

# **SOUTH HARRISON TOWNSHIP ELEMENTARY SCHOOL DISTRICT**

904 Mullica Hill Road  
Harrisonville, NJ 08039  
County of Gloucester

## **FISCAL YEAR 2017 BUDGET SUMMARY**



**“Committed to Excellence”**

# Fiscal Year 2017 Budget

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### **BOARD OF EDUCATION**

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Dr. Shanna Hoffman, Director of Special Services

Donna Carter, Human Resources Manager

Corinne Mesmer, Principal

# Fiscal Year 2017 Budget

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## **Introductory Section**

# Fiscal Year 2017 Budget

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## Executive Summary

The South Harrison Township Elementary School District (hereinafter, the “District”) is pleased to present this document to provide a comprehensive look at the District’s budgeting philosophy and practices to create the annual spending plan for the fiscal year July 1, 2016 through June 30, 2017.

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

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

## Strategic Plan

The 2016-2017 School Budget is the fourth budget developed under the auspices of the District’s strategic plan. The South Harrison Township School District embarked on [Vision 2018, a strategic planning](#) initiative that engaged employees, parents, students, community members, business owners, and government leaders in the future planning of our school system in spring 2013. This collaborative planning process resulted in a five-year plan, which will focus the district’s efforts and financial resources on mutually determined goals that support the needs of our students and the district as a whole.

## Board of Education Goals

The South Harrison Twp. Board of Education has adopted the mantra “Committed to Excellence” and a mission to develop and maintain a comprehensive education program that will foster the academic, social, and personal growth of all students. The Board is also committed to providing high quality resources to challenge and empower each individual to pursue his/her potential, to develop a passion for learning in a diverse and challenging world, to encourage citizenship, and to reach a high standard of achievement at all grade levels as defined by the Common Core Standards and NJ Core Curriculum Content Standards. The 2016-2017 budget considered specific goals and action items adopted by the Board of Education on February 22, 2016. This collaborative process sets the tone and direction for the district and the [Board’s Goals](#) influenced the development of the 2016-17 school budget.

## Organizational Summary

The South Harrison Township Board of Education has worked outside the confines of traditional program planning in an effort to ensure that its small PK – Grade 6 elementary school provides appropriate, efficient and effective resources necessary to meet the needs of every student, faculty member and employee. As a result, South Harrison has become the consummate partner to a variety of stakeholders in its quest to provide an excellent educational program for every child. Through a combination of school choice election, school funding advocacy, and shared administrative service, South Harrison has

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generated an efficient and effective means to deliver the thorough and efficient educational program every child rightfully deserves.

Partnering in the school choice program, South Harrison generates approximately \$270,000 annually in school choice aid. Partnering in a grass roots advocacy campaign for appropriate state school funding, South Harrison was able to secure \$154,000 in annual state aid increases. And, by partnering with the Kingsway Regional School District, South Harrison saves approximately \$165,000 in annual administrative costs, while improving service quality, program alignment and administrative direction. The savings generated through shared service continues to be redirected back to the classroom to support our instructional program.

### Financial Summary

The fiscal year 2017 operating budget (General Fund) totals \$5,174,164, a decrease of \$95,559, or 1.8% from current year. The budget was developed with a 2.54%, or \$77,153 increase in the general fund tax levy. The District was able to utilize an enrollment adjustment in the amount of \$16,040 to exceed the two percent annual tax levy cap. State aid increased by \$49,052, or 3.09%. The majority of the state aid increase was made up of \$28,653 in school choice aid. The special revenue fund totals \$104,493, a projected decrease of \$39,710 from current year. The debt service fund totals \$866,650, which equates to a decrease of \$68,820. This is mainly due to the refunding of an existing bond issue.

