

**AMITY REGIONAL SCHOOL DISTRICT NO. 5**  
*Bethany Orange Woodbridge*  
 25 Newton Road, Woodbridge Connecticut 06525  
 (203) 397-4811

**Dr. Charles Dumais**  
**Superintendent of Schools**

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**AMITY REGIONAL BOARD OF EDUCATION**

***December 14, 2015***

A regular meeting of the Amity Regional Board of Education will be held on Monday, December 14, 2015, at 6:30 p.m. in the Presentation Room at the District Offices.

**AGENDA**

1. Call to Order
2. Pledge of Allegiance
3. Swearing in of New Board Member
4. Election of Officers
5. Approval of Minutes
  - a. Regular BOE Meeting November 9, 2015 (Enclosure) pg . 3
6. Discussion and Possible Action on 2016–2017 Calendar (Enclosure) pg . 8
7. Adult Education Report – Seth Davis (Enclosure) pg . 9
8. Public Comment
9. Student Report
10. Correspondence
11. Superintendent’s Report
  - a. Personnel Report (Enclosure) pg . 11
  - b. Other
12. Chairman’s Report
  - a. Committee Reports
    1. ACES
    2. CABE
    3. Curriculum
    4. Facilities
      - a. Facilities Dept. Monthly Report, November 2015 (Enclosure) pg . 13

## 5. Finance

- a. Presentation and Discussion of Superintendent's Update of 2016-2017 Budget
  - 1. Major Budget Drivers and Risk Factors pg.14
  - 2. Potential Bonding of Facilities Projects pg.17
  - 3. Justifications for Bonding Projects pg.23
- b. Discussion of Monthly Financial Statements pg.25
- c. Director of Finance and Administration Approved Transfers Under \$3,000 pg.55
- d. Other
  - 1. Update on Financial Audit

## 6. Policy Please see separate attachment for policy information

- a. Second Reading of the Following:
  - 1. Policy 1331 – Community Relations-Smoke Free Environment
  - 2. Policy 5141.4 – Students-Reporting of Child Abuse and Neglect
  - 3. Policy 5144.1 – Students-Use of Physical Force, Physical Restraint/Seclusion
  - 4. Policy 5144.4 – Students-Discipline, Physical Exercise and Discipline of Students
- b. First Reading of the Following:
  - 1. Policy 5141 – Student Health Services
  - 2. Policy 5141.21 – Administering Medications
  - 3. Policy 5141.22 – Communicable Diseases
  - 4. Policy 5141.231 – Psychotropic Drugs
  - 5. Policy 5141.25 – Special Health Care Needs
  - 6. Policy 5141.3 - Immunizations

## 7. Personnel

## 13. Items for the Next Agenda

## 14. Adjournment

**NOTE:** All Board Members are invited to attend committee meetings.  
A quorum of the Board may be present.




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Charles Dumais, Ed.D.  
Superintendent of Schools

CD/kfw

pc: Town Clerks: Bethany / Orange / Woodbridge

**PLEASE POST****PLEASE POST**

**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 397-4811.

MINUTES

**BOARD MEMBERS PRESENT:** Chairman William Blake, Mr. John Belfonti, Mr. Christopher Browe, Ms. Patricia Cardozo, Ms. Sue Cohen, Ms. Diane Crocco, Mr. Steven Demaio, Ms. Rita Gedansky, Mr. Thomas Hurley, Ms. Sheila McCreven, Ms. Tracey Lane Russo, Mr. James Stirling and Ms. Diane Urbano.

**BOARD MEMBERS ABSENT:** None.

**Staff members present:** Dr. Charles Dumais, Ms. Terry Lumas, Mr. Shaun DeRosa, Mr. Gary Castella, Ms. Kathi Fuller-Cutler, Ms. Anna Mahon, Mr. Thayer Doyle, Dr. Marie McPadden and Ms. Mary Raiola.

**Also present:** Mrs. Ruth Natzel, Mr. R. J. Kaoud and other members of the public.

A regular meeting of the Amity Regional Board of Education (BOE) was held on Monday, November 09, 2015 at 6:30 pm in the cafeteria at Amity Regional High School.

1. **Call to Order:** Chairman William Blake called the meeting to order at 6:34 pm.
2. **Pledge of Allegiance** was recited by those present.
3. **Recognition of Connecticut Association of Public School Superintendents (CAPSS) Award recipients**  
Mr. Blake introduced Dr. Dumais, who called Principal Kathi Fuller-Cutler to the podium to present the CAPSS award to the 2 students from Amity Middle School Orange – Kylee Gustafson and Carsten Fielosh.  
Principal Thayer Doyle presented the CAPSS award to two students from Amity Middle School Bethany – Ella Marin and Tanner Santos.  
Principal Anna Mahon presented the awards for Amity Regional High School to six students – Nicholas Bencivengo, Thomas Boutros, Benjamin Clemens, Diana-Kate Karsanow, Kathleen Tajmajer, and Wendy Zhan.
4. **Recognition of National Merit Scholar Program semifinalists and commended students**  
Principal Mahon presented the National Merit Scholarship semifinalists and commended students from Amity High School. These students are among the 50,000 who achieved the highest scores out of 1.5 million entrants. From these 50,000 entrants, 16,000 have been named semifinalists and 34,000 others have been commended for their performance. The semifinalists will continue in the competition for 8,000 National Merit Scholarships offered in 2016. The twenty-four commended students are: Ethan Bershtein, David Cease, Benjamin Clemens, Nicole Feng, Clara Gamsu, Jordan Gorelick, Cameron Greifenberger, Jamie Hashem (also National Hispanic recognition), Dasha Kanevsky, Steven Kim, Victoria Li, Kimberly Liang, Helen Liu, Kadan Lottick, Matthew McKenna, Gabrielle Miller, Youngwook Nam, Sarah O'Brien, Aaron Reiner, Benjain Santaus, Vincent Silverman, Kabir Thombre, William Wang and Yiran Zhang.  
The six semifinalists are: Nicole Feng, Victoria Li, Yongwook Nam, Vincent Silverman, William Wang and Yiran Zhang.

Chairman Blake recognized Ms. Diane Crocco, who is serving at her last meeting after serving 8 years on the Board of Education and thanked her for her years of service.

Chairman Blake called for a short recess so that students and their families could depart. The Board re-convened at 7:17 pm.

5. **Approval of minutes.**
  - A. **Regular BOE meeting, October 19, 2015 (enclosure)**

***Motion by Ms. Cohen, 2<sup>nd</sup> Ms. Gedansky, to approve the minutes of the October 19<sup>th</sup> Board meeting.***

Two corrections were made to page 3 of the minutes per Mr. Hurley; the wording of a motion (changing three (3) to four ***“and “V...Requests will rest for three (3) years before being vetted by the Superintendent”*** and the vote on the motion from a tie to 5 in favor, 4 against.

Ms. Lane-Russo stated that the minutes should have the identifying student information stricken from public comments, as this was a privacy issue. There was discussion regarding whether or not this should be stricken, as the speaker identified himself with his name and address. The phrase was removed.

Ms. Lane-Russo further commented that she felt the minutes were greatly lacking in detail and were “sanitized”, especially with respect to item #6, the presentation of the testing results. She stated that the lack of detail in the minutes would not allow anyone to know what actually went on at the meeting and that had she known they would be so sparse, she would have taken notes herself. Mr. Browe commented that when there is a long presentation or discussion with a lot of detail, the online video of the meeting could be accessed for that information. Mr. Browe agreed that there could be more detail in the minutes without going back to the previous, more lengthy, style of minutes. The current style of minutes are more in line with Roberts Rules versus a “word-for-word” style. Chairman Blake stated that he and Dr. Dumais would confer with the recording clerk to arrive at an acceptable version of the minutes and make those changes going forward.

***The Chair called the motion to approve the minutes as amended.***

**Vote 10 in favor (abstention Ms.Gedansky; Ms. McCreven, no.)**

**Motion carried.**

Minutes of the October 19<sup>th</sup> meeting were corrected and re-submitted.

**6. Public Comment – none.**

**7. Student Report**

Mr. R. J. Kaoud gave an update on events at Amity High School over the past month as well as informing the Board of upcoming events. The first quarter is now complete. The Homecoming Dance is being planned. Spirit Week is the week before Thanksgiving. The Senior Lounge is complete as of November 6<sup>th</sup>. Mr. Hurley asked what the qualifications are for going to the Senior Lounge and Mr. Kaoud answered him. The old Senior Lounge space is being converted to another study area. He gave an update on the Amity sports teams and preparation/rehearsal underway for the next theatre production to take place on December 3<sup>rd</sup> and, 4<sup>th</sup>

**8. Discussion regarding Amity Pension Fund, Sick and Severance Account and OPEB Trust**

- A. Discussion and possible vote on composite investment policy statements (enclosure).**
- B. Discussion of market review (enclosure)**

Mr. Hurley recused himself from this discussion.

Mr. Michael Goss presented the update and review on the performance of the three accounts (Amity Pension Fund, Sick and Severance Account and OPEB Trust). Based on the performance of the funds, he is recommending no change in the investment allocation.

Mr. Blake asked Mr. Goss to speak to a question asked of him by a student regarding the loss in the 3<sup>rd</sup> quarter due to the downturn in the stock market and how that recovered. Mr. Goss explained the recovery and the value of risk versus return.

Mr. Stirling noted that the Finance Committee recommended unanimously that the same asset allocation be maintained.

***Motion by Mr. Stirling, 2<sup>nd</sup> by Ms. Cohen that the Board maintain the same asset allocation for the three funds, (Amity Pension Fund, Sick and Severance Account and OPEB Trust).***

Vote unanimous

Motion carried

9. Correspondence

10. Superintendent's Report

A. **Personnel Report (enclosure)**– Dr. Dumais highlighted the news that Mr. Levine will be retiring in June 2016. Ms. Cohen commented that it has been reassuring to have Mr. Levine in charge of the finances for all these years and congratulated him on his upcoming retirement. Mr. Hurley mentioned that Mr. Levine was the first business manager in Connecticut to bring a financial manual to completion.

B. **Other (enclosure)** - Dr. Dumais reported on activities for professional development that took place on Election Day which included all departments and was coordinated with member districts.

Next week is the first installment of Parent University, which will in part cover understanding standardized testing results.

Dr. Dumais, Ms. Mahon and Dr. McPadden have been attending Great Schools Partnership meetings.

11. Chairman's Report -

A. Committee Reports

1. ACES - ACES did not meet.

2. CABE - Professional education conference is coming up and several Board members will attend. Interested members can contact Karen Wade to register.

3. **Curriculum (enclosure)** – The Curriculum Committee met on October 29<sup>th</sup> to discuss new course proposals as outlined in the enclosure, as well as two textbooks. All the courses and textbooks were approved. Ms. Lane-Russo asked whether or not the courses were being offered to all of the “Bell curve” or just to particular groups of students. Dr. McPadden and Ms. Mahon answered and explained the prerequisites and scope and sequence of the proposed courses. Mr. Hurley told the Board that there was a recommendation that these course be student-driven and perhaps be made one semester courses rather than a full year.

4. **Facilities** – The Facilities Committee has not met.

A. **Facilities Department monthly report, October 2015 (enclosure)** Mr. Hurley asked about the location of the problem with the paving in the parking lot. Dr. Dumais reported that it is in the middle of main lot and is being repaired.

Dr. Dumais reported that the middle school bridge is being done by students supervised by a teacher and the hope is that middle schools students will be able to come at some point to observe this process.

5. Finance

A. **Presentation and discussion of enrollment projections (enclosure)**

Dr. Dumais directed the Board to page 34 and the graphs showing the enrollment projections up to the next 10 years. Only 16 districts out of 169 in the State are projected to have an increase in enrollment, all others are projected to have a decrease, including Amity.

Ms. McCreven noted that Amity does not qualify as a small town per the State legislature and wanted to know if the data could be broken down by town and be made available. Ms. McCreven asked to see if the enrollment numbers match what each sending town has and noted that this might be useful at budget time. Dr. Dumais explained that the figures do not come broken down by town. Dr. Dumais referred the Board to the table on page 28 and stated for longer-term planning and for budget calculations the average daily membership numbers are used. Ms. McCreven asked if there was a way to check the figures that Amity has versus what each town has, to make sure the numbers agree so that the townspeople are hearing the same thing from their town and from the Region. Overall, the change in enrollment is not as dramatic as it was thought it might be.

B. **Discussion of Monthly Financial Statements (enclosure)**

**C. Director of Finance and Administration approved transfers under \$3,000 (enclosure)**

**D. Other**

**1. Update on budget development.**

Dr. Dumais, stated that all of the budgets have been submitted and he will be meeting with school leaders to discuss budget priorities. Mr. Demaio asked a question regarding the rules for budgeting, i.e. whether or not the spending could be lower than the previous year. There are rules in place regarding spending if the budget does not pass at referendum; the Board can certainly approve a budget at any number. The budget can only be reduced to the amount per student established by the State legislature if the district is shrinking using the established formula.

**2. Update on financial audit.**

Mr. Levine stated that the audit itself is complete. The audit documents need to be read and processed, but everything is on target to be completed on time. Mr. Levine anticipates receipt of the final report in January 2016. Dr. Dumais noted that this would be our 5<sup>th</sup> consecutive clean audit.

**6. Policy**

**A. Policy 7551 – Naming of Amity Facilities (revised) second reading**

Mr. Hurley stated that this is more like a 3<sup>rd</sup> reading since the policy was amended at the 2<sup>nd</sup> reading and presented to the Board again. (page 66) There was discussion regarding the wording of the policy and the wording in the minutes. Ms. McCreven asked about the wording of the policy in the minutes. Mr. Hurley stated that the word “currently” should be added to make the policy clear. There was further discussion of the policy, specifically regarding the wait time.

***Motion by Ms. McCreven to send the policy back to the Committee, no second. Motion died.***

The word “currently” will be inserted in the policy IV.F.

There was further discussion about the wait time for someone employed by the school district versus someone else in the town. The timing of the naming is tied to the time of the request to name the facility.

***Motion by Mr. Hurley, 2<sup>nd</sup> by Ms. Urbano to approve Policy 7551 as amended above.***

**Vote in favor 10, vote against 2 (Ms. McCreven, Ms. Cardozo)**

**Motion carried**

Mr. Hurley explained that the policies for first reading listed below are all part of new State legislature directives. Mr. Blake asked Dr. Dumais to summarize each policy listed below for the Board, which he did with added information from Mr. Hurley. All the information is listed in the enclosure.

**B. First reading of the following:**

- 1. Policy 1331 – Community Relations - Smoke-free environment**
- 2. Policy 5141.4 – Students - Reporting of child abuse, neglect and sexual assault**

Ms. Lane-Russo requested that the Policy Committee make sure there is a policy in place that requires students to be educated regarding sexual harassment by a teacher or staff member.

- 3. Policy 5144.1 - Students - Use of physical force, physical restraint/seclusion**
- 4. Policy 5144.4 – Students - Discipline, physical exercise and discipline of students**

Ms. Cardozo asked that someone look at the placement of signage in the buildings (no smoking signs for example), stating that the placement could be better, more consistent and less haphazard.

