4,000	-	0.00%
03142600	5613	Maintenance/Custodial Supplies			114,605		118,105	3,500	3.05%
03142600	5620	Oil Used For Heating			500		500	-	0.00%
03142600	5621	Natural Gas			28,562		41,256	12,694	44.44%
03142600	5715	Improvement - Buildings			48,000		65,000	17,000	35.42%
03142600	5720	Improvement - Sites			15,000		30,000	15,000	100.00%
		<b>AHS BUILDING OPER &amp; MAINT Total</b>	<b>11.50</b>	<b>11.50</b>	<b>1,543,360</b>	<b>11.50</b>	<b>1,596,415</b>	<b>53,055</b>	<b>3.44%</b>
<b>AHS TRANSPORTATION</b>									
03142700	5510	Pupil Transportation			35,000		35,000	-	0.00%
		<b>AHS TRANSPORTATION Total</b>	<b>-</b>	<b>-</b>	<b>35,000</b>	<b>-</b>	<b>35,000</b>	<b>-</b>	<b>0.00%</b>
<b>AHS SUMMER WORK</b>									
03152601	5111	Certified Salaries	-	-	74,444	-	74,691	247	0.33%
		<b>AHS SUMMER WORK Total</b>	<b>-</b>	<b>-</b>	<b>74,444</b>	<b>-</b>	<b>74,691</b>	<b>247</b>	<b>0.33%</b>
<b>AMITY HIGH SCHOOL TOTAL</b>			<b>185.50</b>	<b>185.30</b>	<b>16,838,826</b>	<b>186.55</b>	<b>17,275,443</b>	<b>436,617</b>	<b>2.59%</b>

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<b>DPS RESOURCE PROGRAM</b>									
04121200	5111	Certified Salaries	1.00	1.00	190,478	1.00	169,830	(20,648)	-10.84%
04121200	5112	Classified Salaries	-	-	18,000	-	18,000	-	0.00%
04121200	5330	Other Professional & Tech Srvc			27,984		27,984	-	0.00%
04121200	5581	Travel - Conferences			2,000		2,000	-	0.00%
04121200	5611	Instructional Supplies			5,490		5,490	-	0.00%
04121200	5690	Other Supplies			910		910	-	0.00%
04121200	5810	Dues & Fees			150		200	50	33.33%
		<b>DPS RESOURCE PROGRAM Total</b>	<b>1.00</b>	<b>1.00</b>	<b>245,012</b>	<b>1.00</b>	<b>224,414</b>	<b>(20,598)</b>	<b>-8.41%</b>
<b>DPS ALTERNATIVE SCHOOL</b>									
04121201	5111	Certified Salaries	3.00	3.00	272,489	3.00	280,257	7,768	2.85%
04121201	5611	Instructional Supplies			900		905	5	0.56%
04121201	5690	Other Supplies			630		968	338	53.65%
		<b>DPS ALTERNATIVE SCHOOL Total</b>	<b>3.00</b>	<b>3.00</b>	<b>274,019</b>	<b>3.00</b>	<b>282,130</b>	<b>8,111</b>	<b>2.96%</b>
<b>DPS TRANSITION PROGRAM</b>									
04121203	5111	Certified Salaries			-	-	-	-	0.00%
04121203	5330	Other Professional & Tech Srvc			30,000		-	(30,000)	-100.00%
04121203	5611	Instructional Supplies			-		-	-	0.00%
04121203	5690	Other Supplies			-		-	-	0.00%
04121203	5730	Equipment - New			-		-	-	0.00%
		<b>DPS TRANSITION PROGRAM Total</b>	<b>-</b>	<b>-</b>	<b>30,000</b>	<b>-</b>	<b>-</b>	<b>(30,000)</b>	<b>-100.00%</b>
<b>DPS TRANSITION ACADEMY</b>									
04121206	5111	Certified Salaries	1.00	1.00	90,163	1.00	91,291	1,128	1.25%
04121206	5112	Classified Salaries			-	0.45	33,362	33,362	100.00%
04121206	5330	Other Professional & Tech Srvc			5,000		5,000	-	0.00%
04121206	5440	Rentals-Land,Bldg,Equipment			20,000		20,000	-	0.00%
04121206	5581	Staff Travel			-		2,000	2,000	100.00%
04121206	5580	Travel - Conferences			300		300	-	0.00%
04121206	5611	Instructional Supplies			1,435		1,435	-	0.00%
04121206	5690	Other Supplies			1,150		1,150	-	0.00%
04121206	5730	Equipment - New			4,000		-	(4,000)	-100.00%
		<b>DPS TRANSITION ACADEMY Total</b>	<b>1.00</b>	<b>1.00</b>	<b>122,048</b>	<b>1.45</b>	<b>154,538</b>	<b>32,490</b>	<b>26.62%</b>
<b>DPS SPEECH/LANGUAGE</b>									
04122150	5111	Certified Salaries	-	-	-	-	-	-	0.00%
04122150	5611	Instructional Supplies			654		824	170	25.99%
04122150	5690	Other Supplies			325		176	(149)	-45.85%
		<b>DPS SPEECH/LANGUAGE Total</b>	<b>-</b>	<b>-</b>	<b>979</b>	<b>-</b>	<b>1,000</b>	<b>21</b>	<b>2.15%</b>



Org Code	Object Code	Description / Department	2018-2019 Budget FTE	2018-2019 Actual FTE	2018-2019 Adopted Budget	2019-2020 Budget FTE	2019-2020 Superintendent Educational Plan	Increase (Decrease)	Variance
<b>DPS HEARING IMPAIRED</b>									
04122151	5330	Other Professional & Tech Srvc			65,000		65,000	-	0.00%
04122151	5420	Repairs,Maintenance & Cleaning			750		750	-	0.00%
04122151	5690	Other Supplies			5,000		6,000	1,000	20.00%
		<b>DPS HEARING IMPAIRED Total</b>	-	-	<b>70,750</b>	-	<b>71,750</b>	<b>1,000</b>	<b>1.41%</b>
<b>DPS SPEC ED PUBLIC OUT</b>									
04126110	5510	Pupil Transportation			298,660		287,753	(10,907)	-3.65%
04126110	5560	Tuition Expense			933,510		664,454	(269,056)	-28.82%
		<b>DPS SPEC ED PUBLIC OUT Total</b>	-	-	<b>1,232,170</b>	-	<b>952,207</b>	<b>(279,963)</b>	<b>-22.72%</b>
<b>DPS REG ED VOAG/VOTECH OUT</b>									
04126111	5560	Tuition Expense			178,260		179,392	1,132	0.64%
		<b>DPS REG ED VOAG/VOTECH OUT Total</b>	-	-	<b>178,260</b>	-	<b>179,392</b>	<b>1,132</b>	<b>0.64%</b>
<b>SPEC ED PUBLIC IN-DISTRICT</b>									
04126116	5510	Pupil Transportation			332,300		305,630	(26,670)	-8.03%
		<b>SPEC ED PUBLIC IN-DISTRICT Total</b>	-	-	<b>332,300</b>	-	<b>305,630</b>	<b>(26,670)</b>	<b>-8.03%</b>
<b>DPS REG ED PUBLIC OUT</b>									
04126117	5560	Tuition Expense			99,640		102,900	3,260	3.27%
		<b>DPS REG ED PUBLIC OUT Total</b>	-	-	<b>99,640</b>	-	<b>102,900</b>	<b>3,260</b>	<b>3.27%</b>
<b>DPS SPEC ED PRIVATE OUT</b>									
04126130	5510	Pupil Transportation			434,290		537,360	103,070	23.73%
04126130	5560	Tuition Expense			2,216,170		2,266,486	50,316	2.27%
		<b>DPS SPEC ED PRIVATE OUT Total</b>	-	-	<b>2,650,460</b>	-	<b>2,803,846</b>	<b>153,386</b>	<b>5.79%</b>
<b>DPS NURSING SVCS</b>									
04132130	5330	Other Professional & Tech Srvc			95,933		101,561	5,628	5.87%
		<b>DPS NURSING SVCS Total</b>	-	-	<b>95,933</b>	-	<b>101,561</b>	<b>5,628</b>	<b>5.87%</b>
<b>DPS PSYCHOLOGICAL SVCS</b>									
04132140	5330	Other Professional & Tech Srvc			45,000		45,000	-	0.00%
04132140	5611	Instructional Supplies			1,445		2,478	1,033	71.49%
04132140	5690	Other Supplies			2,160		2,761	601	27.82%
04132140	5810	Dues & Fees			1,050		1,100	50	4.76%
		<b>DPS PSYCHOLOGICAL SVCS Total</b>	-	-	<b>49,655</b>	-	<b>51,339</b>	<b>1,684</b>	<b>3.39%</b>



Org Code	Object Code	Description / Department	2018-2019 Budget FTE	2018-2019 Actual FTE	2018-2019 Adopted Budget	2019-2020 Budget FTE	2019-2020 Superintendent Educational Plan	Increase (Decrease)	Variance
<b>PUPIL SERVICES</b>									
04132190	5111	Certified Salaries	1.00	1.00	158,242	1.00	164,622	6,380	4.03%
04132190	5112	Classified Salaries	1.00	1.00	64,285	1.00	66,080	1,795	2.79%
04132190	5330	Other Professional & Tech Srvc			70,000		70,000	-	0.00%
04132190	5580	Staff Travel			3,000		3,000	-	0.00%
04132190	5581	Travel - Conferences			750		750	-	0.00%
04132190	5590	Other Purchased Services			12,550		20,200	7,650	60.96%
04132190	5642	Library Books & Periodicals			-		-	-	0.00%
04132190	5810	Dues & Fees			650		650	-	0.00%
		<b>PUPIL SERVICES Total</b>	<b>2.00</b>	<b>2.00</b>	<b>309,477</b>	<b>2.00</b>	<b>325,302</b>	<b>15,825</b>	<b>5.11%</b>
<b>DPS HOMEBOUND INSTRUCTION</b>									
04151204	5111	Certified Salaries	-	-	37,000	-	37,000	-	0.00%
		<b>DPS HOMEBOUND INSTRUCTION Total</b>	<b>-</b>	<b>-</b>	<b>37,000</b>	<b>-</b>	<b>37,000</b>	<b>-</b>	<b>0.00%</b>
<b>DEPARTMENT OF PUPIL SERVICES TOTAL</b>			<b>7.00</b>	<b>7.00</b>	<b>5,727,703</b>	<b>7.45</b>	<b>5,593,009</b>	<b>(134,694)</b>	<b>-2.35%</b>



Org Code	Object Code	Description / Department	2018-2019 Budget FTE	2018-2019 Actual FTE	2018-2019 Adopted Budget	2019-2020 Budget FTE	2019-2020 Superintendent Educational Plan	Increase (Decrease)	Variance
<b>BOARD OF EDUCATION</b>									
05142310	5330	Other Professional & Tech Srvc			264,749		280,662	15,913	6.01%
05142310	5590	Other Purchased Services			10,000		10,000	-	0.00%
05142310	5690	Other Supplies			4,000		4,000	-	0.00%
05142310	5810	Dues & Fees			25,000		23,000	(2,000)	-8.00%
		<b>BOARD OF EDUCATION Total</b>	<b>-</b>	<b>-</b>	<b>303,749</b>	<b>-</b>	<b>317,662</b>	<b>13,913</b>	<b>4.58%</b>
<b>CENTRAL ADMINISTRATION</b>									
05142510	5111	Certified Salaries	2.00	2.00	446,943	2.00	491,157	44,214	9.89%
05142510	5112	Classified Salaries	9.00	9.00	715,794	9.00	733,446	17,652	2.47%
05142510	5322	Instructional Prog Improvement			15,500		39,700	24,200	156.13%
05142510	5327	Data Processing			94,178		95,276	1,098	1.17%
05142510	5330	Other Professional & Tech Srvc			190,938		233,710	42,772	22.40%
05142510	5521	General Liability Insurance			234,767		243,217	8,450	3.60%
05142510	5550	Communications: Tel,Post,Etc.			92,852		52,426	(40,426)	-43.54%
05142510	5580	Staff Travel			8,100		8,100	-	0.00%
05142510	5581	Travel - Conferences			16,600		17,790	1,190	7.17%
05142510	5590	Other Purchased Services			30,218		40,196	9,978	33.02%
05142510	5611	Instructional Supplies			29,900		26,350	(3,550)	-11.87%
05142510	5641	Text & Digital Resources			-		-	-	0.00%
05142510	5690	Other Supplies			23,336		16,910	(6,426)	-27.54%
05142510	5810	Dues & Fees			4,602		5,010	408	8.87%
05142510	5850	Contingency			150,000		150,000	-	0.00%
		<b>CENTRAL ADMINISTRATION Total</b>	<b>11.00</b>	<b>11.00</b>	<b>2,053,728</b>	<b>11.00</b>	<b>2,153,288</b>	<b>99,560</b>	<b>4.85%</b>
*Includes Curriculum Writing Stipends									
<b>TECHNOLOGY DEPARTMENT</b>									
05142350	5111	Certified Salaries	1.00	1.00	99,448	1.00	103,196	3,748	3.77%
05142350	5112	Classified Salaries	7.00	7.00	427,085	7.00	459,492	32,407	7.59%
05142350	5330	Other Professional & Tech Srvc			15,000		115,995	100,995	673.30%
05142350	5420	Repairs,Maintenance & Cleaning			7,500		21,650	14,150	188.67%
05142350	5550	Communications: Tel,Post,Etc.			45,600		45,600	-	0.00%
05142350	5580	Staff Travel			1,200		1,200	-	0.00%
05142350	5581	Travel - Conferences			7,275		7,275	-	0.00%
05142350	5590	Other Purchased Services			100		200	100	100.00%
05142350	5690	Other Supplies			269,226		291,632	22,406	8.32%
05142350	5730	Equipment - New			183,000		105,582	(77,418)	-42.30%
05142350	5731	Equipment - Replacement			144,381		115,865	(28,516)	-19.75%
		<b>TECHNOLOGY DEPARTMENT Total</b>	<b>8.00</b>	<b>8.00</b>	<b>1,199,815</b>	<b>8.00</b>	<b>1,267,687</b>	<b>67,872</b>	<b>5.66%</b>



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<b>CNTRL ADMIN-BLDGS OPER &amp; MAINT</b>									
05142600	5112	Classified Salaries	3.00	3.00	353,952	3.00	361,425	7,473	2.11%
05142600	5330	Other Professional & Tech Srvc			18,000		18,000	-	0.00%
05142600	5420	Repairs,Maintenance & Cleaning			221,400		225,100	3,700	1.67%
05142600	5580	Staff Travel			3,000		3,000	-	0.00%
05142600	5690	Other Supplies			7,795		8,000	205	2.63%
05142600	5715	Improvements To Buildings			100,000		100,000	-	0.00%
05142600	5720	Improvements To Sites			16,000		23,000	7,000	43.75%
05142600	5810	Dues & Fees			350		350	-	0.00%
		<b>CNTRL ADMIN-BLDGS OPER &amp; MAINT Total</b>	<b>3.00</b>	<b>3.00</b>	<b>720,497</b>	<b>3.00</b>	<b>738,875</b>	<b>18,378</b>	<b>2.55%</b>
<b>SECURITY</b>									
05142660	5330	Other Professional & Tech Srvc			3,000		3,000	-	0.00%
05142660	5730	Equipment - New			20,000		21,500	1,500	7.50%
05142660	5731	Equipment - Replacement			5,000		5,000	-	0.00%
		<b>SECURITY Total</b>	<b>-</b>	<b>-</b>	<b>28,000</b>	<b>-</b>	<b>29,500</b>	<b>1,500</b>	<b>5.36%</b>
<b>CNTRL ADMIN-TRANSPORTATION</b>									
05142700	5510	Pupil Transportation			1,375,641		1,408,135	32,494	2.36%
05142700	5512	Vo-Ag / Vo-Tech Regular Education			255,310		257,195	1,885	0.74%
05142700	5513	In District Private Regular Education			21,400		24,000	2,600	12.15%
05142700	5514	In District Public Regular Education			5,300		5,300	-	0.00%
05142700	5515	Out District Public Regular Education			26,775		26,775	-	0.00%
05142700	5627	Transportation Supplies			151,900		122,400	(29,500)	-19.42%
		<b>CNTRL ADMIN-TRANSPORTATION Total</b>	<b>-</b>	<b>-</b>	<b>1,836,326</b>	<b>-</b>	<b>1,843,805</b>	<b>7,479</b>	<b>0.41%</b>
<b>CNTRL ADMIN-SUBSTITUTES</b>									
05151026	5111	Certified Salaries			323,833		311,572	(12,261)	-3.79%
05151026	5112	Classified Salaries			56,650		56,650	-	0.00%
		<b>CNTRL ADMIN-SUBSTITUTES Total</b>	<b>-</b>	<b>-</b>	<b>380,483</b>	<b>-</b>	<b>368,222</b>	<b>(12,261)</b>	<b>-3.22%</b>