	2015-16	2016-17	Variance
Total Operating Budget	\$5,269,723	\$5,174,164	\$-95,559
Total Special Revenue	\$144,203	\$104,493	\$-39,710
Total Debt Service	\$935,470	\$866,650	\$-68,820
Total Budget	\$6,349,396	\$6,145,307	\$-204,089

The 2016-17 tentative budget maintains the number of certified and non-certified faculty and staff positions and supports the addition of a part-time (.50 FTE) certified special education teacher. Therefore, this budget supports the following:

- **Special Education Teacher.** The 2016-17 budget supports the addition of a part-time (.50 FTE) special education teacher to provide one-on-one instruction pursuant to a child's individual education plan (IEP). (*Strategic Plan Alignment: Goal II: 6*)
- **Faculty.** With the addition of a part-time special education teacher the 2016-17 budget supports thirty-two certificated faculty members to discharge the instructional program. Faculty is comprised of: twenty (20) classroom teachers, five and one-half (5.5) special education teachers and six and one-half (6.5) special area teachers. (*Strategic Plan Alignment: Goal II: 6*)
- **Paraprofessional.** Paraprofessionals are used to support students with individual education plans (IEPs). With the exception of two (2) paraprofessionals employed by South Harrison Twp. Elementary, paraprofessionals will continue to be contracted through MissionOne during the 2016-17 SY. (*Strategic Plan Alignment: Goal II: 3*)

At present the District is under contract with the Kingsway Regional School District to provide curricular articulation and support. The cost of the fourth year of the contract is \$60,000. The focus of this endeavor continues to be vertical and horizontal alignment of curriculum and resources as well as supporting teachers' professional development and growth (*Strategic Plan Alignment: Goal I*)

The 2016-17 budget also supports the following curricular initiatives:

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- **Curriculum & Assessment Writing.** In the 2016-2017 SY, the K-6 world language and grade 6 science will be written during the summer months with strategic revisions throughout the school year. Additional money has also been allocated for the revision of locally developed standards-aligned assessments in grade K-6 in ELA and math to secure alignment to curricular units. (*Strategic Plan Alignment: Goal I: 3, 4, 5, 6*)
- **Professional Development for Staff.** During the 2016-2017 SY, voluntary summer workshops and afterschool professional learning workshops (PLWs) for teachers will provide hands-on trainings on a variety of instructional topics. The District will also support out-of-district workshops that align with the professional development goals outlined in the District's annual Professional Development Plan (PDP). Focus will remain on balanced literacy and data-driven decision making as well as differentiated instruction, a concept reinforced through the District's RTI Program. Additional professional development topics for staff will include: Next Generation Science Standards (NGSS), inclusion of students with special needs, Words Their Way spelling program, Fountas and Pinnell, Foundations, 21<sup>st</sup> Century Skills, standards-based grading, Response to Intervention (RTI), and applicable special area content workshops. (*Strategic Plan Alignment: Goal I: 9*)
- **Instructional Focus.** During the 2016-2017 SY, staff will continue to develop their capacity to effectively use the district's curriculum to guide instruction, pacing, and assessments aligned with state standards (e.g. NJCCCS, CCSS, & NGSS) in order to ensure the infusion of 21<sup>st</sup> century skills in the elementary grades. Therefore, staff will continue to work to utilize balanced literacy in the classroom, which will include the infusion of Lucy Calkins in grades K-6 and a district-wide rubric for writing. The My Math Program will continue to be used as a resource to support the math curriculum. This was purchased during the 2014-15 SY as part of a prepaid 5-year term. (*Strategic Plan Alignment: Goal I: 9*)
- **Response to Intervention (RTI).** As the District moves into year three of RTI, MAP will continue to be used as a universal screener and AIMSweb will be used as a progress-monitoring tool. We will continue to provide focused professional development related to RTI; to target student identification procedures; to use focused intervention materials from core programming; and, to analyze student performance data to track student success within RTI. The aforementioned strategies will be used to inform the instruction of participating students in small group instruction during a designated period of time. (*Strategic Plan Alignment: Goal I: 6, 8*)

Focus will remain on Tier I and Tier II instruction and will include the following:

- Foundations training and materials – Grades K-2: (to remediate areas of deficiency in ELA)
- Wilson Reading System kits and training: (to offer specific intervention for grade 3-6 students struggling with dyslexia)

The budget also maintains the shared child study team supervisory services with the allocation of \$16,000. The savings generated through this shared service has been appropriated to the employment of a full-time learning disability teacher consultant (LDT/C) and a full-time secretary to assist with special services and data input. (*Strategic Plan Alignment: Goal II: 3*)

The budget supports the following special services initiatives:

- **Special Education Programming.** With the addition of a part-time special education teacher, South Harrison will be better able to meet the individual learning needs of students who may otherwise be placed out-of-district. Funds have also been allocated to continue with popular programs that support student achievement such as FURever as Friends literacy