Ms. Urbano asked who makes the decision regarding the curriculum for bullying harassment, etc., and also how and when teachers get the required education. Dr. Dumais answered her question – for students it is primarily part of health curriculum and for teachers it is done during a faculty meeting or professional development.

Ms. McCreven asked whether or not a teacher or other adult could have smoking materials on their person while in the building. Dr. Dumais explained that the policy applies to students, teachers and the public but that question is not addressed in this particular policy and is addressed elsewhere.

Ms. Lane-Russo asked about the language in the restraint policy, whether this was the language recommended by CAFE or if it was written by the Committee; the answer is that the language came from CAFE. She was concerned that the policy would be in place before staff had proper training. The State requires the policy to be in place by July 01, 2019.

Ms. Cardozo had a question regarding “psychopharmacologic medication administration”. Dr. Dumais stated that this portion of the policy is woefully outdated and is being reviewed by the appropriate staff. The policy is in line to be addressed at the next meeting.

Ms. Lane-Russo asked if there is a policy regarding age of consent, considering the wide age range the district covers. Mr. Hurley encouraged any Board member to come to the Policy Committee meeting on November 16th with any questions they have.

#### **7. Personnel (enclosure)**

**9. Items for next agenda – please forward any items to Dr. Dumais or Mr. Blake.**

Mr. Hurley requested that any items that need to come before the Policy Committee be forwarded to him by Board members by this Thursday.

#### **10. Adjournment**

***Motion by Mr. Stirling , 2<sup>nd</sup> by Mr. Hurley to adjourn at 8:47 pm.***

**Vote unanimous**

**Motion carried**

Respectfully submitted,

Ruth E. Natzel, Recording Clerk

Thomas Hurley, Secretary



# Amity Regional School District No. 5

## 2016-2017 District Calendar

**August 2016 (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 2016 (21/24)**

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 2016 (18/42)**

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 2016 (19/61)**

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 2016 (17/78)**

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 2017 (20/98)**

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 2017 (18/116)**

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				

**March 2017 (22/138)**

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 2017 (15/151)**

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 2017 (22/175)**

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 2017 (6/181)**

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 2017 (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					

Date	Event or Holiday
August 25	Prof. Dev. - Teachers Only
August 26	Prof. Dev. - Teachers Only
August 29	First Day of School - Students
September 5	Labor Day
September 8	Back to School Night - ARHS - Grades 9&12
September 14	Back to School Night - ARHS - Grades 10&11
September 15	Back to School Night - Middle Schools
September 23	Delayed Opening - Prof. Dev.
October 3	Rosh Hashana
October 10	Columbus Day
October 12	Yom Kippur
November 8	Prof. Dev. - Teachers Only
November 16	Parent Conferences - Middle Schools
November 17	Parent Conferences - High School
November 23	Early Dismissal
November 24, 25	Thanksgiving
November 30	Parent Conferences - High School
December 1	Parent Conferences - Middle Schools
December 7	Parent Conferences - MS/HS - Early Dismissal
December 23	Early Dismissal
December 26 - January 2	Holiday Recess
January 13	Early Dismissal - Prof. Dev.
January 16	Martin Luther King, Jr. Day
February 8	Parent Conferences - High School
February 9	Parent Conferences - Middle Schools
February 15	Parent Conferences - Middle Schools
February 17	Early Dismissal - Prof. Dev.
February 20, 21	Winter Recess
March 17	Prof. Dev. - Teachers Only
April 10 - April 13	Spring Recess
April 14	Good Friday
May 15	Delayed Opening - Prof. Dev.
May 29	Memorial Day
June 8	Last Day of School - Students

If emergency closings extend beyond June 30, 2017, then any additional days will be taken from Spring Recess, beginning with April 10, 2017  
 Total Days For Students = 181; Total Days For Teachers = 185



**To:** Members of the Amity Board of Education

**From:** Seth Davis, Director of Adult and Continuing Education

**Re:** Report on Adult and Continuing Education Program

**Date:** December 14, 2015

This has been an interesting and eventful year that has brought a few changes to the Amity Adult and Continuing Education Program. We have some areas that have maintained their strength and continue to help the continuing education department move forward. Some of these include:

- A robust Drama Club program geared toward elementary and middle school students. This program has seen multiple years of success and provides a tremendous benefit to the community and the future of the Drama program at the high school.
- The band program offered a summer program again this year. This offering was in second year and saw slight growth, and we are hoping to see continued growth in this course for the upcoming summer.
- Some continually strong courses in our Adult Ed program are Acrylic 1-2-3 and Ballroom Dancing.
- We continue to offer contracted programs that run at little cost to the program and still bring in revenue, such as Drivers Education and SAT Prep courses.

The number of people participating in the courses increased in the spring, but decreased in the fall. In an attempt to reduce costs we did not prepare a printed catalog and only reminded people to sign-up via a postcard. The cost savings however, were not enough to sacrifice the reduced enrollment.

<b>FISCAL YEAR</b>	<b>Participation</b>			
	<b>SUMMER</b>	<b>FALL</b>	<b>SPRING</b>	<b>TOTAL</b>
2010-2011	504	437	521	1462
2011-2012	569	398	462	1429
2012-2013	540	403	398	1341
2013-2014	288	178	293	759
2014-2015	292	208	322	822
2015-2016	247	98	TBD	TBD

<b>FISCAL YEAR</b>	<b>Courses</b>			
	<b>SUMMER</b>	<b>FALL</b>	<b>SPRING</b>	<b>TOTAL</b>
2010-2011	100	73	87	260
2011-2012	67	67	79	213
2012-2013	93	68	60	221
2013-2014	58	36	47	141
2014-2015	42	33	58	133

Report on Adult and Continuing Education Program

December 14, 2015

Page 2

2015-2016	35	19	TBD	TBD
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Even with reduced enrollment over the summer, costs were streamlined and courses that did not have the necessary enrollment were cancelled. Due to this situation, the program ran at a net profit for the fiscal year.

<b>Net Profit (Loss)</b>	
<b>FISCAL YEAR</b>	<b>PROFIT (LOSS)</b>
2008-2009	(6,711)
2009-2010	51,888
2010-2011	20,579
2011-2012	25,667
2012-2013	(26,316)
2013-2014	(3,320)
2014-2015	2,569

The 2015 summer school program was very successful and the drama program put on a wonderful production to cap the summer participation. This past summer, courses did not have the required enrollment due to the large cost of taking a summer school credit course. Alternatives to traditional methods of credit recovery are being investigated to help mitigate these circumstances.

In order to better service the needs of the community, a variety of course options are being investigated and considered. New courses are continually being investigated to help maintain the current number of classes and improve enrollment numbers.

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



**Charles S. Dumais, Ed.D.**  
**Superintendent of Schools**

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**phone: 203.392.2106**  
**fax: 203.397.4864**

**December 14, 2015**

**To: Members of the Board of Education**  
**From: Charles Dumais, Superintendent of Schools**  
**Re: Personnel Report**

**New Hire(s):**

**Amity Reg. District Offices – Woodbridge: NONE**

**Amity Reg. High School – Woodbridge:**

Lisa Toto – Long-Term Substitute – Art Teacher (for remainder of 2015-16 school year)

**Amity Reg. Middle School – Bethany: NONE**

**Amity Reg. Middle Schools – Orange: NONE**

**Coaches:**

**Amity Reg. High School – Woodbridge:**

Kaitlyn Beaver – Co-Assistant Varsity Boys' Swimming  
 Courtney Brinton – Interim Varsity Girls' Basketball  
 Michael Cofrancesco – Varsity Girls' Golf

**Amity Reg. Middle Schools – Bethany / Orange: NONE**

**Leave(s) of Absence:**

**Resignation(s):**

**Certified:**

Ina Malloy – Art Teacher – Effective 10-29-15

**Classified:**

Jason Woods – Student Database Management Specialist (District) – Effective 2-22-16

**Coaches: NONE**

**Personnel Report – Page 2**

**December 14, 2015**

**Retirement(s): Effective 7-1-16**

**Bruce Marien – Chemistry Teacher – Amity Regional High School**

**Nancy Roy – Special Education Teacher – Amity Regional High School**

**Noreen Julian – School Psychologist – Amity Regional High School**

**Dave Whelpley – Computer Graphics – Amity Regional High School**

**Christopher Hickerson – Music/Choral – Amity Regional High School**

**CSD/pfc**

November, 2015

## Amity Regional School District No. 5

CLEAN

SAFE

HEALTHY

SCHOOLS

### Facilities Department Monthly Report

#### Completed Projects:

- The bridge on the fitness trail at Amity Middle School, Orange Campus, was rebuilt by Amity Regional High School students as a class project.
- The natural gas project at Amity Middle School, Orange Campus, was completed. The boilers, domestic hot water boiler, science rooms, and kitchen equipment were all converted to natural gas.
- There was a periodic sewer smell in the library area at Amity Middle School, Orange Campus. The Facilities Director had Amity's sewer/septic contractor out to camera the sewer lines in that area of the building. It was discovered that an open vent existed right below the ceiling in the hallway. Amity's roofing contractor cut a hole in the roof to access the open vent pipe and it was properly sealed.
- The exterior kitchen door at Amity Regional High School was worn and became difficult to close to secure the building. A new door was ordered and installed.
- One of the mini-split air conditioners in a computer room at Amity Middle School, Bethany Campus, failed. A new one was ordered and installed by our in-house maintainers.
- The FX-70 (the main building management system controller) failed again. It was determined that Johnson Controls has an inherent flaw with their FX-70 product. An FX-60E was supplied under warranty and installed. This should prevent further overheating of spaces due to controller logic errors.
- The replaced parking lot at Amity Regional High School was re-graded to eliminate ponding.

#### Projects in process:

- Retro-commissioning is underway at Amity Regional High School. This is a study of the oldest HVAC equipment and will provide a more accurate plan for replacement.

#### Outstanding issues to be addressed:

- A comprehensive energy efficiency project with lighting upgrades and installation of the heat exchanger associated with the fuel cell project is being developed.
- The ripples in the gym floor at Amity Middle School, Orange Campus, did not settle back to normal level as thought by the vendors that looked at the problem. We are attempting to schedule a vendor to remove a section of the rippled floor to see what is causing the issue. A large repair may result from the findings.

Amity Regional School  
District No. 5

25 Newton Road

Woodbridge, CT 06525

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



**Jack B. Levine**  
**Director of Finance and Administration**  
[jack.levine@reg5.k12.ct.us](mailto:jack.levine@reg5.k12.ct.us)

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

To: Charles S. Dumais, Ed.D., Superintendent of Schools  
From: Jack B. Levine, Director of Finance and Administration  
Re: Major Budget Drivers and Risk Factors  
Date: December 2, 2015

The initial budget requests increased total expenditures by \$2,668,425, or 5.69 percent. All of the requests have merit so we are now prioritizing what is most needed. We recognize this level of expenditures is too high and hard choices will be made before the Superintendent's Proposed 2016-2017 Budget is distributed in mid-January 2016.

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

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

Member Town	Enrollment Shift	No Designated Carryover	Lower Other Revenues	Total Allocation At 0%
Bethany	(\$195,000)	\$30,584	\$8,942	(\$155,474)
Orange	(\$297,940)	\$73,109	\$21,375	(\$203,456)
Woodbridge	\$492,940	\$46,307	\$13,538	\$552,785
<b>Totals</b>	<b>\$0</b>	<b>\$150,000</b>	<b>\$43,855</b>	<b>\$193,855</b>

**Major Budget Drivers:**

- Contractual or anticipated increases of current staff total **\$660,000**;
- Expected medical claims for current staff are higher by **\$363,189**;
- The actuarial net contribution for OPEB Trust under a 'pay-go' is **\$157,272**;
- The pension valuation increases by **\$90,213** primarily due to the new mortality table published in October 2014 with October 2015 revisions;
- Bethany Elementary School plans to eliminate 2 busses which were shared with our District. This will necessitate adding 2 half-time buses at **\$51,892**;
- Special education transportation and tuition increases by **\$302,173**;

## Major Budget Drivers and Risk Factors

December 2, 2015

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- 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**. The State has reported this on its website for the past several years but has not yet requested the money; and
- The other major budget drivers include requests for new staffing, technology equipment, security and safety equipment and replacing custodial equipment, together totaling **\$654,521**.

### **Risk Factors:**

**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 temporary 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 7 retirements and resignations. There was a low of 3 retirements and resignations in 2010-2011 to a high of 12 retirements and resignations in 2014-2015.

**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 reimbursement rate is subject to change by the Governor and Legislature. With the projected large State budget deficit in the next two years, there is a higher probability some State grant funds will be reduced.

**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 wipe out the Self-Insurance Reserve Fund, which would necessitate replenishing the fund. We target a reserve ratio of 20 percent of expected claims. If claims exceed budget in the current fiscal year, the starting reserve balance for the next fiscal year will be lower than budgeted.

**Snow removal** budget is based on the past five-years (excluding snow and ice removal from the roofs and removing snow from the sites). When all costs are included, the five-year average is \$95,580 compared to the budget of \$67,500. We have exceeded the snow removal budget in four of the past five years. The costs have ranged from a low of \$30,925 in 2011-2012 to a high of \$179,948 in 2010-2011.



Major Budget Drivers and Risk Factors  
December 2, 2015  
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**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.

**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. Furthermore, we are proposing a bond issue to pay for \$2,061,000 of large-ticket items. However, we cannot predict with certainty when a high cost facilities repair will be needed.

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To: Charles S. Dumais, Ed.D., Superintendent of Schools  
From: Jack B. Levine, Director of Finance and Administration  
Re: Potential Bonding of Facilities Projects  
Date: December 2, 2015

For the past 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., removed snow and ice from roofs for \$91,948 in 2010-2011; 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).

Last year, you recommended a sounder financial planning model in which we would pay for the largest facilities items with a bonding issue in 2016-2017 and another bonding issue in 2019-2020. The District's existing debt service has been declining and will be paid off by 2026-2027. The proposed new bonding in 2016-2017 and 2019-2020 will not increase the 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).

We also established a Facilities Contingency of \$100,000 in this year's budget and will do the same for the Superintendent's Proposed 2016-2017 Budget. This fund will be used if and when necessary. As part of our financial planning, it is recommended the unused portion of the Facilities Contingency budget be transferred into the Reserve Fund for Capital and Nonrecurring Expenditures. This should be done at the August meeting, when all medical claims for the fiscal year are known.