Org Code	Object Code	Description / Department	2018-2019 Budget FTE	2018-2019 Actual FTE	2018-2019 Adopted Budget	2019-2020 Budget FTE	2019-2020 Superintendent Educational Plan	Increase (Decrease)	Variance
<b>EMPLOYEE BENEFITS</b>									
05152512	5112	Classified Salaries			113,875		122,000	8,125	7.14%
05152512	5200	Medicare-Er			374,913		364,933	(9,980)	-2.66%
05152512	5210	Fica-Er			283,586		287,766	4,180	1.47%
05152512	5220	Workers' Compensation			246,900		254,532	7,632	3.09%
05152512	5255	Medical & Dental Insurance			4,184,804		4,419,764	234,960	5.61%
05152512	5260	Life Insurance			45,537		44,579	(958)	-2.10%
05152512	5275	Disability Insurance			9,924		10,222	298	3.00%
05152512	5280	Pension Plan - Classified			892,845		851,987	(40,858)	-4.58%
05152512	5281	Defined Contribution Plan			64,867		69,787	4,920	7.58%
05152512	5282	Retirement Sick Leave-Cert			1,921		-	(1,921)	-100.00%
05152512	5283	Retirement Sick Leave-Class			1,000		-	(1,000)	-100.00%
05152512	5284	Severance Pay-Certified			1,000		-	(1,000)	-100.00%
05152512	5290	Unemployment Compensation			21,353		15,974	(5,379)	-25.19%
05152512	5860	OPEB Trust			62,910		40,950	(21,960)	-34.91%
05152512	5291	Clothing Allowance			2,000		2,000	-	0.00%
		<b>EMPLOYEE BENEFITS Total</b>	-	-	<b>6,307,435</b>	-	<b>6,484,494</b>	<b>177,059</b>	<b>2.81%</b>
<b>REDEMPTION OF PRINCIPAL</b>									
05154000	5830	Interest			745,576		809,210	63,634	8.53%
05154000	5910	Redemption Of Principal			3,850,000		3,750,000	(100,000)	-2.60%
		<b>REDEMPTION OF PRINCIPAL Total</b>	-	-	<b>4,595,576</b>	-	<b>4,559,210</b>	<b>(36,366)</b>	<b>-0.79%</b>
<b>CENTRAL ADMINISTRATION TOTAL</b>			<b>22.00</b>	<b>22.00</b>	<b>17,425,609</b>	<b>22.00</b>	<b>17,762,743</b>	<b>337,134</b>	<b>1.93%</b>
<b>GRAND TOTAL</b>			<b>320.82</b>	<b>320.66</b>	<b>49,026,535</b>	<b>327.32</b>	<b>49,930,305</b>	<b>903,770</b>	<b>1.84%</b>

Function	Location	Org Code	Org Code	Object	Description / Department	2018-2019 Budget FTE	2018-2019 Actual FTE	2018-2019 Adopted Budget	2019-2020 Budget FTE	2019-2020 Superintendent Educational Plan	Increase (Decrease)	Variance
ART	AHS	03111001	3111001	5111	Certified Salaries	5.00	5.00	395,563	5.00	409,241	13,678	3.46%
ART	AHS	03111001	3111001	5611	Instructional Supplies			22,956		22,865	(91)	-0.40%
ART	AHS	03111001	3111001	5730	Equipment - New			2,500		1,500	(1,000)	-40.00%
ART	AHS	03111001	3111001	5810	Dues & Fees			500		500	-	0.00%
ART	BMS	01111001	1111001	5111	Certified Salaries	1.00	1.00	90,193	1.00	62,645	(27,548)	-30.54%
ART	BMS	01111001	1111001	5611	Instructional Supplies			3,500		3,500	-	0.00%
ART	BMS	01111001	1111001	5810	Dues & Fees			200		200	-	0.00%
ART	OMS	02111001	2111001	5111	Certified Salaries	1.00	1.00	77,137	1.00	81,256	4,119	5.34%
ART	OMS	02111001	2111001	5611	Instructional Supplies			4,000		4,000	-	0.00%
<b>ART Total</b>						<b>7.00</b>	<b>7.00</b>	<b>596,549</b>	<b>7.00</b>	<b>585,707</b>	<b>(10,842)</b>	<b>-1.82%</b>
ATHLETICS	AHS	03113202	3113202	5111	Certified Salaries	-	-	375,156	-	395,157	20,001	5.33%
ATHLETICS	AHS	03113202	3113202	5330	Other Professional & Tech Srvc			187,580		192,382	4,802	2.56%
ATHLETICS	AHS	03113202	3113202	5420	Repairs,Maintenance & Cleaning			33,886		33,886	-	0.00%
ATHLETICS	AHS	03113202	3113202	5440	Rentals-Land,Bldg,Equipment			83,608		83,050	(558)	-0.67%
ATHLETICS	AHS	03113202	3113202	5510	Pupil Transportation			171,233		174,657	3,424	2.00%
ATHLETICS	AHS	03113202	3113202	5590	Other Purchased Services			6,260		5,760	(500)	-7.99%
ATHLETICS	AHS	03113202	3113202	5690	Other Supplies			100,144		102,144	2,000	2.00%
ATHLETICS	AHS	03113202	3113202	5731	Equipment - Replacement			1,300		-	(1,300)	-100.00%
ATHLETICS	AHS	03113202	3113202	5810	Dues & Fees			33,700		34,374	674	2.00%
ATHLETICS	BMS	01113202	1113202	5111	Certified Salaries	-	-	39,192	-	33,123	(6,069)	-15.49%
ATHLETICS	BMS	01113202	1113202	5330	Other Professional & Tech Srvc			4,614		6,244	1,630	35.33%
ATHLETICS	BMS	01113202	1113202	5420	Repairs,Maintenance & Cleaning			1,500		1,500	-	0.00%
ATHLETICS	BMS	01113202	1113202	5510	Pupil Transportation			16,380		16,708	328	2.00%
ATHLETICS	BMS	01113202	1113202	5590	Other Purchased Services			400		400	-	0.00%
ATHLETICS	BMS	01113202	1113202	5690	Other Supplies			11,300		12,685	1,385	12.26%
ATHLETICS	BMS	01113202	1113202	5810	Dues & Fees			500		500	-	0.00%
ATHLETICS	OMS	02113202	2113202	5111	Certified Salaries	-	-	39,192	-	33,123	(6,069)	-15.49%
ATHLETICS	OMS	02113202	2113202	5330	Other Professional & Tech Srvc			5,656		5,754	98	1.73%
ATHLETICS	OMS	02113202	2113202	5420	Repairs,Maintenance & Cleaning			1,500		1,500	-	0.00%
ATHLETICS	OMS	02113202	2113202	5440	Rentals-Land,Bldg,Equipment			960		960	-	0.00%
ATHLETICS	OMS	02113202	2113202	5510	Pupil Transportation			16,380		14,872	(1,508)	-9.21%
ATHLETICS	OMS	02113202	2113202	5590	Other Purchased Services			400		400	-	0.00%
ATHLETICS	OMS	02113202	2113202	5690	Other Supplies			11,400		12,785	1,385	12.15%
ATHLETICS	OMS	02113202	2113202	5810	Dues & Fees			400		400	-	0.00%



Function	Location	Org Code	Org Code	Object	Description / Department	2018-2019 Budget FTE	2018-2019 Actual FTE	2018-2019 Adopted Budget	2019-2020 Budget FTE	2019-2020 Superintendent Educational Plan	Increase (Decrease)	Variance
<b>ATHLETICS Total</b>						-	-	1,142,641	-	1,162,364	19,723	1.73%
BENEFITS	DISTRICT	05152512	5152512	5112	Classified Salaries			113,875		122,000	8,125	7.14%
BENEFITS	DISTRICT	05152512	5152512	5200	Medicare-Er			374,913		364,933	(9,980)	-2.66%
BENEFITS	DISTRICT	05152512	5152512	5210	Fica-Er			283,586		287,766	4,180	1.47%
BENEFITS	DISTRICT	05152512	5152512	5220	Workers' Compensation			246,900		254,532	7,632	3.09%
BENEFITS	DISTRICT	05152512	5152512	5255	Medical & Dental Insurance			4,083,941		4,419,764	335,823	8.22%
BENEFITS	DISTRICT	05152512	5152512	5260	Life Insurance			45,537		44,579	(958)	-2.10%
BENEFITS	DISTRICT	05152512	5152512	5275	Disability Insurance			9,924		10,222	298	3.00%
BENEFITS	DISTRICT	05152512	5152512	5280	Pension Plan - Classified			892,845		851,987	(40,858)	-4.58%
BENEFITS	DISTRICT	05152512	5152512	5281	Defined Contribution Plan			64,867		69,787	4,920	7.58%
BENEFITS	DISTRICT	05152512	5152512	5282	Retirement Sick Leave-Cert			1,921		-	(1,921)	-100.00%
BENEFITS	DISTRICT	05152512	5152512	5283	Retirement Sick Leave-Class			1,000		-	(1,000)	-100.00%
BENEFITS	DISTRICT	05152512	5152512	5284	Severance Pay-Certified			1,000		-	(1,000)	-100.00%
BENEFITS	DISTRICT	05152512	5152512	5290	Unemployment Compensation			21,353		15,974	(5,379)	-25.19%
BENEFITS	DISTRICT	05152512	5152512	5860	OPEB Trust			62,910		40,950	(21,960)	-34.91%
BENEFITS	DISTRICT	05152512	5152512	5291	Clothing Allowance			2,000		2,000	-	0.00%
<b>BENEFITS Total</b>						-	-	6,206,572	-	6,484,494	277,922	4.48%
BOARD OF EDUCATION	DISTRICT	05142310	5142310	5330	Other Professional & Tech Srvc			264,749		280,662	15,913	6.01%
BOARD OF EDUCATION	DISTRICT	05142310	5142310	5590	Other Purchased Services			10,000		10,000	-	0.00%
BOARD OF EDUCATION	DISTRICT	05142310	5142310	5690	Other Supplies			4,000		4,000	-	0.00%
BOARD OF EDUCATION	DISTRICT	05142310	5142310	5810	Dues & Fees			25,000		23,000	(2,000)	-8.00%
<b>BOARD OF EDUCATION Total</b>						-	-	303,749	-	317,662	13,913	4.58%
BUSINESS EDUCATION	AHS	03111003	3111003	5111	Certified Salaries	2.00	2.00	159,678	2.00	164,518	4,840	3.03%
BUSINESS EDUCATION	AHS	03111003	3111003	5810	Dues & Fees			250		250	-	0.00%
BUSINESS EDUCATION	AHS	03111003	3111003	5581	Staff Travel			100		100	-	0.00%
BUSINESS EDUCATION	AHS	03111003	3111003	5611	Instructional Supplies			1,279		1,279	-	0.00%
<b>BUSINESS EDUCATION Total</b>						2.00	2.00	161,307	2.00	166,147	4,840	3.00%



Function	Location	Org Code	Org Code	Object	Description / Department	2018-2019 Budget FTE	2018-2019 Actual FTE	2018-2019 Adopted Budget	2019-2020 Budget FTE	2019-2020 Superintendent Educational Plan	Increase (Decrease)	Variance
CENTRAL ADMINISTRATION	DISTRICT	05142510	5142510	5111	Certified Salaries	2.00	2.00	474,690	2.00	491,157	16,467	3.47%
CENTRAL ADMINISTRATION	DISTRICT	05142510	5142510	5112	Classified Salaries	9.00	9.00	724,313	9.00	733,446	9,133	1.26%
CENTRAL ADMINISTRATION	DISTRICT	05142510	5142510	5322	Instructional Prog Improvement			28,500		39,700	11,200	39.30%
CENTRAL ADMINISTRATION	DISTRICT	05142510	5142510	5327	Data Processing			93,590		95,276	1,686	1.80%
CENTRAL ADMINISTRATION	DISTRICT	05142510	5142510	5330	Other Professional & Tech Srvc			229,511		233,710	4,199	1.83%
CENTRAL ADMINISTRATION	DISTRICT	05142510	5142510	5521	General Liability Insurance			242,601		243,217	616	0.25%
CENTRAL ADMINISTRATION	DISTRICT	05142510	5142510	5550	Communications: Tel,Post,Etc.			92,802		52,426	(40,376)	-43.51%
CENTRAL ADMINISTRATION	DISTRICT	05142510	5142510	5580	Staff Travel			8,100		8,100	-	0.00%
CENTRAL ADMINISTRATION	DISTRICT	05142510	5142510	5581	Travel - Conferences			15,690		17,790	2,100	13.38%
CENTRAL ADMINISTRATION	DISTRICT	05142510	5142510	5590	Other Purchased Services			37,468		40,196	2,728	7.28%
CENTRAL ADMINISTRATION	DISTRICT	05142510	5142510	5611	Instructional Supplies			29,900		26,350	(3,550)	-11.87%
CENTRAL ADMINISTRATION	DISTRICT	05142510	5142510	5641	Text & Digital Resources			-		-	-	#DIV/0!
CENTRAL ADMINISTRATION	DISTRICT	05142510	5142510	5690	Other Supplies			19,336		16,910	(2,426)	-12.55%
CENTRAL ADMINISTRATION	DISTRICT	05142510	5142510	5810	Dues & Fees			8,090		5,010	(3,080)	-38.07%
CENTRAL ADMINISTRATION	DISTRICT	05142510	5142510	5850	Contingency			150,000		150,000	-	0.00%
<b>CENTRAL ADMINISTRATION Total</b>						11.00	11.00	2,154,591	11.00	2,153,288	(1,303)	-0.06%
COVERAGE	AHS	03111027	3111027	5111	Certified Salaries	-	-	47,352	-	41,267	(6,085)	-12.85%
COVERAGE	BMS	01111027	1111027	5111	Certified Salaries	-	-	22,413	-	20,384	(2,029)	-9.05%
COVERAGE	OMS	02111027	2111027	5111	Certified Salaries	-	-	12,357	-	11,296	(1,061)	-8.59%
<b>COVERAGE Total</b>						-	-	82,122	-	72,947	(9,175)	-11.17%
DEBT SERVICE	DISTRICT	05154000	5154000	5830	Interest			745,576		809,210	63,634	8.53%
DEBT SERVICE	DISTRICT	05154000	5154000	5910	Redemption Of Principal			3,850,000		3,750,000	(100,000)	-2.60%
<b>DEBT SERVICE Total</b>						-	-	4,595,576	-	4,559,210	(36,366)	-0.79%
DPS - ALTERNATIVE SCHOOL	DPS	04121201	4121201	5111	Certified Salaries	3.00	3.00	272,489	3.00	280,257	7,768	2.85%
DPS - ALTERNATIVE SCHOOL	DPS	04121201	4121201	5611	Instructional Supplies			900		905	5	0.56%
DPS - ALTERNATIVE SCHOOL	DPS	04121201	4121201	5690	Other Supplies			630		968	338	53.65%
<b>DPS - ALTERNATIVE SCHOOL Total</b>						3.00	3.00	274,019	3.00	282,130	8,111	2.96%