## Fiscal Year 2017 Budget

program. \$4,000 has also been appropriated to ensure Child Study Team specialists have access to the most current evaluative instruments. Finally, we continue to operate an academically enriching, cost-effective extended school year program for our pre-school disabled students during July and August. ESY permits disabled youngsters to work towards their IEP goals in the summer months in a fun and stimulating environment. *(Strategic Plan Alignment: Goal II: 5)*

After Governor Christie's cuts in the 2010-11 SY, reducing South Harrison's budget by \$205,000, extracurricular programs were eliminated from the operating budget. Clubs were returned in the 2013-14 SY and have continuously been increased in successive budgets. Therefore, extracurricular programs will remain a priority in this budget, appropriating \$9,543 for FY17. This is a 16% increase from prior year and a 117% increase since the 2013-14 SY.

- **Clubs & Activities.** This budget will support the following clubs/activities: Chorus, Band, Newspaper, Stokes Coordinators, and Student Council. Play and one additional academic club will be supported as additional clubs in the 2016-17 budget. Yearbook, Clay Club and Fuel Up to Play 60 are funded through alternative revenue sources outside of the operating budget. *(Strategic Plan Alignment: Goal I: 10)*

The District is also completing the third year of a shared services arrangement with the Kingsway Regional School District for the provision of technology services. Technology remains a priority in this budget and \$35,000 has been re-appropriated for the shared service arrangement. Included within the technology budget is the replacement of projectors, classroom desktop computers, and seven (7) SMART boards. *(Strategic Plan Alignment: Goal V: 1, 2, 3, 6)*

At present the District is under contract with the Kingsway Regional School District to provide maintenance services. The cost of the fourth year of the contract is \$60,000. With the help and expertise of Kingsway's maintenance staff, the building is getting some much-needed attention. The maintenance staff has spent a significant amount of time in the building this year, and the Buildings & Grounds Supervisor has assisted administration by scheduling maintenance projects with KRSD staff, and has coordinated with vendors when needed, while overseeing their work. The budget also includes funding (\$40,000) for the removal of the current pre-school classroom trailer. The pre-school program will be moving inside the building for the 2016-17 school year. *(Strategic Plan Alignment: Goal III: 1, 2, 3)*

### Informational Summary

The FY17 general fund is supported by \$3,116,783 in local property taxes. This represents an increase of \$77,153 or 2.54%. It is important to note that this increase does not include debt service, which will decrease by \$22,060. This decrease in debt service is primarily due to the refunding of existing bonds that were issued in 2006. This year the District has elected to utilize an enrollment waiver of \$16,040 to exceed the 2% tax levy cap.

District enrollment is expected to decrease for the 2016-17 SY when compared to actual enrollment for the 2015-16 SY. Available school choice seats will be held to the District maximum of 27 students in September 2016. In total, the District projects an enrollment decrease of 3.83% to 374 pre-school to 6<sup>th</sup> grade students for the 2016-2017 school year. Please note the FY17 projections do not include Pre-K tuition students.

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	Enrollment Actual	Choice Students	Projected FY '17	Choice Students	Percent (Dec)/ Inc.
PS-3	10	-	4	-	
PS-4	14	-	8	-	
K	49	-	45	4	
1 <sup>st</sup>	44	-	50	3	
2 <sup>nd</sup>	50	-	44	3	
3 <sup>rd</sup>	52	-	50	2	
4 <sup>th</sup>	56	-	52	4	
5 <sup>th</sup>	61	-	56	5	
6 <sup>th</sup>	54	-	61	6	
District Total	390	27	374	27	(3.83%)

## Fiscal Year 2017 Budget

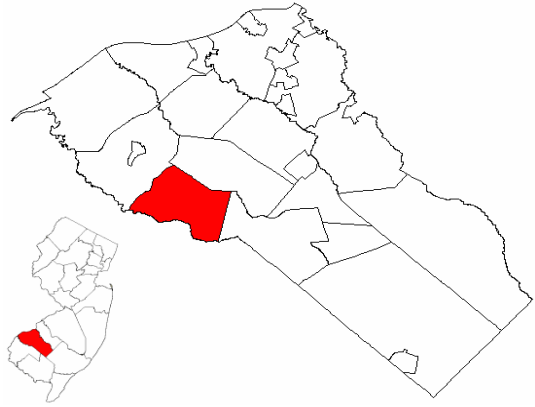
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### **Organizational Section**