Potential Bonding of Facilities Projects  
December 2, 2015  
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**Proposed 2016-2017 Bond Issue:**

The facilities projects totaling \$2,061,000 include:

- \$125,000 – Air condition the middle gymnasium at Amity Regional High School
- \$160,000 – Air condition the small gymnasium at Amity Regional High School
- \$161,000 – Renovate old Consumer Science Room – Cabinets and appliances are old and outdated
- \$575,000 – Air handler replacement – Units at Amity Regional High School are 20-years plus old
- \$350,000 – Parking lot replacement at Amity Regional High School – Phase 1
- \$185,000 – HVAC upgrades – Improve air quality and comfort at Amity Middle School – Bethany Campus
- \$30,000 – Water coils in air handlers – Replace coils at Amity Regional High School
- \$75,000 – Garage bay addition for needed storage space at Amity Regional High School
- \$400,000 – Replace tennis courts – Provide a safe playing surface

**PROPOSED 2016-2017 BOND ISSUE  
PRO FORMA FINANCING PLAN**

**Issue Date: 7/15/2016**

**Effective Rate: 2.30%**

<b>FISCAL YEAR</b>	<b>PRINCIPAL</b>	<b>INTEREST</b>	<b>DEBT SERVICE</b>
2016-17	\$0	\$24,668	\$24,668
2017-18	\$0	\$49,335	\$49,335
2018-19	\$200,000	\$47,035	\$247,035
2019-20	\$200,000	\$42,435	\$242,435
2020-21	\$200,000	\$37,835	\$237,835
2021-22	\$200,000	\$33,235	\$233,235
2022-23	\$200,000	\$28,635	\$228,635
2023-24	\$245,000	\$23,518	\$268,518
2024-25	\$300,000	\$17,250	\$317,250
2025-26	\$300,000	\$10,350	\$310,350
2026-27	\$300,000	\$3,450	\$303,450
<b>Totals</b>	<b>\$2,145,000</b>	<b>\$317,746</b>	<b>\$2,462,746</b>

Note: The estimated cost of issuance of \$84,000.

Potential Bonding of Facilities Projects  
 December 2, 2015  
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**Proposed 2019-2020 Bond Issue:**

The facilities projects totaling \$1,715,000 include:

- \$300,000 – Parking lot replacement at Amity Regional High School – Phase 2
- \$245,000 – Library renovation to make ‘dead space’ more usable and flexible at Amity Middle School – Bethany Campus
- \$205,000 – Install lights on Soccer/Lacrosse field at Amity Regional High School to increase field usage due to early darkness
- \$965,000 – Install artificial turf field at Amity Regional High School for a safer more usable surface for athletes

**PROPOSED 2019-2020 BOND ISSUE  
 PRO FORMA FINANCING PLAN**

**Issue Date: 7/15/2019**

**Effective Rate: 3.80%**

<b>FISCAL YEAR</b>	<b>PRINCIPAL</b>	<b>INTEREST</b>	<b>DEBT SERVICE</b>
2016-17	\$0	\$0	\$0
2017-18	\$0	\$0	\$0
2018-19	\$0	\$0	\$0
2019-20	\$0	\$34,200	\$34,200
2020-21	\$0	\$68,400	\$68,400
2021-22	\$150,000	\$65,550	\$215,550
2022-23	\$200,000	\$58,900	\$258,900
2023-24	\$200,000	\$51,300	\$251,300
2024-25	\$200,000	\$43,700	\$243,700
2025-26	\$225,000	\$35,625	\$260,625
2026-27	\$225,000	\$27,075	\$252,075
2027-28	\$200,000	\$19,000	\$219,000
2028-29	\$200,000	\$11,400	\$211,400
2029-30	\$200,000	\$3,800	\$203,800
<b>Totals</b>	<b>\$1,800,000</b>	<b>\$418,950</b>	<b>\$2,218,950</b>

Note: The estimated cost of issuance of \$85,000.

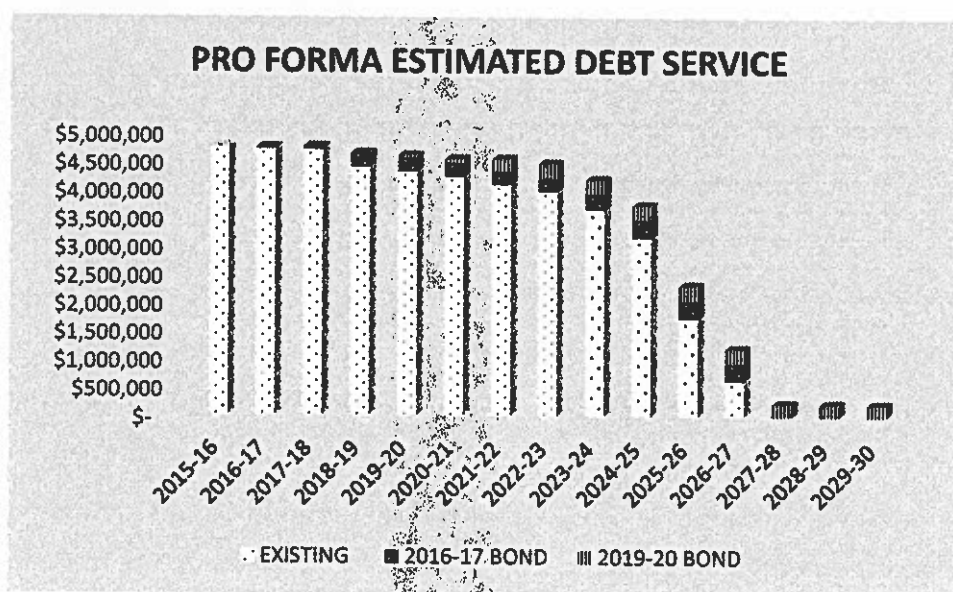
Potential Bonding of Facilities Projects  
December 2, 2015  
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Below is a schedule of the existing debt service, proposed new bond issue in 2016-2017 and proposed new bond issue in 2019-2020. The District's debt service stays relatively flat for three years and then declines.

**PRO FORMA ESTIMATED DEBT SERVICE**

FISCAL YEAR	EXISTING DEBT	NEW DEBT	TOTAL DEBT
2015-16	\$4,743,788	\$0	\$4,743,788
2016-17	\$4,709,213	\$24,668	\$4,733,881
2017-18	\$4,701,513	\$49,335	\$4,750,848
2018-19	\$4,390,113	\$247,035	\$4,637,148
2019-20	\$4,315,563	\$276,635	\$4,592,198
2020-21	\$4,224,438	\$306,235	\$4,530,673
2021-22	\$4,083,944	\$448,785	\$4,532,729
2022-23	\$3,965,856	\$487,535	\$4,453,391
2023-24	\$3,647,241	\$519,818	\$4,167,059
2024-25	\$3,152,631	\$560,950	\$3,713,581
2025-26	\$1,728,247	\$570,975	\$2,299,222
2026-27	\$630,850	\$555,525	\$1,186,375
2027-28	\$0	\$219,000	\$219,000
2028-29	\$0	\$211,400	\$211,400
2029-30	\$0	\$203,800	\$203,800
<b>Totals</b>	<b>\$44,293,397</b>	<b>\$4,681,696</b>	<b>\$48,975,093</b>

Below is a graphic depiction of the existing debt service, proposed new bond issue in 2016-2017 and proposed new bond issue in 2019-2020.



**Timeline:**

The legal requirements for the bonding resolution are shown below:

**BONDING TIMELINE**

<b>KEY DATES</b>	<b>DESCRIPTION OF ACTIVITY</b>
At least 24 hours before Board meeting – <u>excluding</u> any intervening Saturday, Sunday, legal holiday or District offices or Town Clerks' offices closed	Notice/agenda of meeting of the Board posted at member towns and at District and distributed
	Board meeting to recommend appropriation and borrowing authorization; schedule Public Hearing; authorize issuance of Explanatory Text on Bond Sale
At least 5 days before Public Hearing – <u>including</u> the day of publication, intervening weekend days and holidays but <u>excluding</u> the day of the meeting	Notice of Public Hearing posted in member towns and at District and published; notice/agenda of meeting of the Board posted at member towns and at District and distributed
	District Meeting held to conduct Public Hearing Board Meeting following Public Hearing

## Potential Bonding of Facilities Projects

December 2, 2015

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KEY DATES	DESCRIPTION OF ACTIVITY
At least 30 days before Referendum – <u>excluding</u> both day of publication and day of referendum	Notice delivered to Town Clerks of member towns as to calling of Referendum
Not less than 5 days and no more than 15 days before the Referendum – <u>excluding</u> both day of publication and day of Referendum	Notice of Referendum in each member town posted at respective member towns and at District and published
	Distribution of explanatory text to all residents in the member towns
	Referendum held from 6:00 a.m. to 8:00 p.m.



## **JUSTIFICATIONS FOR BONDING PROJECTS**

**By Jim Saisa, Facilities Director**

### **Air condition the middle gym at Amity Regional High School**

The space is not air conditioned and is quite uncomfortable for gym class use and after school sports use during the warmer months. Air conditioning the space will provide a safer, more comfortable atmosphere for students and coaches. Estimated cost of \$125,000.

### **Air condition the small wrestling gym at Amity Regional High School**

The space is not air conditioned and is quite uncomfortable for gym class use and after school sports use during the warmer months. Air conditioning the space will provide a safer, more comfortable atmosphere for students and coaches. Estimated cost of \$160,000.

### **Renovate the old consumer science room at Amity Regional High School**

The consumer science room that was installed in 1995 is in disrepair. The cabinets are falling apart and the appliances are not worth putting money into for repairs anymore. Amity Regional High School and the Adult and Continuing Education Program have thriving programs and the classroom needs to be upgraded to meet modern-day needs. The upgrades are also necessary for safety. Estimated cost is \$161,000.

### **Air handler replacement at Amity Regional High School**

There are many air handlers left from the 1990's construction project at Amity Regional High School. They have outlived their useful life and need to be replaced before they start failing. Air handlers are the critical air distribution mechanism that ensures building comfort and good air quality. A retro-commissioning project was completed to help prioritize the replacement of these units on an educated time schedule. Estimated costs for phase 1 is \$575,000.

### **Parking lot replacement at Amity Regional High School**

Many of the parking lot and driveway areas at Amity Regional High School are over 20 years old and have deteriorated to the point where patching and repairing them is not a good use of money. Because the lots sit on a high water table, frost heaves and normal wear have necessitated the replacement of the parking lots and driveways. Estimated costs for phase 1 is \$350,000.

### **HVAC upgrades at Amity Middle School, Bethany Campus**

The layout of the air diffusers in the classrooms and locker rooms at Amity Middle School, Bethany Campus, have proven to not be effective for thermal comfort. In addition, building codes have changed as to the amount of outside air that is needed to keep a building's air quality high. By implementing changes in the diffuser layout in the classrooms as well as adding control points and programming to the building management system, we will achieve better air quality, better thermal comfort, and recognize cost savings on utility bills. The estimated cost is \$185,000.

**Replace water coils in air handlers at Amity Regional High School**

There are several air handlers at Amity Regional High School that are not in need of full replacement at this time. They do, however, have aging coils that have been repaired several times. The water coils in these air handlers should be replaced to extend the life and reliability of the air handlers and prevent leaks and potential floods. The estimated cost is \$30,000.

**Install a garage bay addition at Amity Regional High School**

Storage and work space is a large issue at Amity. Copy paper, concert risers and staging, and other large items are routinely stored in the hallways due to lack of storage space. In addition, there is not a suitable work space for our building maintainers to work on large projects or fabrication. Building an addition on to the existing grounds garage would allow for storage and a workshop to more effectively complete maintenance work. Estimated cost is \$75,000.

**Replace the tennis courts at Amity Regional High School**

The tennis courts at Amity Regional High School have been repaired and resurfaced many times. There are patches on the patches. Many of the repaired areas open up again each year with the frost heaves in the spring. New cracks appear each spring as well. To ensure a safe playing surface for the athletes and gym classes and to avoid the yearly maintenance costs associated with the frost heaves, the courts are in need of replacement. The estimated cost is \$400,000.

**AMITY REGIONAL SCHOOL DISTRICT NO. 5  
REVENUES AND EXPENDITURES  
FOR FY 2015-2016**

LINE	CATEGORY	COLUMN 1	COLUMN 2	COLUMN 3	COLUMN 4	COLUMN 5	COLUMN 6	COLUMN 7
		2014-2015 UNAUDITED	2015-2016 BUDGET	NOV '15 FORECAST	CHANGE INCR./(DECR.)	DEC '15 FORECAST	VARIANCE OVER/(UNDER)	FAV UNF
1	MEMBER TOWN ALLOCATIONS	44,208,682	45,348,694	45,348,694	0	45,348,694	0	FAV
2	OTHER REVENUE	249,582	215,266	234,915	(52)	234,863	19,597	FAV
3	OTHER STATE GRANTS	1,103,952	1,157,411	1,059,531	6,145	1,065,676	(91,735)	UNF
4	MISCELLANEOUS INCOME	320,498	174,480	177,098	21,500	198,598	24,118	FAV
5	BUILDING RENOVATION GRANTS	6,491	6,491	6,491	0	6,491	0	FAV
6	<b>TOTAL REVENUES</b>	<b>45,889,205</b>	<b>46,902,342</b>	<b>46,826,729</b>	<b>27,593</b>	<b>46,854,322</b>	<b>(48,020)</b>	<b>UNF</b>
7	SALARIES	23,646,038	24,522,504	24,438,862	(240)	24,438,622	(83,882)	FAV
8	BENEFITS	5,417,449	5,837,134	5,728,992	34,237	5,763,229	(73,905)	FAV
9	PURCHASED SERVICES	7,080,741	7,862,820	7,426,787	(2,608)	7,424,179	(438,641)	FAV
10	DEBT SERVICE	4,799,303	4,743,788	4,743,788	0	4,743,788	0	FAV
11	SUPPLIES (INCLUDING UTILITIES)	2,987,631	3,051,561	3,039,296	(3,000)	3,036,296	(15,265)	FAV
12	EQUIPMENT	286,652	245,855	244,059	0	244,059	(1,796)	FAV
13	IMPROVEMENTS / CONTINGENCY	9,860	493,000	427,970	0	427,970	(65,030)	FAV
14	DUES AND FEES	119,827	145,680	145,680	0	145,680	0	FAV
15	TRANSFER ACCOUNT	346,445	0	0	145,086	145,086	145,086	UNF
16	<b>TOTAL EXPENDITURES</b>	<b>44,693,946</b>	<b>46,902,342</b>	<b>46,195,434</b>	<b>173,475</b>	<b>46,368,909</b>	<b>(533,433)</b>	<b>FAV</b>
17	<b>SUBTOTAL</b>	<b>1,195,259</b>	<b>0</b>	<b>631,295</b>	<b>(145,882)</b>	<b>485,413</b>	<b>485,413</b>	<b>FAV</b>
18	PLUS: CANCELLATION OF PRIOR YEAR'S ENCUMBRANCES	16,880	0	0	0	0	0	FAV
19	DESIGNATED FOR SUBSEQUENT YEAR'S BUDGET:	(150,000)	0	0	0	0	0	FAV
20	<b>NET BALANCE / (DEFICIT)</b>	<b>1,062,139</b>	<b>0</b>	<b>631,295</b>	<b>(145,882)</b>	<b>485,413</b>	<b>485,413</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 2015-2016