Function	Location	Org Code	Org Code	Object	Description / Department	2018-2019 Budget FTE	2018-2019 Actual FTE	2018-2019 Adopted Budget	2019-2020 Budget FTE	2019-2020 Superintendent Educational Plan	Increase (Decrease)	Variance
DPS - COUNSELING SERVICES	AHS	03132120	3132120	5111	Certified Salaries	11.00	11.00	970,368	11.00	1,016,740	46,372	4.78%
DPS - COUNSELING SERVICES	AHS	03132120	3132120	5112	Classified Salaries	4.00	4.00	209,130	4.00	208,733	(397)	-0.19%
DPS - COUNSELING SERVICES	AHS	03132120	3132120	5330	Other Professional & Tech Srvc			939		1,000	61	6.50%
DPS - COUNSELING SERVICES	AHS	03132120	3132120	5581	Travel - Conferences			1,500		1,000	(500)	-33.33%
DPS - COUNSELING SERVICES	AHS	03132120	3132120	5590	Other Purchased Services			12,873		13,140	267	2.07%
DPS - COUNSELING SERVICES	AHS	03132120	3132120	5611	Instructional Supplies			3,950		3,950	-	0.00%
DPS - COUNSELING SERVICES	BMS	01132120	1132120	5111	Certified Salaries	2.00	2.00	142,704	2.00	149,910	7,206	5.05%
DPS - COUNSELING SERVICES	BMS	01132120	1132120	5112	Classified Salaries	1.00	1.00	40,268	1.00	40,282	14	0.03%
DPS - COUNSELING SERVICES	BMS	01132120	1132120	5330	Other Professional & Tech Srvc			1,662		1,662	-	0.00%
DPS - COUNSELING SERVICES	BMS	01132120	1132120	5590	Other Purchased Services			835		835	-	0.00%
DPS - COUNSELING SERVICES	BMS	01132120	1132120	5611	Instructional Supplies			420		420	-	0.00%
DPS - COUNSELING SERVICES	BMS	01132120	1132120	5690	Other Supplies			1,150		1,150	-	0.00%
DPS - COUNSELING SERVICES	BMS	01132120	1132120	5810	Dues & Fees			300		300	-	0.00%
DPS - COUNSELING SERVICES	DPS	04132120	4132120	5112	Classified Salaries	-	-	-	-	-	-	#DIV/0!
DPS - COUNSELING SERVICES	OMS	02132120	2132120	5111	Certified Salaries	2.00	2.00	190,968	2.00	193,332	2,364	1.24%
DPS - COUNSELING SERVICES	OMS	02132120	2132120	5112	Classified Salaries	1.00	1.00	39,293	1.00	40,282	989	2.52%
DPS - COUNSELING SERVICES	OMS	02132120	2132120	5330	Other Professional & Tech Srvc			2,300		2,300	-	0.00%
DPS - COUNSELING SERVICES	OMS	02132120	2132120	5581	Travel - Conferences			130		350	220	169.23%
DPS - COUNSELING SERVICES	OMS	02132120	2132120	5590	Other Purchased Services			500		500	-	0.00%
DPS - COUNSELING SERVICES	OMS	02132120	2132120	5611	Instructional Supplies			200		700	500	250.00%
DPS - COUNSELING SERVICES	OMS	02132120	2132120	5690	Other Supplies			750		750	-	0.00%
<b>DPS - COUNSELING SERVICES Total</b>						<b>21.00</b>	<b>21.00</b>	<b>1,620,240</b>	<b>21.00</b>	<b>1,677,336</b>	<b>57,096</b>	<b>3.52%</b>
DPS - HEARING IMPAIRED	DPS	04122151	4122151	5330	Other Professional & Tech Srvc			65,000		65,000	-	0.00%
DPS - HEARING IMPAIRED	DPS	04122151	4122151	5420	Repairs,Maintenance & Cleaning			750		750	-	0.00%
DPS - HEARING IMPAIRED	DPS	04122151	4122151	5690	Other Supplies			5,000		6,000	1,000	20.00%
<b>DPS - HEARING IMPAIRED Total</b>						<b>-</b>	<b>-</b>	<b>70,750</b>	<b>-</b>	<b>71,750</b>	<b>1,000</b>	<b>1.41%</b>
DPS - HOMEBOUND TUTORS	DPS	04151204	4151204	5111	Certified Salaries	-	-	37,000	-	37,000	-	0.00%
<b>DPS - HOMEBOUND TUTORS Total</b>						<b>-</b>	<b>-</b>	<b>37,000</b>	<b>-</b>	<b>37,000</b>	<b>-</b>	<b>0.00%</b>



Function	Location	Org Code	Org Code	Object	Description / Department	2018-2019 Budget FTE	2018-2019 Actual FTE	2018-2019 Adopted Budget	2019-2020 Budget FTE	2019-2020 Superintendent Educational Plan	Increase (Decrease)	Variance
DPS - NURSING SERVICES	AHS	03132130	3132130	5112	Classified Salaries	3.00	3.00	162,110	3.00	166,988	4,878	3.01%
DPS - NURSING SERVICES	AHS	03132130	3132130	5690	Other Supplies			1,902		1,902	-	0.00%
DPS - NURSING SERVICES	AHS	03132130	3132130	5810	Dues & Fees			200		200	-	0.00%
DPS - NURSING SERVICES	BMS	01132130	1132130	5112	Classified Salaries	1.00	1.00	61,601	1.00	63,151	1,550	2.52%
DPS - NURSING SERVICES	BMS	01132130	1132130	5330	Other Professional & Tech Srvc			33		33	-	0.00%
DPS - NURSING SERVICES	BMS	01132130	1132130	5581	Travel - Conferences			140		140	-	0.00%
DPS - NURSING SERVICES	BMS	01132130	1132130	5690	Other Supplies			1,830		1,892	62	3.39%
DPS - NURSING SERVICES	BMS	01132130	1132130	5810	Dues & Fees			140		140	-	0.00%
DPS - NURSING SERVICES	DPS	04132130	4132130	5330	Other Professional & Tech Srvc			95,933		101,561	5,628	5.87%
DPS - NURSING SERVICES	OMS	02132130	2132130	5112	Classified Salaries	1.00	1.00	61,601	1.00	63,475	1,874	3.04%
DPS - NURSING SERVICES	OMS	02132130	2132130	5330	Other Professional & Tech Srvc			80		80	-	0.00%
DPS - NURSING SERVICES	OMS	02132130	2132130	5690	Other Supplies			1,800		1,800	-	0.00%
DPS - NURSING SERVICES	OMS	02132130	2132130	5810	Dues & Fees			140		140	-	0.00%
<b>DPS - NURSING SERVICES Total</b>						5.00	5.00	387,510	5.00	401,502	13,992	3.61%
DPS - PSYCHOLOGICAL SERVICES **	AHS	03132140	3132140	5111	Certified Salaries	2.00	2.00	183,694	2.00	189,137	5,443	2.96%
DPS - PSYCHOLOGICAL SERVICES **	BMS	01132140	1132140	5111	Certified Salaries	1.00	1.00	66,327	1.00	69,613	3,286	4.95%
DPS - PSYCHOLOGICAL SERVICES	DPS	04132140	4132140	5111	Certified Salaries			-		-	-	#DIV/0!
DPS - PSYCHOLOGICAL SERVICES	DPS	04132140	4132140	5330	Other Professional & Tech Srvc			45,000		45,000	-	0.00%
DPS - PSYCHOLOGICAL SERVICES	DPS	04132140	4132140	5611	Instructional Supplies			1,445		2,478	1,033	71.49%
DPS - PSYCHOLOGICAL SERVICES	DPS	04132140	4132140	5690	Other Supplies			2,160		2,761	601	27.82%
DPS - PSYCHOLOGICAL SERVICES	DPS	04132140	4132140	5810	Dues & Fees			1,050		1,100	50	4.76%
DPS - PSYCHOLOGICAL SERVICES **	OMS	02132140	2132140	5111	Certified Salaries	1.00	1.00	97,451	1.00	98,668	1,217	1.25%
<b>DPS - PSYCHOLOGICAL SERVICES Total</b>						4.00	4.00	397,127	4.00	408,757	11,630	2.93%
DPS - PUPIL SERVICES	DPS	04132190	4132190	5111	Certified Salaries	1.00	1.00	158,242	1.00	164,622	6,380	4.03%
DPS - PUPIL SERVICES	DPS	04132190	4132190	5112	Classified Salaries	1.00	1.00	64,285	1.00	66,080	1,795	2.79%
DPS - PUPIL SERVICES	DPS	04132190	4132190	5330	Other Professional & Tech Srvc			70,000		70,000	-	0.00%
DPS - PUPIL SERVICES	DPS	04132190	4132190	5580	Staff Travel			3,000		3,000	-	0.00%
DPS - PUPIL SERVICES	DPS	04132190	4132190	5581	Travel - Conferences			750		750	-	0.00%
DPS - PUPIL SERVICES	DPS	04132190	4132190	5590	Other Purchased Services			12,550		20,200	7,650	60.96%
DPS - PUPIL SERVICES	DPS	04132190	4132190	5642	Library Books & Periodicals			-		-	-	#DIV/0!
DPS - PUPIL SERVICES	DPS	04132190	4132190	5810	Dues & Fees			650		650	-	0.00%
<b>DPS - PUPIL SERVICES Total</b>						2.00	2.00	309,477	2.00	325,302	15,825	5.11%



Function	Location	Org Code	Org Code	Object	Description / Department	2018-2019 Budget FTE	2018-2019 Actual FTE	2018-2019 Adopted Budget	2019-2020 Budget FTE	2019-2020 Superintendent Educational Plan	Increase (Decrease)	Variance
DPS - RESOURCE PROGRAM **	AHS	03121200	3121200	5111	Certified Salaries	6.00	6.00	484,695	7.00	511,090	26,395	5.45%
DPS - RESOURCE PROGRAM **	AHS	03121200	3121200	5112	Classified Salaries	10.50	10.50	260,391	10.50	211,696	(48,695)	-18.70%
DPS - RESOURCE PROGRAM **	BMS	01121200	1121200	5111	Certified Salaries	3.00	3.00	230,085	3.00	247,774	17,689	7.69%
DPS - RESOURCE PROGRAM **	BMS	01121200	1121200	5112	Classified Salaries	2.00	2.00	52,790	2.00	53,832	1,042	1.97%
DPS - RESOURCE PROGRAM	DPS	04121200	4121200	5111	Certified Salaries	1.00	1.00	190,478	1.00	169,830	(20,648)	-10.84%
DPS - RESOURCE PROGRAM	DPS	04121200	4121200	5112	Classified Salaries	-	-	18,000	-	18,000	-	0.00%
DPS - RESOURCE PROGRAM	DPS	04121200	4121200	5330	Other Professional & Tech Srvc			27,984		27,984	-	0.00%
DPS - RESOURCE PROGRAM	DPS	04121200	4121200	5581	Travel - Conferences			2,000		2,000	-	0.00%
DPS - RESOURCE PROGRAM	DPS	04121200	4121200	5611	Instructional Supplies			5,490		5,490	-	0.00%
DPS - RESOURCE PROGRAM	DPS	04121200	4121200	5690	Other Supplies			910		910	-	0.00%
DPS - RESOURCE PROGRAM	DPS	04121200	4121200	5810	Dues & Fees			150		200	50	33.33%
DPS - RESOURCE PROGRAM **	OMS	02121200	2121200	5111	Certified Salaries	3.00	3.00	239,191	3.00	244,491	5,300	2.22%
DPS - RESOURCE PROGRAM **	OMS	02121200	2121200	5112	Classified Salaries	3.00	3.00	83,011	3.00	130,672	47,661	57.42%
<b>DPS - RESOURCE PROGRAM Total</b>						<b>28.50</b>	<b>28.50</b>	<b>1,595,175</b>	<b>29.50</b>	<b>1,623,969</b>	<b>28,794</b>	<b>1.81%</b>
DPS - SPEECH/LANGUAGE	AHS	03122150	3122150	5111	Certified Salaries	1.80	1.80	162,907	1.80	168,714	5,807	3.56%
DPS - SPEECH/LANGUAGE	DPS	04122150	4122150	5111	Certified Salaries	-	-	-	-	-	-	#DIV/0!
DPS - SPEECH/LANGUAGE	DPS	04122150	4122150	5611	Instructional Supplies			654		824	170	25.99%
DPS - SPEECH/LANGUAGE	DPS	04122150	4122150	5690	Other Supplies			325		176	(149)	-45.85%
DPS - SPEECH/LANGUAGE	OMS	02122150	2122150	5111	Certified Salaries	1.00	1.00	50,076	1.00	52,705	2,629	5.25%
<b>DPS - SPEECH/LANGUAGE Total</b>						<b>2.80</b>	<b>2.80</b>	<b>213,962</b>	<b>2.80</b>	<b>222,419</b>	<b>8,457</b>	<b>3.95%</b>
DPS - TRANSITION ACADEMY	DPS	04121206	4121206	5111	Certified Salaries	1.00	1.00	90,163	1.00	91,291	1,128	1.25%
DPS - TRANSITION ACADEMY	DPS	04121206	4121206	5112	Classified Salaries			-	1.45	33,362	33,362	100.00%
DPS - TRANSITION ACADEMY	DPS	04121206	4121206	5330	Other Professional & Tech Srvc			5,000		5,000	-	0.00%
DPS - TRANSITION ACADEMY	DPS	04121206	4121206	5440	Rentals-Land,Bldg,Equipment			20,000		20,000	-	0.00%
DPS - TRANSITION ACADEMY	DPS	04121206	4121206	5581	Travel - Conferences			300		300	-	0.00%
DPS - TRANSITION ACADEMY	DPS	04121206	4121206	5611	Instructional Supplies			1,435		1,435	-	0.00%
DPS - TRANSITION ACADEMY	DPS	04121206	4121206	5690	Other Supplies			1,150		1,150	-	0.00%
DPS - TRANSITION ACADEMY	DPS	04121206	4121206	5580	Staff Travel			4,000		2,000	(2,000)	-50.00%
<b>DPS - TRANSITION ACADEMY Total</b>						<b>1.00</b>	<b>1.00</b>	<b>122,048</b>	<b>2.45</b>	<b>154,538</b>	<b>32,490</b>	<b>26.62%</b>
DPS - TRANSITION PROGRAM **	AHS	03121203	3121203	5111	Certified Salaries	2.00	2.00	119,773	2.00	128,487	8,714	7.28%



Function	Location	Org Code	Org Code	Object	Description / Department	2018-2019 Budget FTE	2018-2019 Actual FTE	2018-2019 Adopted Budget	2019-2020 Budget FTE	2019-2020 Superintende nt Educational Plan	Increase (Decrease)	Variance
DPS - TRANSITION PROGRAM **	AHS	03121203	3121203	5330	Other Professional & Tech Srvc			30,000		30,000	-	0.00%
DPS - TRANSITION PROGRAM **	AHS	03121203	3121203	5611	Instructional Supplies			1,100		1,100	-	0.00%
DPS - TRANSITION PROGRAM **	AHS	03121203	3121203	5690	Other Supplies			2,500		2,500	-	0.00%
DPS - TRANSITION PROGRAM	DPS	04121203	4121203	5111	Certified Salaries	-	-	-	-	-	-	#DIV/0!
DPS - TRANSITION PROGRAM	DPS	04121203	4121203	5330	Other Professional & Tech Srvc			30,000		-	(30,000)	-100.00%
DPS - TRANSITION PROGRAM	DPS	04121203	4121203	5112	Classified Salaries			-	0.45	10,354	10,354	100.00%
DPS - TRANSITION PROGRAM	DPS	04121203	4121203	5690	Other Supplies			-		-	-	#DIV/0!
DPS - TRANSITION PROGRAM	DPS	04121203	4121203	5730	Equipment - New			-		-	-	#DIV/0!
<b>DPS - TRANSITION PROGRAM Total</b>						2.00	2.00	183,373	2.45	172,441	(10,932)	-5.96%
DPS - TUITION - MAGNET	DPS	04126117	4126117	5560	Tuition Expense			99,640		102,900	3,260	3.27%
<b>DPS - TUITION - MAGNET Total</b>						-	-	99,640	-	102,900	3,260	3.27%
DPS - TUITION - PRIVATE OUT	DPS	04126130	4126130	5560	Tuition Expense			2,216,170		2,266,486	50,316	2.27%
<b>DPS - TUITION - PRIVATE OUT Total</b>						-	-	2,216,170	-	2,266,486	50,316	2.27%
DPS - TUITION - PUBLIC OUT	DPS	04126110	4126110	5560	Tuition Expense			933,510		664,454	(269,056)	-28.82%
<b>DPS - TUITION - PUBLIC OUT Total</b>						-	-	933,510	-	664,454	(269,056)	-28.82%
DPS - TUITION - VOAG/VOTECH	DPS	04126111	4126111	5560	Tuition Expense			178,260		179,392	1,132	0.64%
<b>DPS - TUITION - VOAG/VOTECH Total</b>						-	-	178,260	-	179,392	1,132	0.64%
ENGLISH	AHS	03111005	3111005	5111	Certified Salaries	15.20	14.60	1,187,898	14.60	1,175,550	(12,348)	-1.04%
ENGLISH	AHS	03111005	3111005	5611	Instructional Supplies			400		400	-	0.00%
ENGLISH	AHS	03111005	3111005	5641	Text & Digital Resources			8,000		10,500	2,500	31.25%
ENGLISH	AHS	03111005	3111005	5690	Other Supplies			252		252	-	0.00%
ENGLISH	AHS	03111005	3111005	5810	Dues & Fees			120		470	350	291.67%
ENGLISH	BMS	01111005	1111005	5111	Certified Salaries	4.00	4.00	256,769	4.00	273,472	16,703	6.51%
ENGLISH	BMS	01111005	1111005	5330	Other Professional & Tech Srvc			1,100		1,100	-	0.00%
ENGLISH	BMS	01111005	1111005	5611	Instructional Supplies			3,960		3,960	-	0.00%
ENGLISH	BMS	01111005	1111005	5641	Text & Digital Resources			9,213		10,562	1,349	14.64%
ENGLISH	BMS	01111005	1111005	5690	Other Supplies			437		456	19	4.35%
ENGLISH	OMS	02111005	2111005	5111	Certified Salaries	4.00	4.00	311,657	4.00	285,604	(26,053)	-8.36%
ENGLISH	OMS	02111005	2111005	5611	Instructional Supplies			7,318		5,314	(2,004)	-27.38%
ENGLISH	OMS	02111005	2111005	5641	Textbooks			10,750		11,826	1,076	10.01%
<b>ENGLISH Total</b>						23.20	22.60	1,797,874	22.60	1,779,466	(18,408)	-1.02%
ESL	AHS	03111018	3111018	5611	Instructional Supplies			600		600	-	0.00%
<b>ESL Total</b>						-	-	600	-	600	-	0.00%
FACILITIES	AHS	03142600	3142600	5112	Classified Salaries	11.50	11.50	595,344	11.50	600,967	5,623	0.94%