## Fiscal Year 2017 Budget

### School District Organization

The South Harrison Township Elementary School District is one of twenty-nine (29) public school districts within Gloucester County. The district serves students in pre-Kindergarten through sixth grade. For seventh through twelfth grades, South Harrison public school students are educated by the Kingsway Regional School District. An elected nine-member Board of Education (“Board”) serves as the policy making entity for the District. Geographically, the District is situated in a predominantly rural area, with nearly 3,400 people residing within its 16 square mile border. South Harrison is bordered by the townships of Woolwich, Harrison and Elk.



### About South Harrison

The South Harrison Township Elementary School District continues to remain committed to providing students with programs that prepare them effectively for college and career readiness at an early age. The District provides a full range of educational services appropriate to grade levels pre-Kindergarten through sixth. These include regular, as well as special education for gifted and handicapped students. In doing so, the District continues to prioritize a standard-based approach to educational programming that infuses the New Jersey Core Curriculum Content Standards (NJCCCS), Core Curriculum Content Standards (CCCS), and 21<sup>st</sup> century skills into its curriculum and programs.

### Educational Program

The District recognizes the need to focus attention on providing academic supports and opportunities that work to close the achievement gaps that currently exist. Additionally, the District believes that it is imperative that opportunities for both remediation and enrichment are provided to all students. At present, the District is under contract with the Kingsway Regional School District to provide curricular articulation and support. During the 2016-17 school year, South Harrison will continue to extend its 3-year old preschool program by including disabled students alongside their non-disabled peers. This benefits our students with disabilities as it will provide interactions with typically developing peers to model speech, play, etc.

RTI was introduced in the 2014-15 school year as an intervention program that would replace the former basic skills instruction (BSI) program. RTI is designed to support struggling students through three tiers of intervention. Additionally, RTI (Response to Intervention) allows for small group, targeted instructional supports in ELA and math for those students who are not progressing satisfactorily in their core programming. MAP will continue to be used as a universal screener and AIMSweb will be used to throughout the school year as progress monitoring tool. By utilizing MAP assessments and AIMSweb, we can better target students' weaknesses and deploy appropriate interventions. Refinement of the RTI program will continue throughout the school year through focused professional development, targeted student identification, focused interventions utilizing materials from core programming, tracking progress, and the analysis of student performance data.

Within the 2016-17 budget, there is also a continued focus on increasing professional learning opportunities for all faculty and staff. Through the establishment and maintenance of the regional curriculum team, professional development for all continues to flourish. Funds continue to be allocated for professional development relative to the implementation of the CCCS and related resources to support new curricula.

## Fiscal Year 2017 Budget

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### **Budget Process**

The South Harrison Township Elementary School District employed a zero-based budgeting approach, with an emphasis on results and outcomes, for the preparation of the fiscal year 2017 budget. This approach is a departure from the incremental budgeting practices of the past. Budgeting for results and outcomes links strategic planning (Vision 2018), long-range financial planning, performance measures, budgeting, and evaluation. It also links resources to goals and objectives at the beginning of the budgetary process so that the primary focus is on outcomes rather than historical spending practices. This practice has allowed District officials to integrate performance into the budgetary process.

Following the Governor's budget address on February 16, 2016, in which state aid estimates were disclosed, revenue projections are then finalized and compared to appropriation requests to determine the budgetary gap between proposed revenues and expenditures. Initial budgetary requests exceeded projected revenues by \$522, 902. The appropriations were then brought in line with finalized revenue projections at the administrative cabinet level and submitted to the Board of Education for review, comment and tentative adoption on March 14, 2016. Pursuant to state statute, the Board of Education approved tentative budget was submitted to the Executive Regional Superintendent of Schools for approval. Once the District received approval from the Executive Regional Superintendent, the tentative budget was presented to the Board of Education for final adoption during a public hearing on April 28, 2016 pursuant to P.L. 2013, c.280.