LINE	CATEGORY	COLUMN 1	COLUMN 2	COLUMN 3	COLUMN 4	COLUMN 5	COLUMN 6	COLUMN 7
		2014-2015 UNAUDITED	2015-2016 BUDGET	NOV '15 FORECAST	CHANGE INCR./(DECR.)	DEC '15 FORECAST	VARIANCE OVER/(UNDER)	FAV UNF
1	BETHANY ALLOCATION	9,204,690	9,441,145	9,441,145	0	9,441,145	0	FAV
2	ORANGE ALLOCATION	21,758,187	22,400,894	22,400,894	0	22,400,894	0	FAV
3	WOODBIDGE ALLOCATION	13,245,805	13,506,655	13,506,655	0	13,506,655	0	FAV
4	MEMBER TOWN ALLOCATIONS	44,208,682	45,348,694	45,348,694	0	45,348,694	0	FAV
5	ADULT EDUCATION	3,434	3,405	3,405	(52)	3,353	(52)	UNF
6	PARKING INCOME	30,181	30,000	30,000	0	30,000	0	FAV
7	INVESTMENT INCOME	2,799	1,500	2,000	0	2,000	500	FAV
8	ATHLETICS	27,258	32,500	32,500	0	32,500	0	FAV
9	TUITION REVENUE	75,864	72,985	92,134	0	92,134	19,149	FAV
10	TRANSPORTATION INCOME	110,046	74,876	74,876	0	74,876	0	FAV
11	TRANSPORTATION BOWA AGREEMENT	0	0	0	0	0	0	FAV
12	OTHER REVENUE	249,582	215,266	234,915	(52)	234,863	19,597	FAV
13	BESB GRANT	0	0	0	0	0	0	FAV
14	SPECIAL EDUCATION GRANTS	1,103,952	1,157,411	1,059,531	6,145	1,065,676	(91,735)	UNF
15	OTHER STATE GRANTS	1,103,952	1,157,411	1,059,531	6,145	1,065,676	(91,735)	UNF
16	RENTAL INCOME	26,025	3,500	3,500	21,500	25,000	21,500	FAV
17	DESIGNATED FROM PRIOR YEAR	266,000	150,000	150,000	0	150,000	0	FAV
18	OTHER REVENUE	28,307	20,980	23,598	0	23,598	2,618	FAV
19	TRANSFER IN	166	0	0	0	0	0	FAV
20	MISCELLANEOUS INCOME	320,498	174,480	177,098	21,500	198,598	24,118	FAV
21	BUILDING RENOVATION GRANTS	6,491	6,491	6,491	0	6,491	0	FAV
22	TOTAL REVENUES	45,889,205	46,902,342	46,826,729	27,593	46,854,322	(48,020)	UNF

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 2015-2016**

LINE	CATEGORY	COLUMN 1	COLUMN 2	COLUMN 3	COLUMN 4	COLUMN 5	COLUMN 6	COLUMN 7
		2014-2015 UNAUDITED	2015-2016 BUDGET	NOV '15 FORECAST	CHANGE INCR./(DECR.)	DEC '15 FORECAST	VARIANCE OVER/(UNDER)	FAV UNF
1	5111-CERTIFIED SALARIES	19,722,737	20,383,773	20,279,569	(24,040)	20,255,529	(128,244)	FAV
2	5112-CLASSIFIED SALARIES	3,923,301	4,138,731	4,159,293	23,800	4,183,093	44,362	UNF
3	<b>SALARIES</b>	<b>23,646,038</b>	<b>24,522,504</b>	<b>24,438,862</b>	<b>(240)</b>	<b>24,438,622</b>	<b>(83,882)</b>	<b>FAV</b>
4	5200-MEDICARE - ER	317,397	327,104	328,007	29	328,036	932	UNF
5	5210-FICA - ER	245,870	253,321	254,089	22	254,111	790	UNF
6	5220-WORKERS' COMPENSATION	202,731	250,807	230,080	(9,588)	220,492	(30,315)	FAV
7	5255-MEDICAL & DENTAL INSURANCE	3,491,099	4,080,297	3,991,211	46,549	4,037,760	(42,537)	FAV
8	5860-OPEB TRUST	175,000	0	0	0	0	0	FAV
9	5260-LIFE INSURANCE	40,513	45,520	45,520	(1,802)	43,718	(1,802)	FAV
10	5275-DISABILITY INSURANCE	8,623	9,602	9,602	(973)	8,629	(973)	FAV
11	5280-PENSION PLAN - CLASSIFIED	738,934	772,191	772,191	0	772,191	0	FAV
12	5282-RETIREMENT SICK LEAVE - CERT	80,780	39,000	39,000	0	39,000	0	FAV
13	5283-RETIREMENT SICK LEAVE - CLASS	0	2,000	2,000	0	2,000	0	FAV
14	5284-SEVERANCE PAY - CERTIFIED	96,402	47,292	47,292	0	47,292	0	FAV
15	5290-UNEMPLOYMENT COMPENSATION	20,100	10,000	10,000	0	10,000	0	FAV
16	<b>BENEFITS</b>	<b>5,417,449</b>	<b>5,837,134</b>	<b>5,728,992</b>	<b>34,237</b>	<b>5,763,229</b>	<b>(73,905)</b>	<b>FAV</b>
17	5322-INSTRUCTIONAL PROG IMPROVEMENT	17,663	26,810	26,810	0	26,810	0	FAV
18	5327-DATA PROCESSING	65,367	78,138	78,138	0	78,138	0	FAV
19	5330-OTHER PROFESSIONAL & TECHNICAL SRVC	905,144	1,118,120	1,118,120	0	1,118,120	0	FAV
20	5440-RENTALS - LAND, BLDG, EQUIPMENT	88,876	96,195	96,195	0	96,195	0	FAV
21	5510-PUPIL TRANSPORTATION	2,511,292	2,831,153	2,620,027	(13,858)	2,606,169	(224,984)	FAV
22	5521-GENERAL LIABILITY INSURANCE	196,758	205,831	199,901	0	199,901	(5,930)	FAV
23	5550-COMMUNICATIONS: TEL, POST, ETC.	92,022	111,362	111,362	0	111,362	0	FAV
24	5560-TUITION EXPENSE	3,127,149	3,323,310	3,104,333	11,250	3,115,583	(207,727)	FAV
25	5590-OTHER PURCHASED SERVICES	76,470	71,901	71,901	0	71,901	0	FAV
26	<b>PURCHASED SERVICES</b>	<b>7,080,741</b>	<b>7,862,820</b>	<b>7,426,787</b>	<b>(2,608)</b>	<b>7,424,179</b>	<b>(438,641)</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 AND EXPENDITURES  
FOR FY 2015-2016**

LINE	CATEGORY	COLUMN 1	COLUMN 2	COLUMN 3	COLUMN 4	COLUMN 5	COLUMN 6	COLUMN 7
		2014-2015 UNAUDITED	2015-2016 BUDGET	NOV '15 FORECAST	CHANGE INCR./(DECR.)	DEC '15 FORECAST	VARIANCE OVER/(UNDER)	FAV UNF
27	5830-INTEREST	1,514,303	1,388,788	1,388,788	0	1,388,788	0	FAV
28	5910-REDEMPTION OF PRINCIPAL	3,285,000	3,355,000	3,355,000	0	3,355,000	0	FAV
29	DEBT SERVICE	4,799,303	4,743,788	4,743,788	0	4,743,788	0	FAV
30	5410-UTILITIES, EXCLUDING HEAT	846,736	822,839	824,512	0	824,512	1,673	UNF
31	5420-REPAIRS, MAINTENANCE & CLEANING	730,559	703,182	703,182	0	703,182	0	FAV
32	5611-INSTRUCTIONAL SUPPLIES	353,751	366,819	366,819	0	366,819	0	FAV
33	5613-MAINTENANCE/CUSTODIAL SUPPLIES	176,467	206,478	206,478	0	206,478	0	FAV
34	5620-OIL USED FOR HEATING	122,270	87,016	44,430	0	44,430	(42,586)	FAV
35	5621-NATURAL GAS	86,384	97,000	125,648	(3,000)	122,648	25,648	UNF
36	5627-TRANSPORTATION SUPPLIES	178,611	132,785	132,785	0	132,785	0	FAV
37	5641-TEXTS & DIGITAL RESOURCES	39,066	126,149	126,149	0	126,149	0	FAV
38	5642-LIBRARY BOOKS & PERIODICALS	23,356	20,797	20,797	0	20,797	0	FAV
39	5690-OTHER SUPPLIES	430,431	488,496	488,496	0	488,496	0	FAV
40	SUPPLIES (INCLUDING UTILITIES)	2,987,631	3,051,561	3,039,296	(3,000)	3,036,296	(15,265)	FAV
41	5730-EQUIPMENT - NEW	63,443	39,170	39,170	0	39,170	0	FAV
42	5731-EQUIPMENT - REPLACEMENT	223,209	206,685	204,889	0	204,889	(1,796)	FAV
43	EQUIPMENT	286,652	245,855	244,059	0	244,059	(1,796)	FAV
44	5715-IMPROVEMENTS TO BUILDING	0	160,000	160,000	0	160,000	0	FAV
45	5720-IMPROVEMENTS TO SITES	9,860	183,000	117,970	0	117,970	(65,030)	FAV
46	5850-CONTINGENCY	0	150,000	150,000	0	150,000	0	FAV
47	TRSF. FROM CONTINGENCY TO OTHER ACCTS.	0	0	0	0	0	0	FAV
48	IMPROVEMENTS / CONTINGENCY	9,860	493,000	427,970	0	427,970	(65,030)	FAV
49	5580-STAFF TRAVEL	23,435	20,157	20,157	0	20,157	0	FAV
50	5581-TRAVEL - CONFERENCES	24,299	25,232	25,232	0	25,232	0	FAV
51	5810-DUES & FEES	72,093	100,291	100,291	0	100,291	0	FAV
52	DUES AND FEES	119,827	145,680	145,680	0	145,680	0	FAV
53	5856-TRANSFER ACCOUNT	346,445	0	0	145,086	145,086	145,086	UNF
54	ESTIMATED UNSPENT BUDGETS	0	0	0	0	0	0	FAV
55	TOTAL EXPENDITURES	44,693,946	46,902,342	46,195,434	173,475	46,368,909	(533,433)	FAV

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 2015-2016**



**DECEMBER 2015**

This monthly financial report provides a comprehensive analysis of current and projected revenues and expenditures. New or revised comments and figures will be highlighted in *boldface italics* for future monthly reports for this fiscal year.

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**2015-2016 FORECAST**

***Potential Use of Unspent Fund Balance:***

*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.*

*The Superintendent of Schools plans to ask the Amity Finance Committee and Amity Board of Education to transfer these funds from the unspent fund balance into the Reserve for Capital Nonrecurring Expenditures prior to closing the books for this fiscal year. These funds will be designated to pay the State. If in several years the State fails to request these funds, the Amity Board of Education can return the money to the member towns.*



## OVERVIEW

*The total cost savings and efficiencies for 2015-2016 to-date are \$115,911. Please refer to Appendix B for the complete list of initiatives.*

The projected unspent fund balance for this fiscal year is **\$485,413 FAV**, which appears on page 1, column 6, line 20. The primary reasons for the projected fund balance are, as follows:

- **\$137,615 FAV:** “Turnover savings” from replacing teachers and other staff who retired or resigned is over budget.
- **\$42,537 FAV:** *Actual employee and retiree claims are \$67,456 FAV less than expected. Fees charged are \$24,919 UNF over budget.*
- **\$26,657 FAV:** Bid prices for workers’ compensation and general liability insurance were competitive and below budget. The bids were received after the budget was adopted.
- **\$340,976 FAV:** Special Education Transportation and Tuition net of Special Education Grants – We had several students who were budgeted to be outplaced but were not for a number of reasons. 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. Any one of these events can have a significant impact, positive or negative, on the District’s special education expenditures.
- **\$65,030 FAV:** The bid for the stone coping repair project at Amity Regional High School was under budget.
- **\$145,086 UNF:** *The District owes the State a portion of the interest expense saved by refinancing some of the bonds on the 1990’s construction projects some years ago. The Superintendent of Schools plans to ask the Amity Finance Committee and Amity Board of Education to transfer these funds from the unspent fund balance into the Reserve for Capital Nonrecurring Expenditures prior to closing the books for this fiscal year.*

### REVENUES BY CATEGORY

The projected yearend balance of revenues are \$48,020 UNF, which appears on page 2, column 6, line 22.

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

The budget is based on the expectation interest rates will remain low.

<u>Month</u>	<u>Peoples United</u>	<u>State Treasurer's Investment Fund</u>
June 2015	0.350 %	0.043 %
July 2015	0.250 %	0.150 %
August 2015	0.400 %	0.170 %
September 2015	0.400 %	0.170 %
October 2015	0.400 %	0.170 %
November 2015	<b>0.400 %</b>	<b>0.170 %</b>

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

*The forecast is based on information from the State.*

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

The budget is based on six tuition students, five at full tuition rate and one student at reduced employee rate. The actual tuition charged is higher than budgeted. One new tuition student registered.

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

The State reimbursement rate for 2015-2016 is expected to be 79.0 percent. The estimated decrease in revenues is \$91,735 UNF based on projections of special education transportation and tuition expenses at the budgeted rate of 79.0 percent. The forecast is based on information from the State.

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

The United Illuminating Load Shed credits for the first and second quarters for last fiscal year totaling \$3,272.91 FAV were received in September 2015. *The forecast includes a reimbursement of \$12,900.28 FAV from Woodbridge Elementary School District for custodial overtime due to the Woodbridge Summer Program.*

### EXPENDITURES BY CATEGORY

The projected yearend balance of expenditures are \$533,433 FAV, which appears on page 4, column 6, line 55.