Function	Location	Org Code	Org Code	Object	Description / Department	2018-2019 Budget FTE	2018-2019 Actual FTE	2018-2019 Adopted Budget	2019-2020 Budget FTE	2019-2020 Superintendent Educational Plan	Increase (Decrease)	Variance
FACILITIES	AHS	03142600	3142600	5410	Utilities, Excluding Heat			483,117		471,489	(11,628)	-2.41%
FACILITIES	AHS	03142600	3142600	5420	Repairs,Maintenance & Cleaning			254,232		265,098	10,866	4.27%
FACILITIES	AHS	03142600	3142600	5440	Rentals-Land,Bldg,Equipment			4,000		4,000	-	0.00%
FACILITIES	AHS	03142600	3142600	5613	Maintenance/Custodial Supplies			114,605		118,105	3,500	3.05%
FACILITIES	AHS	03142600	3142600	5620	Oil Used For Heating			500		500	-	0.00%
FACILITIES	AHS	03142600	3142600	5621	Natural Gas			28,562		41,256	12,694	44.44%
FACILITIES	AHS	03142600	3142600	5715	Improvement - Buildings			48,000		65,000	17,000	35.42%
FACILITIES	AHS	03142600	3142600	5720	Improvement - Sites			15,000		30,000	15,000	100.00%
FACILITIES	BMS	01142600	1142600	5112	Classified Salaries	4.00	4.00	200,429	4.00	206,228	5,799	2.89%
FACILITIES	BMS	01142600	1142600	5410	Utilities, Excluding Heat			105,126		106,413	1,287	1.22%
FACILITIES	BMS	01142600	1142600	5420	Repairs,Maintenance & Cleaning			96,594		95,579	(1,015)	-1.05%
FACILITIES	BMS	01142600	1142600	5440	Rentals-Land,Bldg,Equipment			900		750	(150)	-16.67%
FACILITIES	BMS	01142600	1142600	5613	Maintenance/Custodial Supplies			54,180		57,726	3,546	6.54%
FACILITIES	BMS	01142600	1142600	5620	Oil Used For Heating			45,500		41,700	(3,800)	-8.35%
FACILITIES	BMS	01142600	1142600	5715	Improvement - Buildings			-		38,000	38,000	100.00%
FACILITIES	BMS	01142600	1142600	5720	Improvement - Sites			-		14,000	14,000	100.00%
FACILITIES	DISTRICT	05142600	5142600	5112	Classified Salaries	3.00	3.00	353,952	3.00	361,425	7,473	2.11%
FACILITIES	DISTRICT	05142600	5142600	5330	Other Professional & Tech Srvc			18,000		18,000	-	0.00%
FACILITIES	DISTRICT	05142600	5142600	5420	Repairs,Maintenance & Cleaning			221,400		225,100	3,700	1.67%
FACILITIES	DISTRICT	05142600	5142600	5580	Staff Travel			3,000		3,000	-	0.00%
FACILITIES	DISTRICT	05142600	5142600	5690	Other Supplies			7,795		8,000	205	2.63%
FACILITIES	DISTRICT	05142600	5142600	5715	Improvements To Buildings			100,000		100,000	-	0.00%
FACILITIES	DISTRICT	05142600	5142600	5720	Improvements To Sites			16,000		23,000	7,000	43.75%
FACILITIES	DISTRICT	05142600	5142600	5810	Dues & Fees			350		350	-	0.00%
FACILITIES	OMS	02142600	2142600	5112	Classified Salaries	4.00	4.00	200,245	4.00	206,228	5,983	2.99%
FACILITIES	OMS	02142600	2142600	5410	Utilities, Excluding Heat			114,991		118,144	3,153	2.74%
FACILITIES	OMS	02142600	2142600	5420	Repairs,Maintenance & Cleaning			86,644		87,529	885	1.02%
FACILITIES	OMS	02142600	2142600	5613	Maintenance/Custodial Supplies			51,180		53,226	2,046	4.00%
FACILITIES	OMS	02142600	2142600	5620	Oil Used For Heating			500		500	-	0.00%
FACILITIES	OMS	02142600	2142600	5621	Natural Gas			23,950		23,950	-	0.00%
FACILITIES	OMS	02142600	2142600	5715	Improvement - Buildings			2,000		30,000	28,000	1400.00%
FACILITIES	OMS	02142600	2142600	5720	Improvement - Sites			-		14,000	14,000	100.00%
<b>FACILITIES Total</b>						22.50	22.50	3,246,096	22.50	3,429,263	183,167	5.64%
FAMILY & CONSUMER SCIENCES	AHS	03111007	3111007	5111	Certified Salaries	3.60	4.00	274,351	4.00	335,385	61,034	22.25%
FAMILY & CONSUMER SCIENCES	AHS	03111007	3111007	5641	Textbooks			-		2,400	2,400	100.00%

Function	Location	Org Code	Org Code	Object	Description / Department	2018-2019 Budget FTE	2018-2019 Actual FTE	2018-2019 Adopted Budget	2019-2020 Budget FTE	2019-2020 Superintende nt Educational Plan	Increase (Decrease)	Variance
FAMILY & CONSUMER SCIENCES	AHS	03111007	3111007	5611	Instructional Supplies			25,914		26,691	777	3.00%
FAMILY & CONSUMER SCIENCES	BMS	01111007	1111007	5111	Certified Salaries	1.00	1.00	90,163	1.00	91,291	1,128	1.25%
FAMILY & CONSUMER SCIENCES	BMS	01111007	1111007	5611	Instructional Supplies			621		612	(9)	-1.45%
FAMILY & CONSUMER SCIENCES	OMS	02111007	2111007	5111	Certified Salaries	1.00	1.00	56,455	1.00	59,470	3,015	5.34%
FAMILY & CONSUMER SCIENCES	OMS	02111007	2111007	5611	Instructional Supplies			628		936	308	49.04%
<b>FAMILY &amp; CONSUMER SCIENCES Total</b>						5.60	6.00	448,132	6.00	516,785	68,653	15.32%
GENERAL INSTRUCTION	AHS	03142219	3142219	5611	Instructional Supplies			31,050		31,050	-	0.00%
GENERAL INSTRUCTION	BMS	01142219	1142219	5611	Instructional Supplies			5,680		5,381	(299)	-5.26%
GENERAL INSTRUCTION	BMS	01142219	1142219	5690	Other Supplies			4,259		4,259	-	0.00%
GENERAL INSTRUCTION	OMS	02142219	2142219	5611	Instructional Supplies			10,653		11,146	493	4.63%
<b>GENERAL INSTRUCTION Total</b>						-	-	51,642	-	51,836	194	0.38%
MATHEMATICS	AHS	03111009	3111009	5111	Certified Salaries	14.80	15.40	1,249,426	15.40	1,321,145	71,719	5.74%
MATHEMATICS	AHS	03111009	3111009	5611	Instructional Supplies			11,580		11,550	(30)	-0.26%
MATHEMATICS	AHS	03111009	3111009	5641	Text & Digital Resources			12,000		20,000	8,000	66.67%
MATHEMATICS	AHS	03111009	3111009	5810	Dues & Fees			350		400	50	14.29%
MATHEMATICS	BMS	01111009	1111009	5111	Certified Salaries	4.12	4.16	310,479	4.00	292,879	(17,600)	-5.67%
MATHEMATICS	BMS	01111009	1111009	5611	Instructional Supplies			2,040		2,040	-	0.00%
MATHEMATICS	BMS	01111009	1111009	5641	Text & Digital Resources			-		-	-	#DIV/0!
MATHEMATICS	BMS	01111009	1111009	5810	Dues & Fees			388		388	-	0.00%
MATHEMATICS *	BMS	01131009	1131009	5112	Classified Salaries	1.00	1.00	22,569	1.00	23,008	439	1.95%
MATHEMATICS	OMS	02111009	2111009	5111	Certified Salaries	4.00	4.00	295,236	4.12	302,744	7,508	2.54%
MATHEMATICS	OMS	02111009	2111009	5611	Instructional Supplies			7,042		6,966	(76)	-1.08%
MATHEMATICS	OMS	02111009	2111009	5641	Text & Digital Resources			-		-	-	#DIV/0!
MATHEMATICS	OMS	02111009	2111009	5690	Other Supplies			509		509	-	0.00%
<b>MATHEMATICS Total</b>						23.92	24.56	1,911,619	24.52	1,981,629	70,010	3.66%
MEDIA	AHS	03132220	3132220	5111	Certified Salaries	2.00	2.00	176,520	2.00	181,880	5,360	3.04%
MEDIA	AHS	03132220	3132220	5112	Classified Salaries	1.00	1.00	48,949	1.00	50,744	1,795	3.67%
MEDIA	AHS	03132220	3132220	5611	Instructional Supplies			1,300		1,300	-	0.00%
MEDIA	AHS	03132220	3132220	5642	Library Books & Periodicals			9,000		9,000	-	0.00%
MEDIA	AHS	03132220	3132220	5690	Other Supplies			14,600		-	(14,600)	-100.00%
MEDIA	AHS	03132220	3132220	5731	Equipment - Replacement			7,735		600	(7,135)	-92.24%
MEDIA	AHS	03132220	3132220	5810	Dues & Fees			1,250		1,250	-	0.00%
MEDIA	BMS	01132220	1132220	5111	Certified Salaries	1.00	1.00	95,978	1.00	97,177	1,199	1.25%
MEDIA	BMS	01132220	1132220	5112	Classified Salaries	1.00	1.00	39,293	1.00	40,282	989	2.52%



Function	Location	Org Code	Org Code	Object	Description / Department	2018-2019 Budget FTE	2018-2019 Actual FTE	2018-2019 Adopted Budget	2019-2020 Budget FTE	2019-2020 Superintendent Educational Plan	Increase (Decrease)	Variance
MEDIA	BMS	01132220	1132220	5330	Other Professional & Tech Srvc			1,400		1,400	-	0.00%
MEDIA	BMS	01132220	1132220	5611	Instructional Supplies			1,100		1,100	-	0.00%
MEDIA	BMS	01132220	1132220	5642	Library Books & Periodicals			6,400		6,400	-	0.00%
MEDIA	BMS	01132220	1132220	5690	Other Supplies			1,700		1,700	-	0.00%
MEDIA	OMS	02132220	2132220	5111	Certified Salaries	1.00	1.00	78,811	1.00	82,812	4,001	5.08%
MEDIA	OMS	02132220	2132220	5112	Classified Salaries	1.00	1.00	39,293	1.00	40,282	989	2.52%
MEDIA	OMS	02132220	2132220	5330	Other Professional & Tech Srvc			1,400		1,400	-	0.00%
MEDIA	OMS	02132220	2132220	5611	Instructional Supplies			1,100		1,100	-	0.00%
MEDIA	OMS	02132220	2132220	5642	Library Books & Periodicals			6,215		6,215	-	0.00%
MEDIA	OMS	02132220	2132220	5690	Other Supplies			2,885		2,885	-	0.00%
<b>MEDIA Total</b>						<b>7.00</b>	<b>7.00</b>	<b>534,929</b>	<b>7.00</b>	<b>527,527</b>	<b>(7,402)</b>	<b>-1.38%</b>
MUSIC	AHS	03111010	3111010	5111	Certified Salaries	3.00	3.00	221,916	3.00	233,512	11,596	5.23%
MUSIC	AHS	03111010	3111010	5330	Other Professional & Tech Srvc			3,495		3,495	-	0.00%
MUSIC	AHS	03111010	3111010	5420	Repairs,Maintenance & Cleaning			4,700		5,170	470	10.00%
MUSIC	AHS	03111010	3111010	5611	Instructional Supplies			10,197		10,416	219	2.15%
MUSIC	AHS	03111010	3111010	5810	Dues & Fees			1,115		1,115	-	0.00%
MUSIC	BMS	01111010	1111010	5111	Certified Salaries	2.20	2.20	174,323	2.20	179,163	4,840	2.78%
MUSIC	BMS	01111010	1111010	5330	Other Professional & Tech Srvc			1,570		1,570	-	0.00%
MUSIC	BMS	01111010	1111010	5420	Repairs,Maintenance & Cleaning			3,600		3,500	(100)	-2.78%
MUSIC	BMS	01111010	1111010	5611	Instructional Supplies			6,493		6,493	-	0.00%
MUSIC	BMS	01111010	1111010	5690	Other Supplies			1,322		1,322	-	0.00%
MUSIC	BMS	01111010	1111010	5810	Dues & Fees			460		594	134	29.13%
MUSIC	OMS	02111010	2111010	5111	Certified Salaries	2.00	2.00	101,629	2.00	106,695	5,066	4.98%
MUSIC	OMS	02111010	2111010	5330	Other Professional & Tech Srvc			2,500		2,000	(500)	-20.00%
MUSIC	OMS	02111010	2111010	5420	Repairs,Maintenance & Cleaning			4,620		4,620	-	0.00%
MUSIC	OMS	02111010	2111010	5611	Instructional Supplies			6,367		6,362	(5)	-0.08%
MUSIC	OMS	02111010	2111010	5731	Equipment - Replacement			-		-	-	#DIV/0!
MUSIC	OMS	02111010	2111010	5810	Dues & Fees			450		705	255	56.67%
<b>MUSIC Total</b>						<b>7.20</b>	<b>7.20</b>	<b>544,757</b>	<b>7.20</b>	<b>566,732</b>	<b>21,975</b>	<b>4.03%</b>
PHYSICAL EDUCATION	AHS	03111011	3111011	5111	Certified Salaries	6.20	6.20	490,692	6.20	517,663	26,971	5.50%
PHYSICAL EDUCATION	AHS	03111011	3111011	5330	Other Professional & Tech Srvc			2,500		2,500	-	0.00%
PHYSICAL EDUCATION	AHS	03111011	3111011	5611	Instructional Supplies			6,552		7,643	1,091	16.65%
PHYSICAL EDUCATION	BMS	01111011	1111011	5111	Certified Salaries	2.00	2.00	180,326	2.00	182,582	2,256	1.25%
PHYSICAL EDUCATION	BMS	01111011	1111011	5420	Repairs,Maintenance & Cleaning			1,000		1,000	-	0.00%



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PHYSICAL EDUCATION	BMS	01111011	1111011	5611	Instructional Supplies			2,800		2,800	-	0.00%
PHYSICAL EDUCATION	BMS	01111011	1111011	5810	Dues & Fees			500		500	-	0.00%
PHYSICAL EDUCATION	OMS	02111011	2111011	5111	Certified Salaries	2.00	2.00	135,835	2.00	147,746	11,911	8.77%
PHYSICAL EDUCATION	OMS	02111011	2111011	5420	Repairs,Maintenance & Cleaning			400		400	-	0.00%
PHYSICAL EDUCATION	OMS	02111011	2111011	5611	Instructional Supplies			2,825		3,241	416	14.73%
<b>PHYSICAL EDUCATION Total</b>						10.20	10.20	823,430	10.20	866,075	42,645	5.18%
PRINCIPAL SERVICES	AHS	03132400	3132400	5111	Certified Salaries	8.80	8.80	1,121,931	8.80	1,158,518	36,587	3.26%
PRINCIPAL SERVICES	AHS	03132400	3132400	5112	Classified Salaries	10.70	10.70	431,192	11.50	476,920	45,728	10.61%
PRINCIPAL SERVICES	AHS	03132400	3132400	5330	Other Professional & Tech Srvc			178,934		184,300	5,366	3.00%
PRINCIPAL SERVICES	AHS	03132400	3132400	5333	Neasc			-		30,212	30,212	100.00%
PRINCIPAL SERVICES	AHS	03132400	3132400	5420	Repairs,Maintenance & Cleaning			2,000		2,000	-	0.00%
PRINCIPAL SERVICES	AHS	03132400	3132400	5440	Rentals-Land,Bldg,Equipment			4,500		4,500	-	0.00%
PRINCIPAL SERVICES	AHS	03132400	3132400	5550	Communications: Tel,Post,Etc.			20,000		14,000	(6,000)	-30.00%
PRINCIPAL SERVICES	AHS	03132400	3132400	5580	Staff Travel			6,000		6,000	-	0.00%
PRINCIPAL SERVICES	AHS	03132400	3132400	5590	Other Purchased Services			2,500		3,500	1,000	40.00%
PRINCIPAL SERVICES	AHS	03132400	3132400	5611	Instructional Supplies			3,900		3,400	(500)	-12.82%
PRINCIPAL SERVICES	AHS	03132400	3132400	5641	Text & Digital Resources			6,000		6,000	-	0.00%
PRINCIPAL SERVICES	AHS	03132400	3132400	5690	Other Supplies			500		500	-	0.00%
PRINCIPAL SERVICES	AHS	03132400	3132400	5731	Equipment - Replacement			6,360		-	(6,360)	-100.00%
PRINCIPAL SERVICES	AHS	03132400	3132400	5810	Dues & Fees			14,000		14,000	-	0.00%
PRINCIPAL SERVICES	BMS	01132400	1132400	5111	Certified Salaries	2.00	2.00	334,934	2.00	345,604	10,670	3.19%
PRINCIPAL SERVICES	BMS	01132400	1132400	5112	Classified Salaries	3.00	3.00	141,035	4.50	197,175	56,140	39.81%
PRINCIPAL SERVICES	BMS	01132400	1132400	5330	Other Professional & Tech Srvc			16,468		16,868	400	2.43%
PRINCIPAL SERVICES	BMS	01132400	1132400	5420	Repairs,Maintenance & Cleaning			502		502	-	0.00%
PRINCIPAL SERVICES	BMS	01132400	1132400	5440	Rentals-Land,Bldg,Equipment			2,681		2,578	(103)	-3.84%
PRINCIPAL SERVICES	BMS	01132400	1132400	5550	Communications: Tel,Post,Etc.			2,000		1,000	(1,000)	-50.00%
PRINCIPAL SERVICES	BMS	01132400	1132400	5580	Staff Travel			532		650	118	22.18%
PRINCIPAL SERVICES	BMS	01132400	1132400	5581	Travel - Conferences			3,560		3,560	-	0.00%
PRINCIPAL SERVICES	BMS	01132400	1132400	5590	Other Purchased Services			4,058		3,481	(577)	-14.22%
PRINCIPAL SERVICES	BMS	01132400	1132400	5690	Other Supplies			2,005		2,005	-	0.00%
PRINCIPAL SERVICES	BMS	01132400	1132400	5810	Dues & Fees			2,546		2,246	(300)	-11.78%
PRINCIPAL SERVICES	OMS	02132400	2132400	5111	Certified Salaries	2.00	2.00	338,264	2.00	336,554	(1,710)	-0.51%
PRINCIPAL SERVICES	OMS	02132400	2132400	5112	Classified Salaries	3.00	3.00	141,032	4.50	197,172	56,140	39.81%
PRINCIPAL SERVICES	OMS	02132400	2132400	5330	Other Professional & Tech Srvc			17,300		17,300	-	0.00%
PRINCIPAL SERVICES	OMS	02132400	2132400	5440	Rentals-Land,Bldg,Equipment			2,536		2,912	376	14.83%