### **Planning for the Future**

In the spring of 2013, the District embarked upon a strategic planning initiative with the intention of engaging the community in serious dialogue about the District's future and with the purpose of defining the decisions and actions that would guide and shape the direction of the District. The planning process included targeted and prioritized action steps that would move the District forward. The District continues to work toward accomplishing the goals outlined in its strategic plan, Vision 2018.

South Harrison Township is primarily a residential community, with very few commercial ratables; thus the majority of the financial burden of the school district is placed on the local homeowners. A successful bond referendum in 2006 and the subsequent construction of building additions was able to address several years of substantial student growth. Enrollment has since stabilized. The District was able to replenish unassigned fund balance over the last few budget cycles and dedicated those funds to various capital projects, technology upgrades and much needed building maintenance.

With that being said, the District will continue to have to make tough budgetary decisions as state aid remains relatively flat and expenditures continue to grow. Shared service endeavors with Kingsway Regional have also provided much needed resources and financial relief that have allowed for program expansion and the hiring of much needed additional staff members.

### **Multi-Year Budget Projection**

South Harrison faces an uncertain financial future as enrollment has begun to stabilize, state aid continues to fall flat, and the unsustainable burden being placed on our property owners continues to grow. In an effort to portray projected future year budgetary constraints the District has developed a simple multi-year projection of revenues versus expenditures. As a projection, several assumptions were made:

1. The tax levy will increase 2% each year;
2. State aid will remain flat at 2016-17 levels;
3. General fund expenditures will grow 2% on an annual basis
4. Fund balance will decline and level off at 6% of the prior year general fund budget

## Fiscal Year 2017 Budget

	Proposed 2016-17	Projected			
		2017-18	2018-19	2019-20	2020-21
REVENUE					
Fund Balance	400,922	310,450	308,762	312,475	316,589
Tax Levy	3,116,783	3,179,119	3,242,701	3,307,555	3,373,706
Tuition	12,000	12,000	12,000	12,000	12,000
Miscellaneous	10,000	10,000	10,000	10,000	10,000
State Aid	1,634,459	1,634,459	1,634,459	1,634,459	1,634,459
Total	5,174,164	5,146,028	5,207,922	5,276,489	5,346,755
APPROPRIATIONS					
General Fund	5,174,164	5,277,647	5,383,200	5,490,864	5,600,682
Projected Surplus/(Deficit)	-	(131,620)	(175,279)	(214,375)	(253,927)

Without significant increases in state aid the District will have no choice but to reduce programs to align projected revenues and expenditures. A two percent tax levy increase will not generate enough additional revenue to keep pace with expenditures growing at a pace of two-percent, consistent with the national cost of living increase.

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### Budget Preparation Calendar

November 9, 2015	Administrative cabinet (Review/Prioritize district goals; Capital projects)
November 16, 2015	Administrative cabinet (Enrollment projections)
November 17, 2015	Systems 3000 budget projection module open to cabinet members
November 16, 2015	BOE meeting (Budget process)
November 30, 2015	Administrative cabinet (Personnel)
December 14, 2015	Administrative cabinet (Personnel)
December 21, 2015	BOE meeting (BOE/District goal review)
January 5, 2016	Reorganization of Board of Education
January 11, 2016	Administrative cabinet (Cabinet level budget review)
January 15, 2016	Cabinet level budget projection due
January 25, 2016	BOE meeting (BOE/District goal review)
January 25, 2016	Administrative cabinet (Cabinet level budget review)
January 26, 2016	Systems 3000 budget projection module open to departments
February 8, 2016	Administrative cabinet (Review departmental budget projection)
February 16, 2016	Governor's state budget address
February 22, 2016	BOE meeting (Progress Update)
February 22, 2016	Administrative cabinet (Review departmental budget projection)
February 26, 2016	Departmental budget projection closed
March 7, 2016	Administrative cabinet (Departmental Budgets; personnel finalization)
March 14, 2016	BOE meeting – Adoption of tentative budget
March 18, 2016	Tentative budget submitted to ECS
March 21, 2016	Administrative cabinet (Review tentative budget)
April 4, 2016	Administrative cabinet (Review tentative budget)
April 18, 2016	Administrative cabinet (Review tentative budget)
April 25, 2016	Public hearing on proposed budget and final BOE adoption

## Fiscal Year 2017 Budget

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### **Financial Section**



## Fiscal Year 2017 Budget

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### Basis of Accounting

#### Fund Accounting

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

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

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

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

**Special Revenue Fund.** The special revenue fund is used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes. An example of special revenue funds would include federal grants-in-aid such as No Child Left Behind.