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

“Turnover savings” from replacing teachers, who retired or resigned, and leaves-of-absence is over budget by \$132,194 FAV. Two teachers are on unpaid leave-of-absence, which is estimated to save \$25,281 FAV. *The forecast is based on current staffing.*

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

“Turnover savings” from replacing classified staff, who retired or resigned, is over budget by \$5,421 FAV. The Federal government through the State has required our district to use 15 percent of the IDEA grant to train our staff to not over identify white autistic students. The cost of a paraprofessional budgeted in the IDEA grant needed to be shifted to the Board budget (\$26,284 UNF) due to the requirement to use 15 percent of the IDEA grant for training. *The forecast is based on current staffing.*

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

*The forecast is based on the current staff.*

**LINE 6: 5220-WORKERS' COMPENSATION:**

The bid price for workers' compensation insurance premium was \$20,727 FAV under budget. *The payroll audit premium was \$1,219, or \$9,588 FAV below budget.*

**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 budget except for months with actual claims.

*Actual employee and retiree claims are \$67,456 FAV less than expected. Fees charged are \$24,919 UNF over budget. The total variance is \$42,537 FAV.*

**CLAIMS OF CURRENT EMPLOYEES AND RETIREES**

<b>MONTH</b>	<b>2015-2016 ACTUAL</b>	<b>2015-2016 BUDGET</b>	<b>2015-2016 VARIANCE</b>	<b>2014-2015 ACTUAL</b>	<b>2013-2014 ACTUAL</b>
JUL	\$424,798	\$360,250	\$64,548	\$311,067	\$430,267
AUG	\$298,314	\$360,250	(\$61,936)	\$336,053	\$381,584
SEP	\$311,187	\$360,250	(\$49,063)	\$282,989	\$306,379
OCT	\$316,592	\$360,250	(\$43,658)	\$368,169	\$312,668
NOV	<b>\$382,903</b>	\$360,250	<b>\$22,653</b>	\$326,683	\$327,966
DEC		\$360,250		\$419,537	\$416,061
JAN		\$360,250		\$284,899	\$402,402
FEB		\$360,250		\$330,398	\$238,891
MAR		\$360,250		\$269,027	\$368,088
APR		\$360,250		\$302,864	\$374,121
MAY		\$360,250		\$291,612	\$314,836
JUN		\$360,250		\$308,985	\$315,712
<b>TOTALS</b>		<b>\$4,323,000</b>	<b>(\$67,456)</b>	<b>\$3,832,283</b>	<b>\$4,188,975</b>

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

<b>2012-2013 ACTUAL</b>	<b>2013-2014 ACTUAL</b>	<b>2014-2015 ACTUAL</b>	<b>2015-2016 BUDGET</b>	<b>2015-2016 FORECAST</b>
88.9%	103.8%	87.3%	100.0%	<b>98.4%</b>

**Note: 2015-2016 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.

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

<b>MONTH</b>	<b>2015-2016 ACTUAL</b>	<b>2015-2016 BUDGET</b>	<b>2015-2016 VARIANCE</b>	<b>2014-2015 ACTUAL</b>	<b>2013-2014 ACTUAL</b>
JUL	\$95,297	\$70,000	\$25,297	\$85,723	\$104,334
AUG	\$87,514	\$69,745	\$17,769	\$88,370	\$89,545
SEP	\$73,583	\$69,745	\$3,838	\$96,853	\$94,550
OCT	\$76,154	\$69,745	\$6,409	\$97,604	\$59,835
NOV	<b>\$41,351</b>	\$69,745	<b>(\$28,394)</b>	\$55,394	\$40,563
DEC		\$69,745		\$47,437	\$40,321
JAN		\$69,745		\$47,120	\$44,201
FEB		\$69,745		\$46,962	\$43,730
MAR		\$69,745		\$46,314	\$33,847
APR		\$69,745		\$46,798	\$30,543
MAY		\$69,745		\$46,805	\$41,930
JUN		\$69,745		\$47,120	\$41,781
<b>TOTALS</b>		<b>\$837,195</b>	<b>\$24,919</b>	<b>\$752,500</b>	<b>\$665,180</b>

**LINE 9: 5260-LIFE INSURANCE:**

*The forecast is based on the current staff.*

**LINE 10: 5275-DISABILITY INSURANCE:**

*The forecast is based on the current staff.*

**LINE 21 on Page 3: 5510-PUPIL TRANSPORTATION:**

Special Education Transportation is a projected variance of *\$224,984 FAV (previously \$239,574 FAV)*.

**LINE 22 on Page 3: 5521-GENERAL LIABILITY INSURANCE:**

The bid price for liability, automotive and property insurance premium was **\$1,972 UNF** over budget. The bid price for student accident insurance premium was **\$1,677 UNF** over budget. The Connecticut Interlocal Risk Management Agency (CIRMA) has notified the District that we will be receiving a rebate of **\$9,579 FAV**.

**LINE 24 on Page 3: 5560-TUITION EXPENSE:**

Tuition has a projected variance of *\$207,727 FAV (previously \$216,696 FAV)*.

Tuition for the vo-ag schools has a projected variance of *\$16,883 FAV (previously \$20,883 FAV)*.

	<b>FY11-12 ACTUAL</b>	<b>FY12-13 ACTUAL</b>	<b>FY13-14 ACTUAL</b>	<b>FY14-15 ACTUAL</b>	<b>FY15-16 BUDGET</b>	<b>FY15-16 FORECAST</b>
Sound	6	8	7	5	6	4
Trumbull	3	2	2	2	4	3
Nonnewaug	3	2	2	1	3	3
Common Guard Charter HS	0	0	0	1	1	1
ACES Wintergreen Magnet	0	2	1	0	0	0
King Robinson Magnet	0	0	0	0	0	1
Totals	12	14	12	9	14	12

ECA has a projected variance of *\$21,901 FAV (previously \$22,340 FAV)*.

	<b>FY11-12 ACTUAL</b>	<b>FY12-13 ACTUAL</b>	<b>FY13-14 ACTUAL</b>	<b>FY14-15 ACTUAL</b>	<b>FY15-16 BUDGET</b>	<b>FY15-16 FORECAST</b>
ECA	26	26	26	26	26	22

Public (ACES) and private out-of-district placements has a projected variance of **\$168,943 FAV** (previously \$173,473 FAV).

	FY11-12 ACTUAL	FY12-13 ACTUAL	FY13-14 ACTUAL	FY14-15 ACTUAL	FY15-16 BUDGET	FY15-16 FORECAST
Public SPED	6	8	6	10	10	7
Private SPED	24	21	25	24	23	28(25)
Totals	30	29	31	34	33	35(32)

**LINE 30 on Page 4: 5410-UTILITIES, EXCLUDING HEAT:**

The 2015-2016 budget for electricity assumes the use of 3,913,193 kilowatt hours at an average price of \$0.1900 per kilowatt hour, or a cost of \$743,506. The forecast assumes the use of 3,913,193 kilowatt hours at an average price of \$0.1900 per kilowatt hour, or a cost of \$743,506. There is no budget variance for electricity.

**ELECTRICITY (KILOWATT HOURS)**

MONTH	2015-2016 ACTUAL	2015-16 BUDGET	2015-16 VARIANCE	2014-2015 ACTUAL	2013-2014 ACTUAL
JUL	339,296	350,380	(11,084)	321,976	353,041
AUG	374,855	353,327	21,528	331,999	355,228
SEP	361,951	357,369	4,582	349,784	369,190
OCT	293,904	303,582	(9,678)	292,657	310,925
NOV		292,695		287,227	294,532
DEC		301,518		297,565	295,361
JAN		316,251		290,906	322,535
FEB		317,768		319,356	323,318
MAR		313,876		321,785	306,728
APR		323,607		304,672	300,730
MAY		338,033		318,196	324,543
JUN		344,787		336,991	329,909
<b>TOTALS</b>		<b>3,913,193</b>	<b>5,348</b>	<b>3,773,114</b>	<b>3,886,040</b>

Loan payments will total \$14,583. The budget assumes there will not be a Load Shed credit. No budget variance is expected.

The budget for propane is \$5,250. The forecast is \$3,150, or **\$2,100 FAV** under budget.

Sewer costs are budgeted at \$28,000. The forecast is \$31,773, or **\$3,773 UNF** over budget.

The budget for water is \$31,500, which is the forecast.

**LINE 31 on Page 4: 5420-REPAIRS, MAINTENANCE & CLEANING:**

Below is a list of repair items not specifically included in the budget. *At this time, we are projecting no budget transfers will be needed to cover these expenditures.*

- We received an alarm on one of the large sewage ejection pumps at Amity Regional High School. The seal on the pump was leaking. The cost to repair the pump was \$4,300 UNF.
- *The sign in front of the District Office building had rotted through and needed to be replaced. A replacement sign has been ordered. The unbudgeted expense is \$2,900.*
- *The restroom partitions in the boy's locker room at Amity Regional High School were destroyed by vandalism. The unbudgeted expense to replace the stalls is \$4,500.*

**DEGREE DAYS:** *The number of degree days through October 2015 are 224 compared to the prior year's same period of 127.*

**LINE 34 on Page 4: 5620-OIL USED FOR HEATING:**

The budget is \$87,016. Each middle school is budgeted to use 20,000 gallons, or a total of 40,000 gallons, at a price of \$2.1379 per gallon, or \$85,516. The budget includes \$1,500 for the generators at all three schools. The installation of the natural gas line at Amity Middle School – Orange Campus will result in 20,000 gallons of heating oil not being needed. This is a favorable variance of \$42,758 FAV (20,000 gallons at the budget price of \$2.1379). The projected usage at Amity Middle School – Bethany Campus is 20,000 gallons, same as budgeted. However, the forecasted price is \$2.1465 per gallon, or an unfavorable price variance of \$172 UNF.

**LINE 35 on Page 4: 5621-NATURAL GAS:**

The installation of the natural gas line at Amity Middle School – Orange Campus will increase the use of natural gas. The forecast assumes the cost will be two-thirds of the cost of heating oil, or \$28,648 UNF. *This year's Fall has been warmer than recent Fall weather. The forecast for natural gas was reduced by \$3,000 FAV.*

**LINE 42 on Page 4: 5731-EQUIPMENT-REPLACEMENT:**

The bid price for snow removal equipment was \$4,124 FAV under budget. A 3-point spreader attachment for the Kioti tractor was purchased for \$2,328 UNF. This will make the spreading of salt and ice melt much more efficient and safer.

**LINE 44 on Page 4: 5715-IMPROVEMENTS TO BUILDING:**

The budget includes a \$100,000 facilities contingency for emergencies. To-date, there have been no expenditures. The forecast assumes these funds will be used.



**LINE 45 on Page 4: 5720-IMPROVEMENTS TO SITES:**

The bid price for the stone coping repair project at Amity Regional High School was \$65,030 FAV under budget.

**LINE 46 on Page 4: 5850-CONTINGENCY:**

The budget includes a \$150,000 contingency for unplanned, necessary expenditures. To-date, there have no expenditures. The forecast assumes these funds will be used.

**LINE 53 on Page 4: 5856-TRANSFER ACCOUNT:**

*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.*

*The Superintendent of Schools plans to ask the Amity Finance Committee and Amity Board of Education to transfer these funds from the unspent fund balance into the Reserve for Capital Nonrecurring Expenditures prior to closing the books for this fiscal year. These funds will be designated to pay the State. If in several years the State fails to request these funds, the Amity Board of Education can return the money to the member towns.*

## APPENDIX A

### **Amity Regional School District No. 5 won the 2015 CQIA Innovation Prize, Connecticut's Malcolm Baldrige National Quality Award for Fostering a District Culture of Maximizing Cost Savings and Efficiencies.**

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 have had success in finding ways to hold down expenses, but the ideas have come mostly from the District Office.

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 for this fiscal year. 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.

Our school district is proud of our students' achievements in art, 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 do just 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. Since the start of this initiative in September 2014, our staff has identified about \$140,000 of savings and efficiencies!

We continue to encourage our staff to provide their ideas to save money and improve efficiencies. The staff can contact Dr. Charles S. Dumais, Superintendent of Schools, or Jack B. Levine, Director of Finance and Administration, when they have any idea, big or small.

## APPENDIX B

COST SAVINGS AND EFFICIENCIES  
FOR FISCAL YEAR 2015-2016**TOTAL ANNUAL SAVINGS TO-DATE OF: \$115,911**

**\$63,500:** The Director of Pupil Services combined special education transportation runs by sharing transportation with Orange and Woodbridge.

**\$7,661:** The Director of Finance and Administration coordinated the negotiations of the STAR (Standardized Test for the Assessment of Reading) for Amity and the member towns' elementary school districts. Our District saved money with the lower prices.

**\$3,800:** The Assistant Director of Finance and Administration and Network Coordinator worked together to review all phone and fax lines throughout the District. The Network Coordinator identified lines that could be disconnected (old construction modules); fax lines settings that could be changed to the dial 9 for an outside line; and several reserve numbers that could be eliminated. In addition, all lines have been properly labeled.

**In-Kind:** An administrative assistant at Amity Middle School – Orange Campus obtained two new sets of the Town of Orange maps with street numbers. The maps can be used in a number of ways (e.g., Emergency Preparedness Plan; Transportation Review/Issues). These maps were laminated in the Media Center. In return for providing these maps, the school laminated a set of maps for the Town at no cost.

**\$4,000:** The Director of Technology decided not to hire two part-time summer interns. The new Technician is handling the work, which would have been done by the interns.

**\$2,150:** The blinds in the Amity Regional High School library atrium windows are battery operated. All of the batteries had failed. The cost of each battery was over \$100, and we needed 24 of them. Dino Gizzi, Building Maintainer, and Jim Saisa, Facilities Director, decided to purchase transformers and hard wire the blinds to building power, eliminating the need for batteries. We paid \$250 for materials and installed the transformers. We saved \$2,150 and never need to replace batteries again, saving labor and battery costs in the future.

**\$10,000:** Jim Saisa, Facilities Director, and Tracy Daigle, Facilities Coordinator, carefully reviews every invoice for the Facilities Department. Many companies bill us at the wrong State Contract amount or charge for trip or vehicle charges we should not pay. In addition, sales tax is frequently added to invoices, which should not be the case since we are tax exempt. Based on our audit of invoices, the Facilities Department saves a considerable amount of money every year.

**\$300:** All of the auto scrubbers, along with other cleaning equipment, run on batteries that need frequent distilled water additions. We used to buy cases of distilled water, but this took trips to the store (time) and the cost of the water. We purchased a water distiller for \$30. We now take normal tap water and distill it and no longer have to travel to purchase distilled water.

**\$17,000:** Our talented and properly trained Facilities staff prepares and refinishes our gym floors in-house. Most districts contract this service. We achieve excellent quality and do not pay a contractor to do this. We have trained a travelling gym floor crew to apply the finish in all of the gyms. We have four gyms.

**\$7,500:** The bridge on the fitness trail at Amity Middle School, Orange Campus, had deteriorated and become unsafe. Rather than hire a contractor, Director of Facilities, Jim Saisa, worked with the Industrial Education Department at Amity Regional High School to make this a student project. The Facilities Department purchased the materials and the bridge was constructed in sections in the shop class. The bridge sections were then transported to Orange and assembled on-site. The project was a complete success. Not only were students involved in a real-life construction project, the District saved an estimated \$7,500 over hiring a contractor.

## APPENDIX C

COST SAVINGS AND EFFICIENCIES  
FOR FISCAL YEAR 2014-2015

<b>TOTAL ANNUAL SAVINGS OF:</b>	<b>\$139,721</b>
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**\$5,000:** Curriculum and Staff Development eliminated the need for ProTrax (saving \$5,500 annually) by developing a seamless way to track Professional Development offerings on-line.

**\$800:** Amity Middle School – Bethany Campus reported a teacher shared Google docs and all TIP sheets rather than handing students paper copies of their task sheets.

**\$1,500:** Amity Middle School – Orange Campus reported the Media Center Administrative Assistant volunteered to check the large copier regularly for paper, cartridges and general checking of the room, supplies and machine. This has resulted in less ‘down-time’ for the copier and thereby, provides the teachers and staff greater efficiency in getting their needed copies.