Function	Location	Org Code	Org Code	Object	Description / Department	2018-2019 Budget FTE	2018-2019 Actual FTE	2018-2019 Adopted Budget	2019-2020 Budget FTE	2019-2020 Superintendent Educational Plan	Increase (Decrease)	Variance
PRINCIPAL SERVICES	OMS	02132400	2132400	5550	Communications: Tel,Post,Etc.			2,822		2,330	(492)	-17.43%
PRINCIPAL SERVICES	OMS	02132400	2132400	5580	Staff Travel			600		1,400	800	133.33%
PRINCIPAL SERVICES	OMS	02132400	2132400	5581	Travel - Conferences			3,180		3,180	-	0.00%
PRINCIPAL SERVICES	OMS	02132400	2132400	5590	Other Purchased Services			4,650		4,655	5	0.11%
PRINCIPAL SERVICES	OMS	02132400	2132400	5690	Other Supplies			1,805		1,805	-	0.00%
PRINCIPAL SERVICES	OMS	02132400	2132400	5810	Dues & Fees			3,088		3,088	-	0.00%
<b>PRINCIPAL SERVICES Total</b>						29.50	29.50	2,823,415	33.30	3,049,915	226,500	8.02%
READING	AHS	03111016	3111016	5111	Certified Salaries	3.60	3.00	304,106	3.00	270,991	(33,115)	-10.89%
READING	AHS	03111016	3111016	5611	Instructional Supplies			5,596		5,585	(11)	-0.20%
READING	AHS	03111016	3111016	5690	Other Supplies			700		700	-	0.00%
READING	AHS	03111016	3111016	5810	Dues & Fees			1,000		1,000	-	0.00%
READING	BMS	01111016	1111016	5111	Certified Salaries	3.00	3.00	272,899	3.00	254,536	(18,363)	-6.73%
READING	BMS	01111016	1111016	5611	Instructional Supplies			1,030		1,189	159	15.44%
READING	BMS	01111016	1111016	5641	Text & Digital Resources			1,325		1,456	131	9.89%
READING	BMS	01111016	1111016	5690	Other Supplies			749		897	148	19.76%
READING	BMS	01111016	1111016	5810	Dues & Fees			600		168	(432)	-72.00%
READING	OMS	02111016	2111016	5111	Certified Salaries	3.00	3.00	255,963	3.00	262,158	6,195	2.42%
READING	OMS	02111016	2111016	5611	Instructional Supplies			2,590		2,592	2	0.08%
READING	OMS	02111016	2111016	5690	Other Supplies			1,500		1,414	(86)	-5.73%
<b>READING Total</b>						9.60	9.00	848,058	9.00	802,686	(45,372)	-5.35%
SCIENCE	AHS	03111013	3111013	5111	Certified Salaries	20.60	20.60	1,665,920	20.60	1,663,820	(2,100)	-0.13%
SCIENCE	AHS	03111013	3111013	5420	Repairs,Maintenance & Cleaning			3,200		1,000	(2,200)	-68.75%
SCIENCE	AHS	03111013	3111013	5581	Travel - Conferences			1,000		1,000	-	0.00%
SCIENCE	AHS	03111013	3111013	5611	Instructional Supplies			1,000		60,100	59,100	5910.00%
SCIENCE	AHS	03111013	3111013	5641	Text & Digital Resources			60,690		47,000	(13,690)	-22.56%
SCIENCE	AHS	03111013	3111013	5731	Equipment - Replacement			37,800		-	(37,800)	-100.00%
SCIENCE	AHS	03111013	3111013	5810	Dues & Fees			7,375		7,500	125	1.69%
SCIENCE	BMS	01111013	1111013	5111	Certified Salaries	4.00	4.00	371,967	4.00	376,592	4,625	1.24%
SCIENCE	BMS	01111013	1111013	5611	Instructional Supplies			4,218		4,220	2	0.05%
SCIENCE	BMS	01111013	1111013	5690	Other Supplies			1,720		2,320	600	34.88%
SCIENCE	OMS	02111013	2111013	5111	Certified Salaries	4.00	4.00	365,062	4.00	331,905	(33,157)	-9.08%
SCIENCE	OMS	02111013	2111013	5611	Instructional Supplies			8,029		7,685	(344)	-4.28%
SCIENCE	OMS	02111013	2111013	5690	Other Supplies			502		940	438	87.25%
<b>SCIENCE Total</b>						28.60	28.60	2,528,483	28.60	2,504,082	(24,401)	-0.97%



Function	Location	Org Code	Org Code	Object	Description / Department	2018-2019 Budget FTE	2018-2019 Actual FTE	2018-2019 Adopted Budget	2019-2020 Budget FTE	2019-2020 Superintendent Educational Plan	Increase (Decrease)	Variance
SECURITY	DISTRICT	05142660	5142660	5330	Other Professional & Tech Srvc			3,000		3,000	-	0.00%
SECURITY	DISTRICT	05142660	5142660	5730	Equipment - New			20,000		21,500	1,500	7.50%
SECURITY	DISTRICT	05142660	5142660	5731	Equipment - Replacement			5,000		5,000	-	0.00%
<b>SECURITY Total</b>						-	-	28,000	-	29,500	1,500	5.36%
SOCIAL STUDIES	AHS	03111014	3111014	5111	Certified Salaries	15.40	15.40	1,303,098	15.40	1,340,993	37,895	2.91%
SOCIAL STUDIES	AHS	03111014	3111014	5611	Instructional Supplies			625		1,205	580	92.80%
SOCIAL STUDIES	AHS	03111014	3111014	5641	Text & Digital Resources			37,125		49,250	12,125	32.66%
SOCIAL STUDIES	AHS	03111014	3111014	5690	Other Supplies			700		500	(200)	-28.57%
SOCIAL STUDIES	AHS	03111014	3111014	5810	Dues & Fees			180		25	(155)	-86.11%
SOCIAL STUDIES	BMS	01111014	1111014	5111	Certified Salaries	4.00	4.00	284,506	4.00	330,676	46,170	16.23%
SOCIAL STUDIES	BMS	01111014	1111014	5611	Instructional Supplies			1,758		2,193	435	24.74%
SOCIAL STUDIES	BMS	01111014	1111014	5641	Text & Digital Resources			24,500		1,153	(23,347)	-95.29%
SOCIAL STUDIES	BMS	01111014	1111014	5810	Dues & Fees			120		120	-	0.00%
SOCIAL STUDIES	OMS	02111014	2111014	5111	Certified Salaries	4.00	4.00	324,786	4.00	335,782	10,996	3.39%
SOCIAL STUDIES	OMS	02111014	2111014	5611	Instructional Supplies			4,446		4,884	438	9.85%
SOCIAL STUDIES	OMS	02111014	2111014	5641	Text & Digital Resources			27,300		264	(27,036)	-99.03%
<b>SOCIAL STUDIES Total</b>						23.40	23.40	2,009,144	23.40	2,067,045	57,901	2.88%
STEM	AHS	03111015	3111015	5581	Staff Travel	-	-	350	-	-	(350)	-100.00%
STEM	AHS	03111015	3111015	5611	Instructional Supplies	-	-	5,950	-	6,200	250	4.20%
STEM	AHS	03111015	3111015	5810	Dues & Fees	-	-	1,250	-	1,250	-	0.00%
STEM	BMS	01111015	1111015	5611	Instructional Supplies			2,192		2,192	-	0.00%
STEM	BMS	01111015	1111015	5810	Dues & Fees			550		550	-	0.00%
STEM	OMS	02111015	2111015	5611	Instructional Supplies			1,092		919	(173)	-15.84%
STEM	OMS	02111015	2111015	5810	Dues & Fees			180		-	(180)	-100.00%
<b>STEM Total</b>						-	-	11,564	-	11,111	(453)	-3.92%
STUDENT ACTIVITIES	AHS	03113201	3113201	5111	Certified Salaries	-	-	133,409	-	148,308	14,899	11.17%
STUDENT ACTIVITIES	AHS	03113201	3113201	5690	Other Supplies	-	-	4,530	-	4,530	-	0.00%
STUDENT ACTIVITIES	BMS	01113201	1113201	5111	Certified Salaries	-	-	37,838	-	35,622	(2,216)	-5.86%
STUDENT ACTIVITIES	BMS	01113201	1113201	5690	Other Supplies			600		600	-	0.00%
STUDENT ACTIVITIES	OMS	02113201	2113201	5111	Certified Salaries	-	-	31,630	-	33,342	1,712	5.41%
STUDENT ACTIVITIES	OMS	02113201	2113201	5690	Other Supplies			800		800	-	0.00%



Function	Location	Org Code	Org Code	Object	Description / Department	2018-2019 Budget FTE	2018-2019 Actual FTE	2018-2019 Adopted Budget	2019-2020 Budget FTE	2019-2020 Superintendent Educational Plan	Increase (Decrease)	Variance
<b>STUDENT ACTIVITIES Total</b>						-	-	208,807	-	223,202	14,395	6.89%
SUBSTITUTES	DISTRICT	05151026	5151026	5111	Certified Salaries			323,833		311,572	(12,261)	-3.79%
SUBSTITUTES	DISTRICT	05151026	5151026	5112	Classified Salaries			56,650		56,650	-	0.00%
<b>SUBSTITUTES Total</b>						-	-	380,483	-	368,222	(12,261)	-3.22%
SUMMERWORK	AHS	03152601	3152601	5111	Certified Salaries	-	-	74,444	-	74,691	247	0.33%
SUMMERWORK	BMS	01152601	1152601	5111	Certified Salaries	-	-	29,411	-	28,434	(977)	-3.32%
SUMMERWORK	OMS	02152601	2152601	5111	Certified Salaries	-	-	34,477	-	34,653	176	0.51%
<b>SUMMERWORK Total</b>						-	-	138,332	-	137,778	(554)	-0.40%
TECH EDUCATION	AHS	03111008	3111008	5111	Certified Salaries	5.60	5.60	463,931	5.60	447,032	(16,899)	-3.64%
TECH EDUCATION	AHS	03111008	3111008	5420	Repairs,Maintenance & Cleaning			1,100		1,100	-	0.00%
TECH EDUCATION	AHS	03111008	3111008	5611	Instructional Supplies			25,779		25,779	-	0.00%
TECH EDUCATION	AHS	03111008	3111008	5690	Other Supplies			1,400		1,400	-	0.00%
TECH EDUCATION	BMS	01111008	1111008	5111	Certified Salaries	1.00	1.00	81,431	1.00	85,625	4,194	5.15%
TECH EDUCATION	BMS	01111008	1111008	5420	Repairs,Maintenance & Cleaning			500		500	-	0.00%
TECH EDUCATION	BMS	01111008	1111008	5611	Instructional Supplies			7,700		7,700	-	0.00%
TECH EDUCATION	BMS	01111008	1111008	5730	Equipment - New			3,195			(3,195)	-100.00%
TECH EDUCATION	BMS	01111008	1111008	5810	Dues & Fees			300		100	(200)	-66.67%
TECH EDUCATION	OMS	02111008	2111008	5111	Certified Salaries	1.00	1.00	90,163	1.00	91,291	1,128	1.25%
TECH EDUCATION	OMS	02111008	2111008	5420	Repairs,Maintenance & Cleaning			500		500	-	0.00%
TECH EDUCATION	OMS	02111008	2111008	5611	Instructional Supplies			8,000		7,972	(28)	-0.35%
TECH EDUCATION	OMS	02111008	2111008	5730	Equipment - New			3,184			(3,184)	-100.00%
TECH EDUCATION	OMS	02111008	2111008	5810	Dues & Fees			150		150	-	0.00%
<b>TECH EDUCATION Total</b>						7.60	7.60	687,333	7.60	669,149	(18,184)	-2.65%
TECHNOLOGY	DISTRICT	05142350	5142350	5111	Certified Salaries	1.00	1.00	99,448	1.00	103,196	3,748	3.77%
TECHNOLOGY	DISTRICT	05142350	5142350	5112	Classified Salaries	7.00	7.00	427,085	7.00	459,492	32,407	7.59%
TECHNOLOGY	DISTRICT	05142350	5142350	5330	Other Professional & Tech Srvc			15,000		115,995	100,995	673.30%
TECHNOLOGY	DISTRICT	05142350	5142350	5420	Repairs,Maintenance & Cleaning			7,500		21,650	14,150	188.67%
TECHNOLOGY	DISTRICT	05142350	5142350	5550	Communications: Tel,Post,Etc.			45,600		45,600	-	0.00%
TECHNOLOGY	DISTRICT	05142350	5142350	5580	Staff Travel			1,200		1,200	-	0.00%
TECHNOLOGY	DISTRICT	05142350	5142350	5581	Travel - Conferences			7,275		7,275	-	0.00%
TECHNOLOGY	DISTRICT	05142350	5142350	5590	Other Purchased Services			100		200	100	100.00%
TECHNOLOGY	DISTRICT	05142350	5142350	5690	Other Supplies			269,226		291,632	22,406	8.32%