**\$2,500:** We changed to automatic calendaring for the PPT meetings by the Guidance Administrative Secretary. This reduced the time it takes to create a list and continually update it. It has streamlined the process of scheduling meetings.

**\$1,750:** Amity Regional High School saved transportation money by not having a double bus run on the first day of school.

**\$1,400:** The Athletic Director is putting many of the department’s documents on-line rather than printing each one. This saves the cost of printing and makes it easy for parents and students to access the information.

**\$13,000:** Pupil Services Department reported a cooperative arrangement was made with Orange Elementary School District to share transportation costs to an out-of-district school.

**\$8,000:** We combined special education transportation runs.

**\$9,000:** The Finance Office is moving all the funds currently in Bank of America into People’s United Bank. This is being done to reduce fees, ease of transactions and security. In addition, we have been using a quasi-business-personal platform at Bank of America. Bank of America recommends we upgrade to their business platform. We would need to take these fees out of the student activity funds, which would be unfair to the students. By switching these funds to Peoples United, we do not need to pay the extra fees. Also, it would be more efficient to use one bank to collect funds using our online payment system.

**\$5,050:** We purchased a new online application called Applitrack, which will allow the District to receive and manage employment applications digitally. This recruiting tool allows us to post vacancies to social media sites, and job boards, including the #1 school job posting site. We expect this will cast a wider net in order to find the high-quality applicants we want at Amity. Applitrack helps us manage the entire application process in a much more efficient manner and will save on paper and copier costs.

**\$2,000:** The Technology Department reported Pilothouse Communications, LLC installed the District's new telephone system. We used them to remove, inventory and sell the old phones. This time-consuming process saved our busy Technology Department staff a lot of work.

**\$950:** The District negotiated to receive one-half of the sales price of the old phones.

**\$5,000:** We are implementing AlertSolutions into the PowerSchool deployment, which will allow us to contact students, teachers and parents via email, text messages or pre-recorded phone messages. It will also allow teachers to send mass e-mails to just their classes.

**\$5,000:** The network infrastructure upgrades have given us a true gigabit network which will allow teachers to fully utilize resources such as streaming video and digital media without bogging down or completely freezing the entire network.

**\$10,000:** We have purchased and installed print management software called PaperCut. This will allow us to manage and track printing activities across the District. The software will also allow us to provide quotas to staff and students that will help us control and reduce our paper and ink/toner consumption.

**\$2,000:** Facilities purchased and used new floor finish and gym finish techniques. We purchased new equipment, which allows the floor finish to be applied 37% faster than our previous methods. It also allows the gym finish to be applied up to 75% faster. This process and product has resulted in much smoother and shinier finish with no product waste.

**\$1,000:** Facilities implemented a team-cleaning concept to help us accommodate the Woodbridge Youth Summer Camps. Amity High School Custodians and equipment went to the Middle Schools, while the High School was occupied with summer camps. This allowed us to completely clean the Middle Schools by the end of July. Teams from the Middle Schools were then temporarily reassigned to the High School to fully implement our summer cleaning program. The school buildings are in pristine condition.

**\$500:** Automatic infrared flush valves were installed at the Stadium Field House. This will save on water and will ensure a much cleaner atmosphere in the public restrooms and locker rooms.

**\$850:** Electric hot air hand dryers were installed at the Stadium Field House. This will provide more sanitary conditions in the restrooms and save significant money on paper towel purchases. It should also cut down on vandalism and intentional clogging of fixtures, which will save money by not having the plumbing contractor frequently come to unclog drain lines.

**\$750:** One of our Custodians designed and implemented an inexpensive wood addition to some of our moving dollies. By spending a few dollars on lumber, we have converted our old dollies to functional moving dollies. This allows us to move desks, teacher desks, cabinets, etc., more safely and efficiently. This saved hundreds of dollars on purchasing new equipment from a vendor.

**\$8,000:** We have begun retrofitting drinking fountains by adding a water bottle filler kit to the existing drinking fountains to allow occupants to easily fill water bottles instead of having to buy them. This will cut down on the amount of recycling going into the recycling dumpster. It will also allow our staff and students to save money on purchasing water from a vending machine.

**\$3,500:** The SchoolDude work order system was revamped to streamline how work orders are disseminated and to improve communications with the work order originator. The previous approval process started with the Principal, then if approved was routed to Central Office for approval and scheduling with the appropriate technician or custodian. Now the general work orders are routed directly to the technician or custodian. The technician changes the status to "work in progress" and immediately knows of an issue. Once the work order is closed out as complete, the originator is immediately e-mailed the change in status. Large item requests are still routed through the Principal for consideration and approval. The new process has allowed quicker response time and better communication with the requesters.

**\$6,720:** Our new Health Benefits Consultant found out that Reliance commission payments of about \$560 per month were being paid to H.D. Segur. We took action to eliminate the payments and have the Amity premiums reduced accordingly.

**\$6,000:** Amity Regional High School had implemented a successful program Intervention Specialists for Math and Science for those students who needed tutoring. We had been paying a substitute rate for part of the day and tutor rate for part of the day. This became expensive. We changed to a single daily rate of \$140.72, which will save the District money.

**\$450:** The Guidance Offices in the three schools will be combining their orders of permanent record folders to take advantage of volume pricing.

**\$375:** The Middle Schools order student handbooks for both schools. This has saved money.

**\$220:** Amity Middle School – Bethany Campus provided parents with a ‘generic’ pocket folder to keep all handouts from teachers. In previous years, we used a customized printed pocket folder with the name of the school and Amity logo printed on the front cover.

**\$500:** The exterior wall pack lights on the Amity Regional High School Field House were problematic. There are seven fixtures all together. Each fixture would burn out once per year. As we looked for a better alternative, we found that the cost of the existing 70 watt metal halide bulb and ballast were equal to a new technology LED fixture, which is only 20 watts. We replaced all seven fixtures. The light quality is better; we decreased electricity usage by 65%; and the life expectancy of the LED fixture is ten years, so we have cost avoidance of bulb/ballast purchases and our electrician’s time.

**\$938:** The Finance Office has been actively pursuing vendors to switch to Electronic Funds Transfer (EFT) form of payment. Each mailed check costs 62.3 cents (i.e., 5.3 cents per check sheet; 8.0 cents per envelope; 49.0 cents for postage).

**\$4,700:** Amity Regional High School sends out documents by e-mail prior to a meeting and shows the documents on a screen at a meeting. This saves the paper and time to print the handouts.

**\$300:** Amity Middle School – Orange Campus will put all future editions of their new Students Newspaper online.

**\$635:** A few years ago, the Adult Education Program set up a merchant services account for patrons to pay for classes. We have closed this account and are now using the MyPaymentsPlus system.

**\$1,250:** The budget requests are being entered and verified by building staff. There is more detail being entered into the MUNIS budget module as backup information.

**\$8,000:** The Technology Department is moving as many printers as possible onto a Xerox print management contract, which will save on ink and paper.

**\$600:** The Athletic Department has added a section on PowerSchool to track athletes. This allows a direct uploading to the CIAC eligibility site, which saves about 4 hours of data input per season.

**\$200:** The toilet paper product was changed. We were finding the thin, single ply paper was shredding when being removed from the holder and those torn pieces were ending up on the floor. We need to be careful in the product we use, because we do not want students to clog the toilets with the paper. The Facilities Department believes we now have a better product. This suggestion came from an administrative assistant at Amity Middle School – Bethany campus.



**\$14,400:** An office in the Guidance Department at Amity Regional High School has had the temperature approach 90 degrees when the afternoon sun came around in both winter and summer. The design of the HVAC system is not adequate to control such a large thermal load. We had obtained a quote of \$15,000 to re-engineer the systems in that area. Another option was to install a small supplementary air conditioning system in that small office at a cost of \$4,000. We decided to try a reflective window film as studies have shown the film will reflect the majority of the heat away instead of allowing it to magnify through the window glass. It was installed at a cost of \$600. The results have been better than we expected. We solved a comfort problem for an employee at a fraction of the anticipated cost.

**\$375:** The Athletic Director has been looking at the overtime related to holding winter athletic practices on weekends and holidays. Mr. Goodwin decided to save 11 hours of overtime by ending Saturday practices at 3:00 p.m. instead of 4:00 p.m. Although the savings are relatively small, the effort will continue to take a close hard look at scheduling. This will be done without adversely affecting the athletic program or the time necessary for teams to practice.

**\$500:** We received a disposal of asset form for a computer cart that was no longer usable. High School Custodians Randy Joiner and Bob Carbone picked up the cart for disposal. They knew the art teacher was looking for a lockable, heavy duty cart to transport her ceramic and other art tools. They removed every other shelf in the cart making the size more appropriate to the teacher's needs and refastened a couple of other supports. The art teacher was ecstatic to get the cart for her use as a similar one would have cost over \$500 and it was not in the budget. Instead of throwing out an asset that was no longer usable to one department, we recycled it and put it into use in another department.

**\$50:** Amity Middle School – Bethany Campus teacher Helen Young noticed that the Xerox machine stapler automatically adjusts the amount of 'wire' it uses to staple documents and cuts off the excess, which is then deposited in a plastic waste container. The machine signals when the waste container should be replaced. An average used container has a mass of about 550 grams, which is approximately 1.21254 pounds. The teacher suggested bringing the 'waste' from all machine staplers to a recycling center.

**\$250:** Amity Middle School – Orange Campus administrative assistant Debbie Estok needed to find a way to create a large building plan image and our copiers are not capable to make large prints. Ms. Estok happened to speak to Tim Smith, Orange Deputy Fire Chief. He offered to make and deliver several large prints of our building plan. When Ms. Estok mentioned that we would laminate the prints, Mr. Smith was excited to learn that we have a laminator that will accommodate the 23 inch copies. We are going to laminate a few things for him. Thus, we saved money, gained goodwill, and solved a couple of needs.

**\$3,108:** Eversource (previously CL&P) recently performed a Most Beneficial Rate review for the purpose of determining whether our account is being billed on the most economical rate available to the school district. Based on our kilowatt (kW) demand and kilowatt hour (kWh) level, we can switch to a Time of Use rate. This will save approximately \$259 per month on the distribution portion of our electric bill at Amity Middle School – Bethany Campus.

**\$2,600:** Marie McPadden, Director of Curriculum and Staff Development, negotiated the Gates retesting fee for all students in grades 7 through 10 for the spring and had the fee reduced.

## APPENDIX D

### 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).

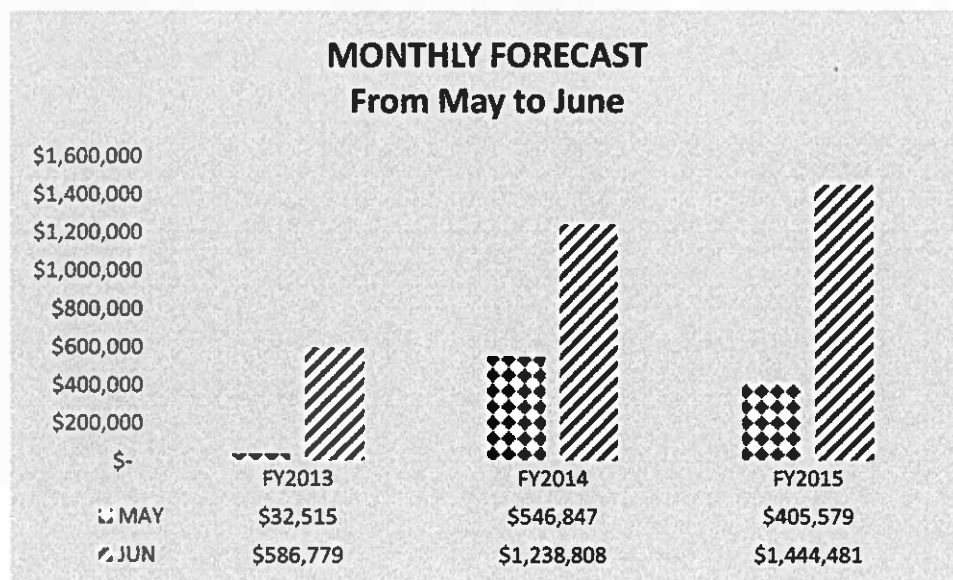
Revenues can be most impacted by decisions made at the State level for Special Education and Transportation grants. We have seen the reimbursement rate change in mid-year.

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.

**FY2013:**

The actual fund balance was \$586,779, or **\$554,264 higher than the prior month's forecast**. The monthly forecast for May 2013 projected a fund balance of \$32,515. The major reasons for the significant increase in the yearend fund balance from one month to the next month were, as follows:

- **\$47,506:** FEMA notified us that they will reimburse 75 percent of the costs related to February 2013 blizzard. We did not know the amount or timing of any payment. The award notice was received in July.
- **\$111,095:** 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.
- **\$282,349:** Special Education transportation and tuition funds were forecasted for two students who were placed through IEP's in high-cost programs; however, both students remained in temporary lower cost programs throughout the year and did not transition as expected.

**FY2014:**

The actual fund balance was \$1,238,808. The monthly forecast for May 2014 projected a fund balance of \$546,847, or **\$691,961 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:

- **\$114,915:** 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.
- **\$473,674:** Most of the funds budgeted for the OPEB Trust were transferred into the Self-Insurance Reserve Fund.
- **\$148,398:** Electricity usage and water usage were lower than forecasted. The May and June invoices were received after the May forecast.

**FY2015:**

The projected fund balance was \$1,444,481. The monthly forecast for May 2014 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.

## APPENDIX E

RECAP OF 2013-2014Return Unspent Fund Balance:

The cancellation of 2012-2013 encumbrances of \$62,660 has been 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. The primary reason for the unspent funds was special education expenditures of \$42,860, which were not spent.

Bethany	\$12,559
Orange	\$31,290
Woodbridge	<u>\$18,811</u>
Total	\$62,660

The major components of the 2013-2014 yearend available funds were, as follows:

- Special education grants revenue of **\$117,761 favorable variance** – This is due to higher special education transportation and tuition expenditures and a higher State reimbursement rate than budgeted (79.6 percent compared to 75 percent).
- Salaries of **\$356,929 favorable variance** – “Turnover savings” from replacing teachers who retired or resigned with teachers at a lower salary, were greater than expected. We also realized savings from unpaid leaves-of-absence and workers’ compensation, lower than projected coverage costs, and the transition to a permanent Superintendent of Schools. None of these could have been reasonably anticipated at the time the budget was prepared.
- Special education transportation and tuition of **\$350,050 favorable variance** – This is one of the most difficult areas to predict.

The Amity Board of Education voted to spend these funds on several needed items:

- **\$30,012** – Fixed Asset Accounting Module: The District purchased a fixed asset accounting program (FAMP) in 2007. The program worked on a 32bit operating system. It does not work on our 64bit systems.
- **\$85,793** – Amity Regional High School Cooling Tower Refurbishment: During the spring startup preventive maintenance inspection, several parts that normally deteriorate over time were noticed to be of concern. It was important to fix the problem before it became a more costly project.