Function	Location	Org Code	Org Code	Object	Description / Department	2018-2019 Budget FTE	2018-2019 Actual FTE	2018-2019 Adopted Budget	2019-2020 Budget FTE	2019-2020 Superintende nt Educational Plan	Increase (Decrease)	Variance
TECHNOLOGY	DISTRICT	05142350	5142350	5730	Equipment - New			183,000		105,582	(77,418)	-42.30%
TECHNOLOGY	DISTRICT	05142350	5142350	5731	Equipment - Replacement			144,381		115,865	(28,516)	-19.75%
<b>TECHNOLOGY Total</b>						8.00	8.00	1,199,815	8.00	1,267,687	67,872	5.66%
THEATER	AHS	03111017	3111017	5111	Certified Salaries	2.20	2.20	173,607	2.20	180,665	7,058	4.07%
THEATER	AHS	03111017	3111017	5810	Dues & Fees			1,000		1,000	-	0.00%
THEATER	AHS	03111017	3111017	5330	Other Professional & Tech Srvc			357		357	-	0.00%
<b>THEATER Total</b>						2.20	2.20	174,964	2.20	182,022	7,058	4.03%
TRANSPORTATION	AHS	03142700	3142700	5510	Pupil Transportation			35,000		35,000	-	0.00%
TRANSPORTATION	BMS	01142700	1142700	5510	Pupil Transportation			3,450		3,552	102	2.96%
TRANSPORTATION	DISTRICT	05142700	5142700	5510	Pupil Transportation			1,375,641		1,408,135	32,494	2.36%
TRANSPORTATION	DISTRICT	05142700	5142700	5512	Vo-Ag / Vo-Tech Regular Education			255,310		257,195	1,885	0.74%
TRANSPORTATION	DISTRICT	05142700	5142700	5513	In District Private Regular Education			21,400		24,000	2,600	12.15%
TRANSPORTATION	DISTRICT	05142700	5142700	5514	In District Public Regular Education			5,300		5,300	-	0.00%
TRANSPORTATION	DISTRICT	05142700	5142700	5515	Out District Public Regular Education			26,775		26,775	-	0.00%
TRANSPORTATION	DISTRICT	05142700	5142700	5627	Transportation Supplies			151,900		122,400	(29,500)	-19.42%
TRANSPORTATION	DPS	04126110	4126110	5510	Pupil Transportation			298,660		287,753	(10,907)	-3.65%
TRANSPORTATION	DPS	04126116	4126116	5510	Pupil Transportation			332,300		305,630	(26,670)	-8.03%
TRANSPORTATION	DPS	04126130	4126130	5510	Pupil Transportation			434,290		537,360	103,070	23.73%
TRANSPORTATION	OMS	02142700	2142700	5510	Pupil Transportation			3,000		3,000	-	0.00%
<b>TRANSPORTATION Total</b>						-	-	2,943,026	-	3,016,100	73,074	2.48%
WORLD LANGUAGE	AHS	03111006	3111006	5111	Certified Salaries	14.00	14.00	1,092,793	14.00	1,096,435	3,642	0.33%
WORLD LANGUAGE	AHS	03111006	3111006	5611	Instructional Supplies			16,155		4,850	(11,305)	-69.98%
WORLD LANGUAGE	AHS	03111006	3111006	5641	Text & Digital Resources			2,000		2,000	-	0.00%
WORLD LANGUAGE	AHS	03111006	3111006	5810	Dues & Fees			940		1,570	630	67.02%
WORLD LANGUAGE	BMS	01111006	1111006	5111	Certified Salaries	4.50	4.50	322,195	4.50	345,952	23,757	7.37%
WORLD LANGUAGE	BMS	01111006	1111006	5611	Instructional Supplies			6,115		5,491	(624)	-10.20%
WORLD LANGUAGE	BMS	01111006	1111006	5690	Other Supplies			107		107	-	0.00%
WORLD LANGUAGE	BMS	01111006	1111006	5810	Other Supplies			500		500	-	0.00%
WORLD LANGUAGE	OMS	02111006	2111006	5111	Certified Salaries	4.50	4.50	357,268	4.50	327,953	(29,315)	-8.21%
WORLD LANGUAGE	OMS	02111006	2111006	5611	Instructional Supplies			6,591		4,840	(1,751)	-26.57%
<b>WORLD LANGUAGE Total</b>						23.00	23.00	1,804,664	23.00	1,789,698	(14,966)	-0.83%
<b>Grand Total</b>						320.82	320.66	49,026,535	327.32	49,930,305	903,770	1.84%



## Community Relations

### Fiscal Authority

The Board of Education shall work with appropriate fiscal authorities throughout the budgeting process to develop a clearer understanding of school and student needs to improve education in the community.

The Board of Education will meet and confer with the fiscal authority prior to collective bargaining, and further, it will cooperate with the fiscal authority in developing a sound fiscal base for school operation.

Legal Reference: Connecticut General Statutes

10-153d Meeting between board of education and fiscal authority required.  
Duty to negotiate.

Policy adopted: June 13, 2005

AMITY REGIONAL SCHOOL DISTRICT NO. 5  
Woodbridge, Connecticut

## Students

### School Safety

#### School Resource Officer

In order to make schools more orderly, safer and secure, the district may utilize a police officer to deliver services as a School Resource Officer (SRO), as guided by an agreement between the Board of Education and a law enforcement agency. The agreement shall address daily interactions among students, school personnel, and police officers, and shall include a graduated response model for student discipline.

The Superintendent of Schools will develop administrative regulations as necessary to implement this policy. The Board, or its designee, will work in cooperation with the law enforcement agency in the placement of a School Resource Officer at Amity Regional High School. **Any additional district facilities upon approval of the Board may also qualify for placement of an SRO. The Superintendent will make such suggestions to the Board when needed.**

It is understood and agreed that the Board of Education and the Police Department officials share the following goals and objectives with regard to the School Resource Officer (SRO) Program in the schools:

1. To foster educational programs and activities that will increase student's knowledge of and respect for the law and the function of law enforcement agencies;
2. To encourage SROs to attend extra-curricular activities held at schools, when possible;
3. To act swiftly and cooperatively when responding to major disruptions and flagrant criminal offenses at school, such as: disorderly conduct by trespassers, the possession and/or use of weapons on campus, the sale and/or distribution of controlled substances, and riots;
4. To report serious crimes that occur on campus and to cooperate with the law enforcement officials in their investigation of crimes that occur at school; and
5. To cooperate with law enforcement officials in their investigations of criminal offenses which occur off campus.
6. To be involved in the development of District and school safety/crisis plans.

## **Students**

### **School Safety**

#### **School Resource Officer**

Duties include, but are not limited to:

1. The observation and reporting of any unlawful act;
2. The prevention of theft or misappropriation of any item of value;
3. The control of access to premises being protected;
4. The maintenance of order and safety at public activities;
5. Protection of district property, students, staff and persons and property on or about district property or while attending district-sponsored activities.
6. Investigating and documenting specific incidents;
7. Assistance in identifying, intervening and communicating with at-risk students;
8. Provision of crime prevention education;
9. Promotion of a positive student attitude towards law enforcement;
10. Operating as a liaison between the community and the District.

## **Students**

### **School Safety**

#### **School Resource Officer**

(cf. 5114 - Suspension/Expulsion; Student Due Process)

(cf. 5131 - Student Conduct)

(cf. 5131.2 - Assault)

(cf. 5131.21 - Terrorist Acts/Threats)

(cf. 5131.4 - School Grounds Disturbances)

(cf. 5131.41 - In-School Disturbances)

(cf. 5131.5 - Vandalism)

(cf. 5131.6 - Drugs, Tobacco, Alcohol)

(cf. 5131.61 - Inhalant Abuse)

(cf. 5131.612 - Surrender of Physical Evidenced Obtained from Students)

(cf. 5131.7 - Weapons and Dangerous Instruments)

(cf. 5131.8 - Off School Grounds Misconduct)

(cf. 5131.9 - Gang Activity or Association)

(cf. 5141.6 - Crisis Management)

(cf. 5142 - Safety)

(cf. 5144 - Use of Physical Force)

(cf. 5145.11 - Questioning and Apprehension)

(cf. 5145.12 - Search and Seizure)

(cf. 5145.121 - Vehicle Searches on School Grounds)

## **Students**

### **School Safety**

#### **School Resource Officer**

Legal Reference: Connecticut General Statutes

4-176e through 4-180a. Contested Cases. Notice. Record.

10-220 Duties of boards of education.

10-233a through 10-233f. Suspension, removal and expulsion of students, as amended by PA 95-304, PA 96-244, and PA 98-139.

53a-3 Definitions.

53a-217b Possession of Firearms and Deadly Weapons on School Grounds.

PA 15-168 An Act Concerning Collaboration Between Boards of Education and School Resource Officers and the Collection and Reporting of Data on School-Based Arrests

PA 94-221 An Act Concerning School Discipline and Safety.

GOALS 2000: Educate America Act, Pub. L. 103-227.

18 U.S.C. 921 Definitions.

Title III - Amendments to the Individuals with Disabilities Education Act.

Sec. 314 (Local Control Over Violence)

Elementary and Secondary Act of 1965 as amended by the Gun Free Schools Act of 1994.

P.L. 105-17 The Individuals with Disabilities Act, Amendment of 1997.

Kyle P. Packer PPA Jane Packer v. Thomaston Board of Education.

*Suggested bylaw to consider.*

## Bylaws of the Board

### Limits of Authority

The Board of Education is the unit of authority. \_Apart from their function as part of the unit, Board members have no individual authority. \_Individually the Board member may not commit the ~~D~~istrict to any policy, act or expenditure. \_The Board member is prohibited from doing business with the ~~S~~school ~~D~~istrict and from having an interest in any contract with the ~~S~~school ~~D~~istrict in general. The Board member does not represent a factional segment of the community, but is rather a part of the body which represents and acts for the community as whole.

No individual member of the Board, by virtue of holding office, shall exercise any administrative responsibility with respect to the schools, nor as an individual command the services of any school employee.

No member of the Board of Education shall be asked to perform any routine or clerical duties which may be assigned to an employee.

Legal Reference: Connecticut General Statutes

10-220 Duties of boards of education.

10-232 Restrictions on employment of members of the board of education.

Bylaw adopted by the Board:

## **Business/Non-Instructional Operations**

### **Transfer of Funds Between Categories; Amendments**

The Superintendent shall be responsible for administering and monitoring the budget through the course of the year. The Superintendent and the Director of Finance and Administration shall maintain a system of appropriate expenditures and encumbrance accounting that is organized to conform to the requirements for ~~state~~State and Federal Accounting Reports. A monthly budget report shall be prepared in the same format as the annual budget showing revenues and expenditures for each line item the appropriated budget amount, expenditures to date (to include encumbered and expended amounts), projected expenditures, difference between the projected expenditures and the appropriation, and general comments indicating the reasons for the difference.

Based upon the above reports, budget transfers shall be made according to the following:

1. Transfers within an object code of a budget line item, for departments or programs in each school, may be made in the amount up to \$3,000 per event by the school Principal with the approval of the Director of Finance and Administration;
2. Transfers between object codes within a budget line item, for departments or programs in each school, may be made in an amount up to \$3,000 per event by the school Principal with the approval of the Director of Finance and Administration; and
3. Transfers from one budget line item to another may be made by the Director of Finance and Administration with the approval of the Superintendent, the Finance Committee and the Board of Education.

In all cases, the Director of Finance and Administration shall maintain a list of all transfers and submit it to the Finance Committee at its monthly meeting.

Any transfers requiring approval of the Finance Committee and the Board of Education shall be submitted as necessary and in a timely manner.

The Superintendent is authorized to make such transfers for health and safety reasons or as necessary if the urgent need for the transfer prevents the Finance Committee and Board of Education from meeting in a timely fashion to consider the transfer, provided that such transfers by the Superintendent shall not exceed \$10,000. The limit applies to each emergency transaction and is not cumulative for the year. Transfers made in such instances shall be presented for ratification at the next regularly scheduled meetings of the Finance Committee and the Board of Education.

Legal Reference: Connecticut General Statutes  
10-222 Appropriations and budget: ~~(as amended by PA 98-141)~~

Policy adopted: November 14, 2005 AMITY REGIONAL SCHOOL DISTRICT NO. 5  
Woodbridge, Connecticut



## **Business/Non-Instructional Operations**

### **Gifts, Grants and Bequests**

The Superintendent of Schools shall set up criteria to be met in the acceptance of gifts and the procedure for examining and evaluating offers of gifts to the school system.

Any such gifts, grants, and bequests may contain identification of the donor. All gifts shall be accepted for the school system as a whole. The Board of Education may accept on behalf of and for the schools any bequest or gift of money or property for a purpose deemed by the Board of Education to be suitable and to utilize such money or property so designated.

Legal Reference: Connecticut General Statutes

10-47 Powers of regional board. Meetings

10-9 Bequests for educational purposes

Policy adopted: November 14, 2005

AMITY REGIONAL SCHOOL DISTRICT NO. 5  
Woodbridge, Connecticut

## **Business/Non-Instructional Operations**

### **Gifts, Grants and Bequests**

Any gift presented to the school system must be accompanied by a letter from the donor for official action and recognition by the Board of Education.

To be acceptable, a gift must satisfy the following criteria:

1. Have a purpose consistent with those of the school system;
2. Be offered by a donor acceptable to the Board of Education;
3. Will not add to staff load;
4. Will not begin a program which the Board of Education would be unwilling to take over when the gift or grant funds are exhausted;
5. Would not bring undesirable or hidden costs to the school system;
6. Will place no restrictions on the school program;
7. Will not be inappropriate or harmful to the best education of students;
8. Will not imply endorsement of any business or product; or
9. Will not be in conflict with any provision of State law or public law.

All gifts, grants, and bequests shall become the property of the school system.

A letter of appreciation signed by the Chairperson of the Board of Education and by the Superintendent of Schools shall be sent to a donor.

Legal Reference: Connecticut General Statutes

10-47 Powers of regional board. Meetings.

10-9 Bequests for educational purposes.

Regulation approved: November 14, 2005 AMITY REGIONAL SCHOOL DISTRICT NO. 5  
Woodbridge, Connecticut

*An optional sample policy to consider.*

## **Business and Non-Instructional Operations**

### **Funds Management**

### **Grants and Other Revenue**

Consistent with Board goals and objectives to provide the best educational opportunities for all children in the district, the Board encourages the Superintendent to seek supplementary revenue to state aid and local taxation.

Therefore, the Superintendent shall:

1. investigate new sources of revenue whether local, state, or federal;
2. propose new revenue sources and associated programs to the Board of Education for approval;
3. implement measures necessary to apply for/receive additional revenues.

Subsequent to the Board's approval of a program or of its continuation, the Superintendent, or designee, is authorized to sign all required forms for state and federal programs.

The Superintendent shall report annually, as part of budget preparation, on the status of all state and federal grants and programs, including the financial status of each program including a recommendation to continue, modify, or discontinue each program.

Legal Reference: Connecticut General Statutes

10-220 Duties of boards of education.

Policy adopted:

cps 7/00

## **Business/Non-Instructional Operations**

### **Investing**

#### **Short Term**

The Superintendent of Schools/designee shall deposit or invest any funds which are not needed immediately for the operation of the school system in any manner permitted school districts in C.G.S. 7-~~400-399~~ et seq - Municipal Finance.

The Amity Regional School District No. 5 Board of Education authorizes its Treasurer and Superintendent of Schools to so invest such funds.

Any income derived from such deposits or investments shall be credited to General Fund Revenues.

#### **Long-Term**

The Board shall approve and maintain an investment policy asset allocation plan for its non-certified pension. The Board shall receive quarterly reports on the performance of its investments.

This policy shall be reviewed periodically by the Amity Finance Committee and the Board.

#### **Capital and Nonrecurring Expenses**

The Board, by a majority vote of its members shall maintain a “reserve fund for capital and nonrecurring expenditures.” The aggregate amount of annual and supplemental appropriations by the District to such fund shall not exceed one percent of the annual District budget for such fiscal year. Annual appropriations to such fund shall be included in the share of net expenses to be paid by each member town. Supplemental appropriations to such fund may be made from estimated fiscal year-end surplus in operating funds. Interest and investment earnings received with respect to amounts held in the fund shall be credited to such fund. The Board shall annually submit a complete and detailed report of the condition of such fund to the member towns. Upon the recommendation and approval by the Board of Education, any part or the whole of such fund may be used for capital and nonrecurring expenditures, but such use shall be restricted to the financing of all or part of the planning, construction, reconstruction, or acquisition of any specific capital improvement or the acquisition of any specific item of equipment. Upon the approval of any such expenditure, an appropriation shall be set up, plainly designated for the project or acquisition for which it has been authorized, and such unexpended appropriation may be continued until such project or acquisition is completed. Any unexpended portion of such appropriation remaining after such completion shall revert to said fund. If any authorized appropriation is set up pursuant to C.G.S. 10-51, as amended, and through unforeseen circumstances, the completion of the project or acquisition for which such appropriation has been designated is impossible to attain the Board, by a majority vote of its members, may terminate such appropriation which then shall no longer be in effect. Such fund may be discontinued, after the recommendation and approval by the Board, and any amounts held in the fund shall be transferred to the District’s general fund.

**Business/Non-Instructional Operations**

**Investing (continued)**

**Capital and Nonrecurring Expenses (continued)**

The Board, by a majority vote of its members, shall maintain a reserve fund for accrued liabilities for employee sick leave and severance benefits. Such fund shall be termed “reserve fund for employee sick leave and severance benefits.” The aggregate amount of annual and supplemental appropriations by the District to such fund in any one fiscal year shall not exceed the actuarially recommended contribution from the annual District budget for such fiscal year. No payments shall be made to the fund which shall cause the amount of such fund to exceed the accrued liability for such employee benefits as determined by the District’s annual financial statements, except for the addition of interest and investment earnings with respect to amounts held in the fund. Annual appropriations to such fund shall be included in the share of net expenses to be paid by each member town. Supplemental appropriations to such fund may be made from estimated fiscal year end surplus in operating funds. Interest and investment earnings received with respect to amounts held in the fund shall be credited to such fund. The Board shall annually submit a complete and detailed report of the condition of such fund to the member towns. Upon the approval of the Board, by a majority vote of its members, any part or the whole of such fund may be used for the payment of employee sick leave and severance benefits without further appropriation. Such fund may be discontinued, after recommendation and approval by the Board, and any amounts held in the fund shall be transferred to the District’s general fund.

Legal Reference: Connecticut General Statutes

7-400 Investment of funds.