- **\$57,950** – Engineering Study for Fuel Cell Waste Heat Use at Amity Regional High School: The District has an opportunity to use the waste heat generated by the fuel cell to potentially heat and cool the building at much cheaper rates than we are currently paying.
- **\$586,655** – Self-Insurance Reserve Fund: The District is self-insured and must pay claims for current employees and retirees. The fund balance on June 30, 2014, was approximately \$231,000, or a reserve to claims ratio of 5.5 percent. This balance was projected to be about \$114,000 on June 30, 2015, or a reserve to claims ratio of 2.6 percent. It was imperative to bring the reserve balance to the minimum ratio of 20 percent (target is 25 percent). This is the third year of self-funding our medical and dental insurance. It takes time to build-up the reserve balance.

## APPENDIX F

### RECAP OF 2014-2015

The **unaudited** fund balance of \$1,444,481 FAV is derived from cost savings initiatives, special education, and uncontrollable and/or unforeseen circumstances. The primary sources of the fund balance are, as follows:

**FINANCIAL MANAGEMENT:** **\$ 139,721**

Our efforts to foster a District culture of finding cost savings and efficiencies has been successful.

**SPECIAL EDUCATION (NET):** **\$ 312,263**

The primary reasons for the favorable variance were changes in the expected placements of some students; two previously outplaced students returned to the District; two fewer students than budgeted were in the Step Forward Program at Gateway; the average tuition costs increased 3 percent rather than the budgeted increase of 5 percent; and transportation costs were shared with an Elementary School District.

**OTHER:** **\$ 992,497**

Turnover savings from replacing teachers who retired or resigned exceeded budget by \$99,002. We found out about 14 retirements and resignations after the budget was adopted. The budget assumed 5 retirements and resignations. In addition, the replacement of the Director of Counseling who resigned on August 28, 2014 and was replaced on November 11, 2014, resulted in a savings of \$29,270.

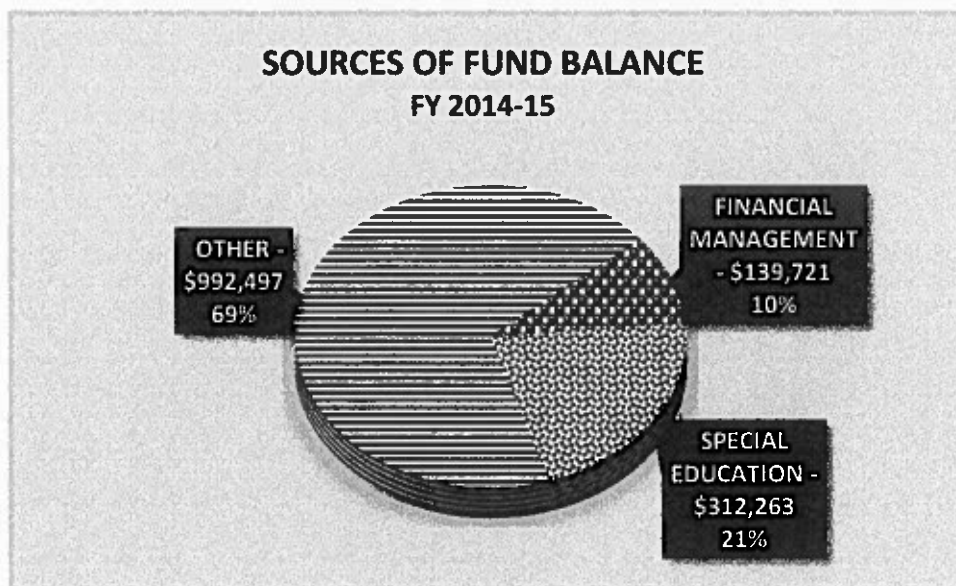
Other personnel savings came from unpaid leaves-of-absences for savings of approximately \$135,000; Bench Subs, long-term and short-term subs and Kelly Services substitutes were \$60,911 below budget; Homebound expenses were under budget by \$27,311; and staff changes, vacancies and lower overtime accounted for most of the remaining favorable variance of \$125,563 in the salary accounts.

Medical and dental insurance budget did not need to be fully used. This resulted in a favorable variance of \$328,754 with the budget transfer of \$175,000 into the OPEB Trust.

Other professional services for special education students were not needed for a savings of \$71,507.



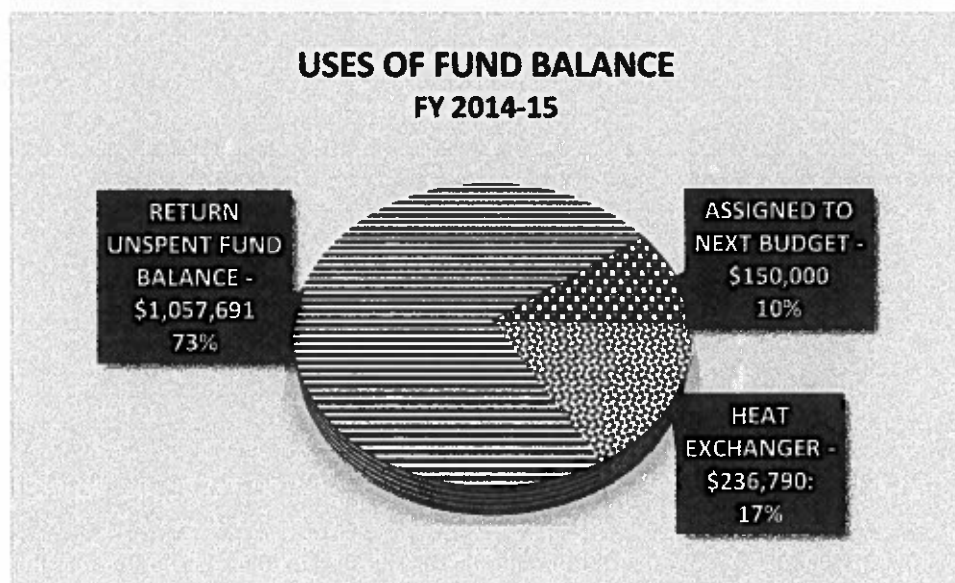
The primary sources of the fund balance are shown graphically below:



The recommended uses of the **unaudited** fund balance are, as follows:

1. **\$1,057,691** – Return unspent fund balance
2. **\$150,000** - Designated for the 2015-2016 budget
3. **\$236,790** - Put into the Reserve Fund for Capital and Nonrecurring Expenses for the purpose of purchasing and installing a heat exchanger at Amity Regional High School

The uses of the fund balance are shown graphically below:



**Return Unspent Fund Balance:**

Based on the **unaudited** fund balance and the recommended budget transfers, the District would return the unspent fund balance, as follows:

Bethany	\$ 220,221
Orange	\$ 520,564
Woodbridge	<u>\$ 316,906</u>
<b>Total</b>	<b>\$1,057,691</b>

## Amity Regional School District No. 5 - Budget Transfers 2015-2016

55

<u>MONTH/YR</u>	<u>JNL#</u>	<u>ACCOUNT NUMBER &amp; DESCRIPTION</u>		<u>AMOUNT</u>	<u>DESCRIPTION</u>
July 2015	64	03132220	5690 OTHER SUPPLIES	\$ -275.00	EasyBib license
July 2015	64	05142350	5690 OTHER SUPPLIES	\$ 275.00	EasyBib license
July 2015	65	03132220	5690 OTHER SUPPLIES	\$ 300.00	Databases
July 2015	65	03132220	5690 OTHER SUPPLIES	\$ 319.00	Databases
July 2015	65	03132220	5810 DUES & FEES	\$ -319.00	Databases
July 2015	65	03132220	5642 LIBRARY BOOKS & PERIODICALS	\$ -300.00	Databases
July 2015	66	05132213	5641 TEXTBOOKS	\$ -57.00	Math Digital License
July 2015	70	05132213	5641 TEXTBOOKS	\$ -1,500.00	Spanish II and French II books
July 2015	70	03111006	5641 TEXTBOOKS	\$ 1,500.00	Spanish II and French II books
July 2015	71	03111014	5641 TEXTBOOKS	\$ 1,500.00	AP Gov, AP US Gov&Politic texts
July 2015	71	05132213	5641 TEXTBOOKS	\$ -1,500.00	AP Gov, AP US Gov&Politic texts
July 2015	129	04122151	5420 REPAIRS,MAINTENANCE & CLEANING	\$ -250.00	Hearing kit
July 2015	129	04122151	5690 OTHER SUPPLIES	\$ 250.00	Hearing kit
August 2015	2	03111013	5611 INSTRUCTIONAL SUPPLIES	\$ -1,000.00	Replacement texts needed
August 2015	2	03111013	5641 TEXTBOOKS	\$ 1,000.00	Replacement texts needed
August 2015	29	04126111	5560 TUITION EXPENSE	\$ -2,510.00	LIFE SKILLS CLASSROOM SUPPLIE
August 2015	29	04121200	5611 INSTRUCTIONAL SUPPLIES	\$ 2,510.00	LIFE SKILLS CLASSROOM SUPPLIE
September 2015	35	03111009	5611 INSTRUCTIONAL SUPPLIES	\$ -600.00	Purchase 7 books for Comp Pro
September 2015	35	03111009	5641 TEXTBOOKS	\$ 600.00	Purchase 7 books for Comp Pro
September 2015	95	03111013	5641 TEXTBOOKS	\$ 634.00	NEED TEXTS FOR CLASS INCREASE
September 2015	95	03111013	5611 INSTRUCTIONAL SUPPLIES	\$ -634.00	NEED TEXTS FOR CLASS INCREASE
September 2015	126	04126111	5560 TUITION EXPENSE	\$ -2,062.00	TRANSPORTATION EXPENSES
September 2015	126	05142700	5512 VO-AG/VO-TECH REG ED	\$ 1,142.00	TRANSPORTATION EXPENSES
September 2015	126	05142700	5513 IN DISTRICT PRIVATE REG ED	\$ 920.00	TRANSPORTATION EXPENSES
September 2015	131	02132400	5330 OTHER PROFESSIONAL & TECH SRVC	\$ -400.00	CHARACTER DEVELOPMENT SPEAKER
September 2015	131	02132220	5642 LIBRARY BOOKS & PERIODICALS	\$ 400.00	CHARACTER DEVELOPMENT SPEAKER
September 2015	132	02132220	5642 LIBRARY BOOKS & PERIODICALS	\$ 700.00	CHARACTER DEVELOPMENT SPEAKER
September 2015	132	02132120	5330 OTHER PROFESSIONAL & TECH SRVC	\$ -700.00	CHARACTER DEVELOPMENT SPEAKER
September 2015	182	04132190	5581 TRAVEL - CONFERENCES	\$ 400.00	CONFERENCE REGISTRATION FEES
September 2015	182	04121203	5690 OTHER SUPPLIES	\$ 648.00	TRANSITION CLASS SUPPLIES
September 2015	182	04122150	5611 INSTRUCTIONAL SUPPLIES	\$ -1,048.00	TRANSITION SUPPLY /CONFERENCES
September 2015	192	01111010	5731 EQUIPMENT - REPLACEMENT	\$ 1,097.00	PURCHASE BASS BOW & CASE
September 2015	192	01132400	5590 OTHER PURCHASED SERVICES	\$ -1,097.00	PURCHASE BASS BOW & CASE
October 2015	64	01111013	5611 INSTRUCTIONAL SUPPLIES	\$ -171.00	TO ATTEND A CONFERENCE
October 2015	64	01132400	5581 TRAVEL - CONFERENCES	\$ 171.00	TO ATTEND A CONFERENCE
October 2015	76	03111014	5641 TEXTBOOKS	\$ 2,725.00	Economic textbooks
October 2015	76	03132400	5330 OTHER PROFESSIONAL & TECH SRVC	\$ -2,725.00	Economic textbooks
October 2015	102	01132400	5810 DUES & FEES	\$ 159.00	
October 2015	102	01132400	5420 REPAIRS,MAINTENANCE & CLEANING	\$ -159.00	
November 2015	61	01132400	5330 OTHER PROFESSIONAL & TECH SRVC	\$ -50.00	
November 2015	61	01132400	5810 DUES & FEES	\$ 50.00	
November 2015	62	01111013	5611 INSTRUCTIONAL SUPPLIES	\$ -40.00	CONFERENCE FEE
November 2015	62	01111013	5810 DUES & FEES	\$ 40.00	CONFERENCE FEE
November 2015	92	04126116	5510 PUPIL TRANSPORTATION	\$ 2,998.00	TRANSPORTATION TO AMSO
November 2015	92	04126130	5510 PUPIL TRANSPORTATION	\$ -2,998.00	TRANSPORTATION TO AMSO
November 2015	107	05132212	5322 INSTRUCTIONAL PROG IMPROVEMENT	\$ -2,000.00	CATERED EVENT, STAFF DD NOV 3
November 2015	107	05132213	5590 OTHER PURCHASED SERVICES	\$ 2,000.00	CATERED EVENT, STAFF DD NOV 3
November 2015	131	05132212	5322 INSTRUCTIONAL PROG IMPROVEMENT	\$ -2,000.00	CONFERENCES
November 2015	131	05132212	5581 TRAVEL - CONFERENCES	\$ 2,000.00	CONFERENCES
November 2015	189	03111014	5810 DUES & FEES	\$ 265.00	AP Psych Workshop
November 2015	189	03111014	5611 INSTRUCTIONAL SUPPLIES	\$ -265.00	AP Psych Workshop
November 2015	216	03111013	5731 EQUIPMENT - REPLACEMENT	\$ 1,286.00	AHS Science Acid Cabinet
November 2015	216	03111013	5420 REPAIRS,MAINTENANCE & CLEANING	\$ 886.00	AHS Science signage

MONTH/YR  
November 2015

JNL#  
216

ACCOUNT NUMBER & DESCRIPTION  
05142510 5690 OTHER SUPPLIES

AMOUNT  
\$ -2,172.00

DESCRIPTION  
AHS Sci Acid Cabinet & signage

56

Attached are the minutes from the following Board of Education Sub-Committee meetings:

Finance Committee	11/9/15
Policy Committee	11/16/15
Facilities Committee	11/24/15
Personnel Committee	12/1/15

MINUTES

**COMMITTEE MEMBERS PRESENT:** Chairman James Stirling, Ms. Pat Cardozo, Ms. Diane Crocco, Mr. Matt Giglietti and Mr. John Grabowski.

**COMMITTEE MEMBERS ABSENT:** Mr. Joseph Nuzzo

**Staff members present:** Dr. Charles Dumais, Mr. Jack Levine, Ms. Terry Lumas and Dr. Marie McPadden.

**Also present:** Mrs. Ruth Natzel and Mr. Michael Goss.

A meeting of the Finance Committee of the Amity Regional Board of Education (BOE) was held on Monday , November 09, 2015 at 5:30 pm in the presentation room at the Amity District Offices.

1. **Call to Order:** Mr. Stirling called the meeting to order at 5:30 pm.

Mr. Stirling noted that this would be Ms. Crocco's last meeting, and thanked her for her time on the Finance Committee.