10-51 Fiscal year. Budget. Payments by member town; adjustments to payments. Investment of funds. Temporary borrowing. (as amended by PA 06-192)

PA 06-192 An Act Concerning Minor Revisions to the Educations Statutues

Policy adopted: November 14, 2005 AMITY REGIONAL SCHOOL DISTRICT NO. 5  
Woodbridge, Connecticut

Policy adopted: ~~November 14, 2005~~ ~~AMITY REGIONAL SCHOOL DISTRICT NO. 5~~  
~~Woodbridge, Connecticut~~

## **Business/Non-Instructional Operations**

### **Deposit Policy for Custodial Credit Risk**

#### **I. Purpose:**

This policy establishes the process of evaluating the custodial credit risk and taking action to make sure the District's cash is maintained in a qualified public depository and/or the State Treasurer's Investment Fund (STIF).

#### **II. Definitions:**

**Custodial credit risk** is the risk that, in the event of a bank failure, the District will not be able to recover its cash deposits or will not be able to recover collateral securities that are in the possession of an outside party.

**Qualified public depository** means a bank, Connecticut credit union, federal credit union or an out-of-state bank that maintains in this state a branch, as defined in Connecticut General Statute Section 36a-410, which receives or holds public deposits and (A) segregates eligible collateral for public deposits as described in Connecticut General Statute Section 36a-333, or (B) arranges for a letter of credit to be issued in accordance with Connecticut General Statute Section 36a-337.

#### **III. Responsibilities:**

The Superintendent of Schools shall have the responsibility and authority to select the qualified public depository in which the District's cash deposits shall be maintained.

The Director of Finance and Administration shall have the responsibility to inform the Superintendent of Schools on the soundness and suitability of the qualified public depository used by the District.

The Superintendent of Schools and Board Treasurer shall approve all transfers of funds.

**Business/Non-Instructional Operations**

**Deposit Policy for Custodial Credit Risk - Continued**

IV. Evaluation of Depository:

- A. The Director of Finance and Administration shall monitor the soundness of the depository used by the District on a quarterly basis.
- B. The Director of Finance and Administration shall notify the Superintendent of Schools immediately when there is a known high risk of bank failure of the depository in which the District's cash deposits are maintained. The Superintendent of Schools and Treasurer of the Board will take immediate action to protect assets when there is a suspected or known risk of bank failure.
- C. The Superintendent of Schools shall report any changes in the depository in which the District's cash deposits are maintained to the Amity Finance Committee and Amity Board of Education.

Legal Reference: Connecticut General Statutes

36a-333 Collateral requirements

36a-337 Securing of public deposits

361-410 Definitions

Policy adopted: May 9, 2011

AMITY REGIONAL SCHOOL DISTRICT NO. 5  
Woodbridge, Connecticut

## **Business/Non-Instructional Operations**

### **Quantity Purchasing: Standardization of Supplies and Equipment**

To help achieve both quality control and the price advantages of quantity purchasing, the administration is encouraged to:

1. Set specifications for goods and services as needed;
2. Cite several existing, commercially available “standard brand” that meet these qualifications acceptable as examples; and
3. Invite and/or advertise for vendors to bid on those examples, or comparable ones which the vendors believe to be acceptable according to the specifications.

Nothing in this policy will prevent the administration from deviating from it when, in its judgment, circumstances warrant.

(cf. 3323 – Soliciting Prices re Bids and Quotations)

## **Business/Non-Instructional Operations**

### **Access of Vendors to Teachers**

Salespersons and representatives of fund-raising organizations shall not be permitted to solicit within the schools except for the following:

Sales representatives of educational products with prior permission from the school administration may see members of the school staff at times that will not interfere with the educational program. School Principals may give such permission.

## **Business/Non-Instructional Operations**

### **Purchasing Policy**

The procurement function is one of the major business responsibilities of the Board of Education.

The duties of purchasing for the Board of Education shall be the responsibility of the Superintendent of Schools and centralized under the Director of Finance and Administration.

The Director of Finance and Administration shall conduct all purchase transactions for the District.

The Director of Finance and Administration shall be familiar with and perform all purchasing activities within the limitations prescribed by law, legal opinions, and in accordance with Board of Education policies.

Every transaction involving the transfer of property shall be by purchase order or formal contract.

Purchase orders and other purchase obligations shall be signed by the Superintendent of Schools or designee.

## **Business/Non-Instructional Operations**

### **Purchasing Policy**

The Amity Regional School District No. 5 Board of Education recognizes its obligation to deal fairly in its purchasing practices. The Board of Education and its employees will not knowingly extend favoritism to any vendor.

Definitions:

**Competitive Negotiation** means a procedure for contracting for commodities, contractual services (including construction), in which (A) proposals are solicited from qualified suppliers by a request for proposals, and (B) changes may be negotiated in proposals and prices after being submitted.

**Competitive Sealed Proposal Process** is the purchasing process set forth below. The process shall include the utilization of Competitive Negotiation.

**Equipment** means personal property costing \$1,000 or more of a durable nature that retains its identity throughout its useful life.

**Established Catalog Price** means the price included in a catalog, price list, schedule or other form that:

1. is regularly maintained by a manufacturer or contractor;
2. is either published or otherwise available for inspection by customers; and
3. states prices at which sales are currently or were last made to a significant number of any category of buyer or buyers constituting the general buying public for the commodities or services involved.

**Invitation for Bids** means all documents, whether attached or incorporated by reference, utilized for soliciting bids.

**Multi-Step Competitive Sealed Bidding** means a competitive process calling for separate submissions of proposals or responses following the issuance of a Request for Information, Request for Qualifications or other solicitation prior to the issuance of an Invitation for Bid. The issuance of these solicitations may constitute the first step or steps of a process followed by a call for non-negotiable competitive-price bid. A Request for Qualifications may also be utilized as the first step in the Competitive Sealed Proposal process.

**Procurement** means buying, purchasing, renting, leasing, or otherwise acquiring any commodities, services, property or construction or obtaining a benefit from the District even in the event the District is not responsible for compensation. It also includes all functions that pertain to the obtaining of any commodity, service, or construction, including description of requirements, selection and solicitation of sources, preparation and award of a contract or purchase order, and all phases of contract administration.

## **Business/Non-Instructional Operations**

### **Purchasing Policy**

**Professional Services** means any type of service to the public that requires that members of a profession rendering such service obtain a license or other legal authorization as a condition precedent to the rendition thereof, limited to the professional services of architects, professional engineers, or jointly by architects and professional engineers, landscape architects, certified public accountants and public accountants, land surveyors, attorneys-at-law, psychologists, licensed marital and family therapists, licensed professional counselors and licensed clinical social workers. A contract for professional services may run to individuals or to business entities.

**Proposal Development Documents** means drawings and other design related documents that are sufficient to fix and describe the size and character of an infrastructure facility as to architectural, structural, mechanical and electrical systems, materials, and such other elements as may be appropriate to the applicable project delivery method.

**Public Notice** means the distribution or dissemination of information to interested parties using methods that are reasonably available and comport with the requirements of the Freedom of Information laws set forth in the Connecticut General Statutes. Such methods will often include publication in newspapers of general circulation, electronic or paper mailing lists, and web site(s) designated by the District.

**Request for Information** means the document used in informal, uncompetitive solicitation of information, data, comments, or reactions from possible suppliers preceding the issuance of a Request for Proposal, a Request for Qualifications or an Invitation for Bid.

**Request for Proposals** means the solicitation document used in the competitive sealed proposals process. The procedure allows changes to be made to the responses after other proposals are opened and contemplates that the scope of services of the proposals and/or prices offered will be negotiated prior to award.

**Request for Qualification** means the solicitation document generally used to seek information required for the pre-qualification of a bidder or in the solicitation of a lawyer, architect or engineer.

### **The General Rule: Competitive Sealed Bidding or Proposals**

#### **1. Competitive Sealed Bidding**

- a. **Conditions for Use.** Purchase orders or contracts, in an amount in excess of \$10,000.00, shall be awarded by competitive sealed bidding unless the Director of Finance and Administration determines that an alternate method of source selection, as set forth in this policy, is appropriate.
- b. **Invitation for Bids.** An Invitation for Bids shall be issued and shall include specifications and any other descriptions of the commodity, and all proposed

## **Business/Non-Instructional Operations**

### **Purchasing Policy**

and/or mandatory contractual terms, special terms and conditions applicable to the Procurement, other legal and regulatory requirements. With respect to any particular Invitation for Bids, the Director of Finance and Administration may vary any clauses if he/she deems it in the best interest of the District.

- c. **Public Notice.** Adequate public notice of the Invitation for Bids shall be given a reasonable time period prior to the date set forth therein for the opening of bids and in a manner that the Director of Finance and Administration determines will maximize public participation and competition in the Competitive Sealed Bidding process.
  - i. Such notice shall be inserted, at least ten (10) calendar days before the final date of submitting bids, in a major daily newspaper published in the area and may, in the sole discretion of the Director of Finance and Administration, be posted on the internet.
    - 1. *Notice following pre-qualification of Bidders.* In the event of a multi-step competitive or sealed bid, said notice may be sent only to the vendors qualified to bid.
  - ii. Each notice of a planned purchase under this policy shall indicate the type of commodities or services to be purchased.
- d. **Bid Opening.** Bids shall be opened publicly at the time and place designated in the Invitation for Bids. The amount of each bid, together with the name of each bidder shall be recorded; the record and each bid shall be open to public inspection.
  - i. Each bid shall be kept sealed or secured until opened publicly at the time stated in the notice soliciting such bid.
- e. **Bid Acceptance and Bid Evaluation.** Bids shall be unconditionally accepted without alteration or correction, except as authorized in this policy. The Invitation for Bid may set forth the evaluation criteria to be used. No criteria may be used in a bid evaluation that is not set forth in the Invitation for Bids. In the event there is no specific evaluation criterion set forth in the Invitation for Bids, evaluation will be based on a determination of the lowest responsible, qualified and responsive bidder as set forth in this policy.
  - i. **Evaluation Criteria.** Bids shall be evaluated by the Director of Finance and Administration and/or consultants if so designated by the Superintendent of Schools, based on the requirements set forth in the Invitation for Bids, which may include criteria to determine acceptability such as inspection, testing, quality, workmanship, delivery, and suitability

## **Business/Non-Instructional Operations**

### **Purchasing Policy**

for a particular purpose; and,

- ii. **Objectively Measurable Criteria.** Those criteria that will affect the bid price and be considered in evaluation for award shall be objectively measurable, such as discounts, transportation costs, and total or life cycle costs.
- f. **Correction or Withdrawal of Bids; Cancellation of Awards.** Correction or withdrawal of inadvertently erroneous bids before or after award, or cancellation of awards of contracts or purchase orders based on such bid mistakes, shall be permitted with the approval, in writing, of the Director of Finance and Administration. Said actions by the Director of Finance and Administration shall take into consideration preservation of the integrity of the Competitive Sealed Bidding process under this policy.
  - i. **Prohibited Practices Following Bid Opening.** After bid opening, no changes in bid prices or other provisions of bids prejudicial to the interest of the District or fair competition shall be permitted.
  - ii. **Written Determination Regarding Cancellation of Awards or Contracts or Purchase Orders.** Except as otherwise provided by regulation and/or policy, all decisions to permit the correction or withdrawal of bids, or cancel awards of contracts or purchase orders based on bid mistakes shall be supported by a written determination made by the Director of Finance and Administration.
- g. **Award**
  - i. **Lowest Responsible, Qualified and Responsive Bidder.** The contract or purchase order shall be awarded with reasonable promptness by written notice to the lowest responsible, qualified and responsive bidder whose bid meets the requirements and evaluation criteria, if any, set forth in the Invitation for Bids, or criteria established by the Director of Finance and Administration.
    - 1. In considering past performance of a bidder for the purpose of determining the "lowest responsible, qualified and responsive bidder", the Director of Finance and Administration shall evaluate the skill, ability and integrity of the bidder in terms of the bidder's fulfillment of past contractual obligations and the bidder's experience or lack of experience in delivering equipment, materials, supplies or contractual services of the size or amount for which bids have been solicited.

## **Business/Non-Instructional Operations**

### **Purchasing Policy**

2. The Director of Finance and Administration may reject any or all bids or parts of bids or bids for any one or more commodities or contractual services, when he/she shall deem that the public interest will be served.
- ii. **Construction Project Exception: Permissible Adjustment of the Bid Price.** Unless otherwise prohibited by federal or state law, regulation or agency requirement, with respect to construction projects only, the Director of Finance and Administration is authorized to negotiate an adjustment of the bid price, including changes in the bid requirements, with the lowest responsible and responsive bidder, in order to bring the bid within the amount of available funds, in the event,
  1. all bids for a construction project exceed available funds;
  2. the low responsible and responsive bid does not exceed such funds by more than ten (10%) percent; and,
  3. the time or economic considerations preclude re-solicitation of work of a reduced scope.
- h. **Multi-Step Competitive Sealed Bidding.** When it is considered impractical to initially issue an Invitation for Bid, the Director of Finance and Administration may issue a Request for Information or Request for Proposals (requesting technical information) or Request for Qualifications (requesting the qualifications of bidders) as the first step(s) in the process, to be followed by an Invitation for Bids which may be limited to those bidders who have been qualified under the criteria set forth in the first solicitation.

## **2. Competitive Sealed Proposals**

### **a. Conditions for Use**

- i. **Finding by Superintendent of Schools.** Purchase orders or contracts, in excess of \$10,000.00, may be entered into following the issuance of competitive sealed proposals when the Superintendent of Schools or his/her designee determines that the use of Competitive Sealed Bidding is either not practicable or not advantageous to the District. As a general rule the Competitive Sealed Proposal shall be utilized for services, construction contracts and other commodities or services not susceptible to a competitive sealed bid.
- ii. **Professional Services Other Than Architectural and Engineering** are exempt from the provisions of this policy; however, the Director of

## **Business/Non-Instructional Operations**

### **Purchasing Policy**

Finance and Administration may utilize the Competitive Sealed Proposal process set forth in this policy.

- b. **Requests for Proposals.** Proposals shall be solicited through a Request for Proposals. As required by the Director of Finance and Administration, a Request for Information, Request for Qualifications or other forms of solicitation may be utilized to ascertain information, to establish qualifications, or to establish a list of those eligible to submit bids or proposals at subsequent steps in the procurement process in a manner established by the Director of Finance and Administration. The solicitations shall also contain, among other things, a description of the projected scope of services or system requirements, a notice of mandatory district contractual provisions or terms and conditions required by this policy or other state or federal agencies. Services shall be selected on the basis of a Request for Proposals. The Director of Finance and Administration shall establish guidelines identifying the content of Requests for Proposals.
- c. **Public Notice.** Adequate Public Notice of the Request for Proposals shall be given a reasonable time period prior to the date set forth therein for the opening of proposals and in a manner that the Director of Finance and Administration determines will maximize public participation and competition in the Competitive Sealed Proposal process.
  - i. Such notice shall be inserted, at least ten (10) calendar days before the final date of submitting proposals in the major daily newspaper published in the district and may, in the sole discretion of the Director of Finance and Administration, be posted on the internet.
    - 1. *Notice following pre-qualification of Bidders.* In the event of pre-qualification of bidders, said notice may be sent only to the vendors qualified to respond.
  - ii. Each notice of a planned purchase under this policy shall indicate the type of commodities or services to be purchased.
- d. **Receipt of Proposals: Register of Proposals.** Proposals shall be opened publicly at the time and place designated in the Request for Proposals. Proposals shall be opened and only the names of each bidder recorded so as to avoid disclosure of contents to competing bidders during the process of negotiation. A register of proposals shall be prepared in a format established by the Director of Finance and Administration.
  - i. The register shall be open for public inspection after the award of the contract or purchase order, with the exception of confidential trade and business information withheld in accordance with Connecticut General

## **Business/Non-Instructional Operations**

### **Purchasing Policy**

Statutes.

- e. **Evaluation Factors and Criteria.** The Request for Proposals shall state all evaluation criteria including, but not limited to:

- i. demonstrated compliance with the design or other requirements;
- ii. proposer's qualifications;
- iii. financial capacity;
- iv. project schedule;
- v. price or life cycle price, where appropriate; and,
- vi. other factors, if any.

Notwithstanding the aforementioned criteria, additional factors may be considered at the discretion of the Director of Finance and Administration prior to the opening of the proposals.

- f. **Correction or Withdrawal of Proposals; Cancellation of Awards.** Correction or withdrawal of inadvertently erroneous proposals before or after award, or cancellation of awards of contracts or purchase orders based on such mistakes, may be permitted by the Director of Finance and Administration, provided that such determinations by the Director of Finance and Administration shall take into consideration preservation of the integrity of the Competitive Sealed Proposal process under this policy.

- i. **Prohibited Practices Following Opening of Proposals.** After opening the proposals, no changes in prices or other provisions of proposals prejudicial to the interest of the district or fair competition shall be permitted.
- ii. **Written Determination Regarding Cancellation of Awards or Contracts or Purchase Orders.** Except as otherwise provided by any regulation and/or policy, all decisions to permit the correction or withdrawal of proposals, or cancel awards of contracts or purchase orders based on proposal mistakes shall be supported by a written determination made by the Director of Finance and Administration.

- g. **Selection Process.** The Superintendent of Schools or his/her designee shall review responses to Requests for Proposals. In no case shall an employee with a financial interest in the transaction be designated to review responses to Requests

## **Business/Non-Instructional Operations**

### **Purchasing Policy**

for Proposals.

- i. **Review of Responses to Request for Proposals.** The Superintendent of Schools or his/her designee shall evaluate the Responses to Requests for Proposals. Such selection process may include interviews or oral presentations, with the determination of those to be invited to be interviewed or to make an oral presentation to be based on the established evaluation factors. The Superintendent may also establish a selection committee to assist him in the process.
- ii. **Recommendation.** Based on the review, the Superintendent of Schools or his/her designee shall prepare a list, in rank order based on the established evaluation factors, of no fewer than three firms, if possible.
- iii. **Negotiation.** The Director of Finance and Administration shall negotiate a contract, including in regard to cost and scope, with the firm rated highest by the Superintendent of Schools or his/her designee.
- iv. **Failure to Negotiate a Contract.** Should the Director of Finance and Administration be unable to negotiate a satisfactory contract that he/she determines to be fair and reasonable to the District with the firm selected for negotiations in accordance with this section, the Director of Finance and Administration may then continue this process, starting with the next highest rated firm on the list, until such time as a contract determined by the Director of Finance and Administration to be fair and reasonable to the district is negotiated or until the Director of Finance and Administration determines that the existing procurement process should be terminated.

#### **h. Award**

The Superintendent of Schools or his/her designee has the authority to approve contracts up to the sum total of \$35,000 for the entire term of the contract. The Superintendent of Schools shall bring all contracts exceeding \$35,000 to the Amity Finance Board and Amity Regional Board of Education for approval.

- i. **Offer Most Advantageous to the District.** Award shall be made by the Director of Finance and Administration, subject to the prior approval of the Superintendent of Schools, and Amity Finance Committee and Amity Regional Board of Education for contracts exceeding \$35,000, to the responsible bidder whose proposal conforms to the solicitation and is determined in writing by the Director of Finance and Administration to be the most advantageous to the district, in accordance with the criteria set forth in the Request for Proposals or other solicitation, including price and the evaluation factors.

## Business/Non-Instructional Operations

### Purchasing Policy

- ii. **Contents of Transactional Files.** The contract or purchase order files shall contain the basis on which the award is made.
- iii. **Written Notice of Award.** Notice of the award of a contract or purchase order shall be promptly given to the successful bidder.

### 3. Requests for Qualifications

- a. **Policy.** The Director of Finance and Administration may issue a Request for Qualifications for Services for a means of prequalifying a firm prior to proceeding with a Competitive Sealed Bid or a Request for Proposal as set forth in this policy.
- b. **Solicitation of Professional Service Firms.** The Director of Finance and Administration shall issue a Request for Qualifications in order to encourage firms engaged in the lawful practice of their profession to submit a statement of qualifications and performance data. The Request for Qualifications shall be published in appropriate trade and professional publications in order to attain the objectives of the policies set forth in this section.
- c. **Selection Committee.** The Superintendent of Schools or his/her designee shall establish a selection committee, and include members of the Amity Regional Board of Education or a Board sub-committee, to review Responses to Requests for Qualifications. No member of the selection committee shall have a financial interest in the transaction.
  - i. **Review of Responses to Request for Qualifications.** The selection committee shall evaluate the Responses to Requests for Qualifications.
  - ii. **Recommendation.** Based on its review, the selection committee shall submit to the Superintendent of Schools a list, in rank order based on the evaluation factors and criteria established by the selection committee, of no fewer than three firms, if possible.
  - iii. **Services Other Than Legal, Architectural and Engineering Services.** For services other than legal, architectural and engineering services, invitations to bid or requests for proposals, whichever is applicable given the nature of the procurement involved, shall be sent to those appearing on such list. The successful bidder or respondent shall, thereafter, be chosen in accordance with the provisions of this policy.
  - iv. **Legal, Architectural and Engineering Services Negotiations.** It is the policy of the District to publicly announce all requirements for legal,

## Business/Non-Instructional Operations

### Purchasing Policy

architectural and engineering services and to negotiate contracts for legal, architectural or engineering services on the basis of demonstrated competence and qualifications for the type of services required and at fair and reasonable prices. Notwithstanding total contract amount, the Amity Regional Board of Education shall approve the selection of all legal, architectural and engineering services.

#### 4. Recurring Procurements

- a. **The Blanket or Consolidated Procurement.** The Director of Finance and Administration shall, wherever appropriate, consolidate the purchase of commodities or services required by the various departments, on a recurring basis, in order to obtain Competitive Sealed Bids or other forms of solicitation to assure the best possible prices. Upon award, the Director of Finance and Administration shall notify all departments of the blanket or consolidated procurement, which shall be valid for the fiscal year in which it was issued. The Director of Finance and Administration shall circulate to all cost center supervisors the pertinent information or catalogs relative to each blanket or consolidated procurement.

#### 5. Exceptions to the General Rule:

- a. **State Bid List, Multi-Town Consortiums**

The Director of Finance and Administration may purchase goods and services through the State Bid List, Multi-Town Consortium (such as BOWA, Region 15 Consortium), or similar municipal entity where items have already been bid by a public, competitive bidding process.

- b. **Small Purchases**

- i. **Small Purchases between \$2,500 and \$9,999.** All procurements where the amount involved is less than \$10,000 but equal to or greater than \$2,500 shall be made without newspaper advertisement and without observing the procedures for the award of contracts and purchase orders.

1. **Price Alternatives.** All small purchases shall, wherever possible, be based on at least three written price alternatives from qualified bidders, as solicited by the Director of Finance and Administration. Said notice pertaining to the solicitation shall set forth the time and place for the submission. The notice may be tendered to qualified bidders, by telephone, facsimile or electronically. A record of all notices and price alternatives shall be kept in the records of the Finance Department.

## **Business/Non-Instructional Operations**

### **Purchasing Policy**

2. **Award.** The Director of Finance and Administration shall award the purchase order to the lowest responsible bidder. If the purchase order is not given to the lowest responsible bidder, a written explanation shall be made by the Director of Finance and Administration and be filed as a public record with the other papers to the transaction.
- ii. **Small Purchases in an Amount Less than \$2,500.** All procurements where the amount involved is less than \$2,500 may be awarded on a single bid and, at the Director of Finance and Administration's discretion, accepted orally.

#### **c. Sole Source Procurement**

- i. **A Single Available Source for a Commodity, Service or Construction Item.** A contract or purchase order may be awarded for a commodity, service, or construction item without competition when, under this section the Director of Finance and Administration determines, in writing, that there is only one source for the required commodity, service, or construction item.
- ii. **Factors Considered by the Director of Finance and Administration.** Among the factors the Director of Finance and Administration may take into consideration are the following:
  1. Equipment, material, services, or supplies for which there is no comparable competitive product from more than one supplier;
  2. Public utility services from natural or regulated monopolies;
  3. A component or replacement part for which there is no commercially available substitute, and which can be obtained only from the manufacturer;
  4. An item where compatibility is the overriding consideration, such as computer operating software enhancements for an existing system;
  5. Whether there is only one authorized service provider; or,
  6. A used item that becomes immediately available and is subject to prior sale.

#### **d. Procurements Pertaining to Public Emergencies**

Notwithstanding any other provisions of this policy, the Superintendent of Schools may authorize the Director of Finance and Administration to make emergency procurements when there exists a threat to the lives, health, property, welfare or safety of the students and/or staff of the District.

**Business/Non-Instructional Operations****Purchasing Policy**

- i. **Determination of Public Emergency.** To so authorize such emergency procurements, the Superintendent of Schools shall act in accordance with a determination of public emergency by: (1) the President of the United States; or, (2) the Governor of the State of Connecticut; or, (3) the Chief Elected Official of Bethany, Orange or Woodbridge; (4) Director of Health; (5) Chief of Police or Fire Chief of Bethany, Orange, or Woodbridge; or (6) consultation with the Chairman of the Amity Regional Board of Education or his/her designee.
  - ii. **Communication.** In the event of a health or safety emergency necessitating a line item transfer of \$3,000 or more, the Superintendent or the Director of Finance and Administration will promptly notify the Chairman of the Board of Education and the Chairman of the Amity Finance Committee in accordance with Amity Bylaw 9132.6.
- e. **Waiver of Bid or Proposal Requirement: Extraordinary Conditions.**
  - i. **Extraordinary Conditions or Contingencies.** Whenever a situation (that is not deemed a Public Emergency) exists by reason of extraordinary conditions or contingencies that could not reasonably be foreseen and guarded against, or because of unusual trade or market conditions, the Superintendent of Schools or his/her designee may, if it is in the best interest of the district, recommend to waive the competitive bid or proposal requirements. This waiver must be approved by the Amity Regional Board of Education.
    - 1. **Basis for the Determination.** The determination shall be based upon need and shall not be utilized in order to satisfy preferences or convenience, for preventing funds from lapsing at the end of a fiscal year or for any reason that would circumvent the procurement methods set forth in this policy.
- f. **Exempt Services**

The following shall be exempt from the Competitive Bid and Proposal process. The Superintendent of Schools or his/her designee or the Amity Board of Education may, nonetheless, elect to undertake a competitive selection process to solicit professional services which are exempt from the Competitive Bid and Proposal process.

- i. Procurement of professional services as defined above;
- ii. Procurement of legal, architectural and engineering services where entered in compliance with this policy;

**Business/Non-Instructional Operations****Purchasing Policy**

- iii. Procurement of services, equipment or leases of equipment that are necessary for instruction and related services to be provided to individual students with disabilities in accordance with the requirements of the Individuals with Disabilities Act (“IDEA”) and their respective regulations; or
- iv. Agreements between (i) the District, local, state and/or federal governments pertaining to grants; or, (ii) the district and other community based organizations, universities and other nonprofit entities participating as potential service providers in the application for a competitive grant offered by the federal or state governments.

**g. Exempt Investment and Insurance**

Investment of District funds, including those of the pension plan, are exempt from the Competitive Bid and Proposal process contained in this policy except for the selection of any investment advisors or managers who direct the investment of such funds. The placement of insurance coverage is exempt from the Competitive Bid and Proposal process contained in this policy except for the selection of the broker who places any insurance on behalf of the District.

**h. Record of Procurement Actions Taken With Regard to Sole Source, Waiver and Emergency Procurements**

The Director of Finance and Administration shall maintain a record in the Finance Department, listing all contracts or purchase orders made pertaining to sole source, emergency and waiver purchases for a minimum of five (5) fiscal years. The record shall contain:

- i. each contractor’s name;
- ii. the amount and type of each contract or purchase order; and
- iii. a listing of the commodities, services, or construction procured under each contract or purchase order.

**i. Federal and State Procurement Standards: Application for Competitive Grants**

Notwithstanding the requirements of this policy, all procurements that include funding by federal or state funds, including the application for competitive grants, shall comply with the procurement and legal requirements of the federal or state laws or regulations.

**6. Cancellation of Invitation for Bids or Requests for Proposals. Waiver of Minor Irregularities**

## **Business/Non-Instructional Operations**

### **Purchasing Policy**

- a. **Cancellation.** The Director of Finance and Administration may:
  - i. cancel an Invitation for Bids, a Request for Proposals, or other solicitation; or,
  - ii. reject any or all bids or proposals, in whole or in part, as may be specified in the Invitation for Bids, Request for Proposals, or other solicitation, when he deems it in the best interest of the District, in accordance with regulations and/or policies, if any. The Director of Finance and Administration shall set forth his/her reasons, in writing, which shall be part of the contract file. No written determination shall be required for the cancellation of an entire Invitation for Bid or Request for Proposals.
- b. **Waiver of Minor Irregularities.** The Director of Finance and Administration may waive minor irregularities in bids and proposals if he/she determines that such a waiver would be in the best interest of the District. The Director of Finance and Administration shall state the reasons for any such waiver in writing and include such statement in the contract file.

### **7. Responsibility of Bidders**

- a. **Determination of Nonresponsibility.** The Director of Finance and Administration shall make a determination of nonresponsibility of a bidder. The unreasonable failure of a bidder to promptly supply information in connection with an inquiry with respect to responsibility may be grounds for a determination of nonresponsibility with respect to such bidder. If requested by the bidder deemed nonresponsible, the Director of Finance and Administration may provide a written determination.
- b. **Right of Nondisclosure.** To the extent permitted by the Connecticut General Statutes, confidential information furnished by a bidder pursuant to this policy shall not be disclosed outside of the district without prior written consent by the bidder.

### **8. Prequalification of Suppliers**

Prospective suppliers may be prequalified for particular types of commodities, services, and construction. The Director of Finance and Administration shall determine the method of submitting prequalification information and the information required in order to be prequalified.

### **9. Substantiation of Offered Prices**

The Director of Finance and Administration may request factual information reasonably

## **Business/Non-Instructional Operations**

### **Purchasing Policy**

available to the bidder to substantiate that the price or cost offered, or some portion of it, is reasonable.

#### **10. Reporting of Anticompetitive Practices**

When for any reason collusion or other anticompetitive practices are suspected among any bidders, a notice of the relevant facts shall be transmitted to the Superintendent of Schools, Chairman of the Amity Regional Board of Education, or Corporation Counsel who shall refer the matter to the Attorney General of the State of Connecticut.

#### **11. Retention of Procurement Records**

All Procurement records shall be retained and disposed of in accordance with the records retention guidelines established by the laws of the State of Connecticut.

## **Business/Non-Instructional Operations**

### **Maintenance and Control of Materials**

The Board of Education shall permit school equipment to be lent to staff members when such use is directly or indirectly or peripherally related to their employment and to students when the equipment is to be used in connection with their studies or extracurricular activities. Proper controls shall be established to assure the lender's responsibility for, and return of, all such equipment with full knowledge of the school administration.

The Director of Finance and Administration shall establish procedures for inventory control of all materials assigned to each school building and it is the responsibility of the Building Principal to make sure these procedures are followed.

The Business Office must retain a current inventory of school system materials.

Proper maintenance procedures shall be established by the Director of Finance and Administration.

(cf. 1330 - Use of School Facilities)

(cf. 3440 - Inventories)

Legal Reference:      Connecticut General Statutes

10-228 Free textbooks, supplies, materials and equipment



# Amity Regional School District No. 5

## 2019-2020 District Calendar



Version 3 - 11.12.18

REVISED 11/12/18

Date	Event or Holiday
August 26	Prof. Dev. - Teachers Only
August 27	Prof. Dev. - Teachers Only
August 28	First Day of School - Students
September 2	Labor Day - No School
September 12	Back to School Night - ARHS - Grades 9&12
September 18	Back to School Night - ARHS - Grades 10&11
September 19	Back to School Night - Middle Schools
September 30	Rosh Hashanah - No School
October 8	Early Dismissal - Prof. Dev.
October 9	Yom Kippur - No School
October 14	Columbus Day - No School
November 5	Prof. Dev. - Teachers Only
November 13	Parent Conferences - Middle Schools
November 14	Parent Conferences - High School
November 20	Parent Conferences - High School
November 21	Parent Conferences - Middle Schools
November 27	Early Dismissal
November 28, 29	Thanksgiving - No School
December 4	Parent Conferences - MS/HS - <i>Early Dismissal</i>
December 20	Early Dismissal
December 23 - January 1	Holiday Recess
January 20	Martin Luther King, Jr. Day - No School
January 27	Late Arrival - Prof. Dev.
February 5	Parent Conferences - High School
February 6	Parent Conferences - Middle Schools
February 12	Parent Conferences - Middle Schools
February 14	Early Dismissal - Prof. Dev.
February 17, 18	Winter Recess
March 20	Prof. Dev. - Teachers Only
April 10	Good Friday - No School
April 13 - April 17	Spring Recess
May 22	Early Dismissal - Prof. Dev.
May 25	Memorial Day - No School
June 11	Last Day of School - Students

August 2019 (3/3)						
S	M	T	W	R	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

September 2019 (19/22)						
S	M	T	W	R	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

October 2019 (21/43)						
S	M	T	W	R	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

November 2019 (18/61)						
S	M	T	W	R	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

December 2019 (15/76)						
S	M	T	W	R	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

January 2020 (21/97)						
S	M	T	W	R	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

February 2020 (18/115)						
S	M	T	W	R	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29

March 2020 (21/136)						
S	M	T	W	R	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

April 2020 (16/152)						
S	M	T	W	R	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

May 2020 (20/172)						
S	M	T	W	R	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

June 2020 (9/181)						
S	M	T	W	R	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

July 2020 (0)						
S	M	T	W	R	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

If emergency closings extend beyond June 30, 2020, then any additional days will be taken from Spring Recess, beginning with April 13, 2020. Amity Regional High School Graduation is traditionally held on the actual last day of school for students. Total Days For Students = 181; Total Days For Teachers = 185

ABOE Approved - November 12, 2018

2019-2020