2. **Discussion and possible action on minutes.**
  - A. **Finance Committee meeting - October 19, 2015**

***Motion by Mr. Grabowski, 2<sup>nd</sup> by Mr. Giglietti to accept the minutes as submitted.***

**Vote unanimous**

**Motion carried**

3. **Public comment –** Mr. Giglietti , having heard of Mr. Levine's upcoming retirement in June 2016, thanked him for his exemplary years of service to Amity regional schools and to the member towns.
4. **Discussion regarding Amity Pension Fund, Sick and Severance Account and OPEB Trust**
  - A. **Discussion and possible vote on composite investment policy statements**
  - B. **Discussion of market review**

Mr. Mike Goss highlighted the 3<sup>rd</sup> quarter investment reports (enclosed). Mr. Goss stated that the funds have recovered well from the downturn in the economy earlier in 2015.

***Motion by Mr. Giglietti, 2<sup>nd</sup> by Mr. Grabowski that the Finance Board recommend to the full Board of Education that the same asset allocation for the three funds, (Amity Pension Fund, Sick and Severance Account and OPEB Trust) be maintained.***

**Vote unanimous**

**Motion carried**

**5. Presentation and discussion of enrollment projections**

Dr. Dumais highlighted the main points of the enclosed enrollment projection report. Committee members discussed the report and had questions regarding current and projected enrollment figures; questions were answered by Dr. Dumais.

**6. Discussion of monthly financial statements**

Mr. Levine mentioned that 15% of nearly- \$400,000 grant that the district acquired has to be used to properly train staff in identifying students on the autism spectrum, because the results of a survey showed that Amity's percentage of white autistic students is too high.

Mr. Levine pointed out (on page 37) the difference in the projection number for Sun Life because a number wasn't included in the original forecast; this has been corrected.

**7. Director of Finance and Administration-approved transfers under \$3,000**

**8. Other**

**A. Update on budget development**

Dr. Dumais, Mr. Levine and Ms. Lumas have begun to review preliminary budget documents from the various departments as of this morning.

**B. Update on Financial Audit**

The audit itself is complete. The audit documents need to be read and processed, but everything is on target to be completed on time. Mr. Levine anticipates receipt of the final report in January 2016.

**9. Adjourn**

*Motion by Mr. Grabowski, 2<sup>nd</sup> by Ms. Cardozo to adjourn at 6:10 p.m.*

**Vote unanimous**

**Motion carried**

Respectfully submitted,

Ruth E. Natzel, Recording Clerk

MINUTES

**COMMITTEE MEMBERS PRESENT:** Ms. Sue Cohen, Mr. Tom Hurley, Ms. Sheila McCreven and Ms. Diane Urbano.

**COMMITTEE MEMBERS ABSENT:** Mr. John Belfonti.

**Staff members present:** Dr. Charles Dumais

**Also present:** Mrs. Ruth Natzel

A meeting of the Policy Committee of the Amity Regional Board of Education (BOE) was held on November 16, 2015 at 5:30 pm in the Superintendent's Conference Room at the Amity District Offices.

**1. Call to Order:** Chairman Hurley called the meeting to order at 5:30 pm.

**2. Public Comment:** None

**3. Discussion and possible action on the following policies (enclosure):**

Mr. Hurley asked Dr. Dumais to present the policies and their changes.

Dr. Dumais stated that all medical policies need to be reviewed. Dr. Germaine (school medical supervisor) and Ms Luth (school nursing supervisor) are reviewing all these policies. The policies presented tonight have been reviewed and updated based on the Connecticut Association of Boards of Education (CABE) models and modified for Amity High School and both District middle schools.

**A. 5141 – Student Health Services**

Dr. Dumais highlighted the change in this policy 5141(a) "regular health assessments – only a licensed medical professional may do an assessment.

Regarding 5141(b) – There was discussion regarding the requirements (#1 thru #5) for the physical examination and whether a cut-off date for submitting the paperwork for a physical examination should be in the policy, because "a child will not be allowed, as the case may be, to begin or continue in district schools unless health assessments are performed as required." It was decided that no cut-off date should be inserted. "Immunizations/vaccination" listed as #8 will be moved to the end of the list to become #11.

Regarding 5141(e) "Schools shall maintain files of emergency information cards (on paper or electronically) for each student." Mr. Hurley expressed concern regarding the safeguarding of information stored electronically. Dr. Dumais stated that he will check policy on the security of information and move that policy up in the queue to be reviewed at the next Committee meeting.

Dr. Dumais will ask Dr. Germaine and Ms. Luth to review the paragraph regarding immediate medical attention for clarity in the wording.

***Motion by Ms. Cohen to bring Policy 5141 to the full Board for a first read at the December meeting.***

**Vote unanimous**

**Motion carried**

**B. 5141.21 – Administering Medications**

Dr. Dumais highlighted the changes to this policy, 5141.21(f) "who is authorized to self-administer..."

Mr. Hurley asked about the purchase of Epicenes. Dr. Dumais answered that these would be prescribed by the medical director to each school and be purchased.

Dr. Dumais reviewed the 8 forms included with this policy with the Committee.



Mr. Hurley noted that a page should be inserted for form #5 (which was not included in the enclosure for tonight's meeting) for the Board packet.

***Motion by Ms. Urbano to bring Policy 5141.21 to the full Board for a first read at the December meeting.***

**Vote unanimous**

**Motion carried**

**C. 5141.22 – Communicable Diseases**

Dr. Dumais stated that this policy has had no change. Ms. McCreven asked if head lice was included in this policy as a communicable disease; Dr. Dumais will ask Ms. Luth about this.

***Motion by Ms. Cohen to bring Policy 5141.22 to the full Board for a first read at the December meeting.***

**Vote unanimous**

**Motion carried**

**D. 5141.231 – Psychotropic Drug Use**

Dr. Dumais went over the changes in this policy with the Committee. Mr. Hurley questioned whether the title of the policy should be changed. After discussion, the title of this policy will be changed from "Psychotropic Drug Use" to "Psychotropic Drugs"

***Motion by Ms. Cohen to bring Policy 5141.231as modified to the full Board for a first read at the December meeting.***

**Vote unanimous**

**Motion carried**

**E. 5141.25 – Special Health Care Needs**

Dr. Dumais stated that this policy directs that a food allergy management plan be in place; this is currently being drafted.

***Motion by Ms. McCreven to bring Policy 5141.25 to the full Board for a first read at the December meeting.***

**Vote unanimous**

**Motion carried**

**F. 5141.3 – Immunizations**

Regarding page (a), paragraph 5 – Dr. Dumais stated that CAGE policy also lists the school nurse as someone who would be able to "officially acknowledge the request." This has been deleted from Amity's policy.

Regarding paragraph 6 – This paragraph will be divided into two paragraphs, beginning with "It is the responsibility of the Principal to insure that each student enrolled has been adequately immunized and has fulfilled the required health assessments." Text will be added to the end of this sentence to read "...fulfilled the required health assessments or has provided a valid exemption."

There was a question and discussion of whether this policy covers only religious grounds for exemption, and not covering medical grounds such as an allergy to the vaccine. Dr. Dumais will check with CAGE to see if 5141.3(b) vi-3 needs to be included in the policy.

***Motion by Ms. Cohen to bring Policy 5141.3(a) as amended, pending further clarification of 5141.3(b) vi 3, to the full Board for a first read at the December meeting.***

**Vote unanimous**

**Motion carried**

***Motion by Ms. Cohen to adjourn at 7:17 pm.***

**Vote unanimous**

**Motion carried**

Respectfully submitted,

Ruth E. Natzel, Recording Clerk

MINUTES

**COMMITTEE MEMBERS PRESENT:** Mr. Christopher Browe, Mr. Steve DeMaio and Ms. Tracey Lane-Russo

**COMMITTEE MEMBERS ABSENT:** Mr. John Belfonti and Ms. Diane Urbano.

**Staff members present:** Dr. Charles Dumais, Mr. Jack Levine, Ms. Terry Lumas and Mr. Jim Saisa.

**Also present:** Mrs. Ruth Natzel

A meeting of the Policy Committee of the Amity Regional Board of Education (BOE) was held on Tuesday, November 24, 2015 at 5:30 pm in the presentation room at the Amity District Offices.

1. **Call to Order:** called the meeting to order at 5:57 pm.
2. **Preview of draft, Facilities Capital Improvement Plan (attached)**

Mr. Saisa went over each line item with the members of the Committee present. He mentioned that new items to the list are #12 for Woodbridge, #22 for Bethany and #28 for Orange. For the District, #29 is a new item. Item #28, replacement of equipment, is a priority item.

The Committee members present had questions and comments regarding the details of some line items which were answered appropriately by Mr. Saisa, Dr. Dumais, Mr. Levine and Ms. Lumas.

It was suggested by Ms. Lane-Russo that the spreadsheet have more detail so that the Board will be aware of exactly what is being requested for purchase.

Page 4, item #44 renovate the old Consumer Science room and #52 resurface/replace the tennis courts – it was explained that these two projects were both necessary and should not be put off. There was lengthy discussion between Mr. Browe, Mr. DeMaio, Ms. Lane-Russo and Mr. Saisa regarding the need for tennis court resurfacing versus repair, the price of the project, and the 20-year guarantee on the work. The consensus was that resurfacing the courts completely at the price quoted with a 20-year guarantee was good use of funds.

Ms. Lane-Russo asked about item #49, the renovation of the library in Bethany not scheduled until 20-19-2020. Mr. Saisa replied that some work had been done in the space to make better use of it until the complete renovation can take place.

Item #53 – Install artificial turf field. There was discussion regarding whether or not this item should be in the 5-year plan and whether a turf field should even be considered in light of research that shows that more severe injuries take place on turf and that there are carcinogens in the material; there are also studies that state the exact opposite in terms of artificial turf. In the end it was agreed that this money should be left in the 5-year plan.

Item #51 – Install lights on the soccer/lacrosse field. Ms. Lane-Russo asked whether or not it might be possible to get any incentive dollars from United Illuminating (UI) for these lights. Ms. Saisa stated that there were currently no incentives in place from UI but that UI could certainly be approached about providing poles or other items for this install.

Ms. DeMaio brought up the idea of increasing the number of projects and the amount of money spent since the bonding rate is so low currently (1.8%). Ms. Lane-Russo asked Mr. Levine for an up-to-date graph to show what the second bonding suggestion would be; Mr. Levine will provide this information

Mr. Browe asked what the current debt service is; Mr. Levine replied that it is 10%; with this plan it increases some the first year and then goes down each year after that. There was then discussion regarding having debt versus no debt, bonding versus no bonding. Mr. Levine stated that previous votes have shown that having a large fund balance for unbudgeted items is not what the member towns want to see, therefore the big-ticket items need to be funded some other way, to be planned for and managed. Ten-year bonding has been the recommendation because the current interest rates are so favorable. Mr. Levine stated that the bond consultant would look at each item in terms of legality.

Ms. Lane-Russo asked what a fiscally prudent figure would be for debt service. Mr. Levine stated that there is not a hard answer to that question; more important is that there are not big spike in the budget from year to year and that the budget has the least amount of adverse impact on the member towns. Ms. Lane-Russo stated that it seems as though 10% or less is the number that people are comfortable with and that it would stay the same or shrink. Mr. Levine stated that the items listed for bonding are things that need to be done and are not just "nice to have."

Mr. Levine stated that he sees that the Committee is in favor of bonding and that due diligence would be done to see what should be included. Dr. Dumais will work with Mr. Levine and Mr. Saisa to see if there are items from the 2019-2020 column that could be moved forward.

As a point of information (for new Committee members) Ms. Lane-Russo stated that the Committee previously went through the list of items of need with Mr. Saisa and this current list is what came out of that meeting. Mr. Saisa, Mr. Levine and Dr. Dumais will look at the list and move some items before presenting this to the full Board. Mr. Levine will prepare a number of scenarios with regards to debt service; a slight increase, flat, or a decrease.

Ms. Lane-Russo asked Mr. Saisa if there were items in the list for 2019-2020 that would be cost-saving is they were done now instead. Mr. Saisa stated that the air handler might be one item.

Mr. DeMaio asked what the impact on the budget would be from this plan. Dr. Dumais stated that there would be a 3% increase in the budget overall, with most of that coming from fixed costs such as employment contracts, special education and other fixed costs. Broken down by town the increase is Bethany 1%, Orange 2% and Woodbridge 7%.

Dr. Dumais, Mr. Levine and Mr. Saisa will move items forward in the spreadsheet without a dramatic increase; the air handlers and the lights are possibilities to move ahead in the timeline (see page 4, item #42, #43 and #51).

The word "new" will be added to item #46.

The timeline for the budget referendum was discussed. Dr. Dumais will do more research regarding the day and time of the referendum.

Dr. Dumais thanked Mr. Saisa, Mr. Levine and Ms. Lumas for their work on this plan.

### **3. Update on fuel cell project**

Dr. Dumais reported that all the neighbors have been notified by the Siting Commission and the Commission will be meeting on Thursday, December 3<sup>rd</sup>, at Amity Regional High School.

**4. Adjourn**

*Motion by Mr. DeMaio to adjourn at 7:00 p.m.*

**Vote unanimous**

**Motion carried**

Respectfully submitted,

Ruth E. Natzel, Recording Clerk

Attachments (2) Five-Year capital improvement plan and memo from Mr. Levine to Dr. Dumais dated November 24, 2015.

**AMITY REGIONAL SCHOOL DISTRICT NO. 5  
PERSONNEL COMMITTEE MEETING****BOARD OF EDUCATION  
DECEMBER 1, 2015****MINUTES**

A meeting of the Personnel Committee of the Amity Regional Board of Education was held on Tuesday, December 1, 2015, at 5:30 p.m. in the Superintendent's Conference Room at the Amity District Offices.

Committee Members present: Susan Cohen, Tracey Lane Russo, Sheila McCreven, James Stirling

Other Board Members Present: William Blake

School Personnel Present: Charles Dumais

1. Call to Order at 5:33 p.m. by Susan Cohen
2. Motion to move to Executive Session: Tracey Lane Russo, 2<sup>nd</sup> Jamie Stirling, Unanimous
3. Move to Executive session at 5:37 p.m. Invited Superintendent to join Committee
  - a. Discussion of Nurse Tentative Agreement
  - b. Discussion of Non-Union Salaries and Benefits
  - c. Discussion of Paraeducator Tentative Agreement
4. Move to Regular Session at 6:26 p.m.
5. Discussion of Personnel Contracts on Web Page
  - a. Superintendent recommended that Bargaining Unit Agreements be placed on district web page.
  - b. Committee discussed benefits of this practice, including transparency, reducing FOIA requests for the information, and accessibility.
6. Update on ACA
  - a. The percentage of full-time employees being offered health insurance has increased from approximately 96% to more than 98% with the addition of the Security Guards being offered a plan.
7. Motion to Adjourn; Sheila McCreven, 2<sup>nd</sup> James Stirling, Unanimous.
8. Meeting adjourned at 6:35 p.m.

Respectfully submitted,

Charles S. Dumais, Ed.D.  
Superintendent