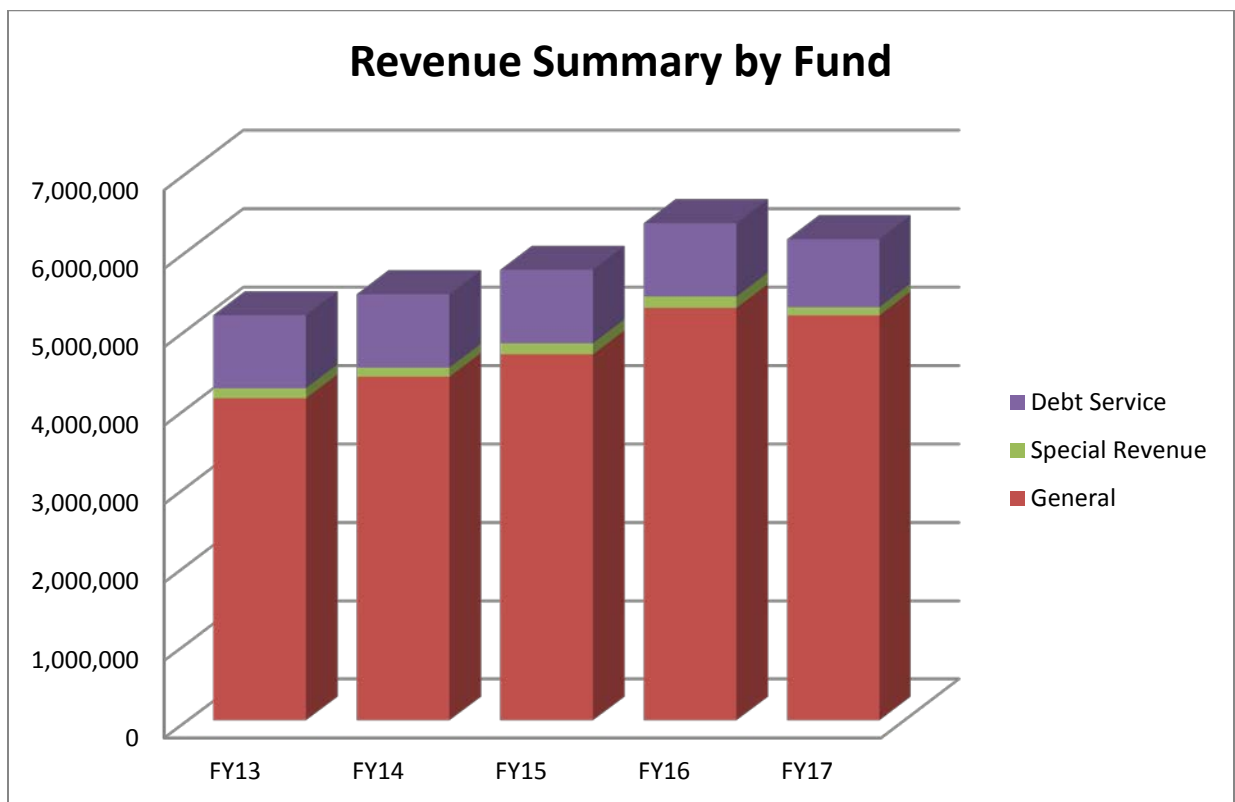
**Capital Projects Fund.** Accounts for resources used to acquire or construct major capital facilities. The source of revenue in this fund would be the sale of bonds, grants, or transfer from a capital reserve account. Separate accounting is used for each capital project within the capital projects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

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

## Fiscal Year 2017 Budget

### Revenue Summary by Fund

	FY13	FY14	FY15	FY16	FY17
	Actual	Actual	Actual	Revised	Proposed
General	4,118,902	4,392,075	4,678,083	5,269,723	5,174,164
Special Revenue	127,343	116,665	140,409	144,203	104,493
Debt Service	930,659	935,316	936,505	935,470	866,650
	5,176,904	5,444,056	5,754,997	6,349,396	6,145,307

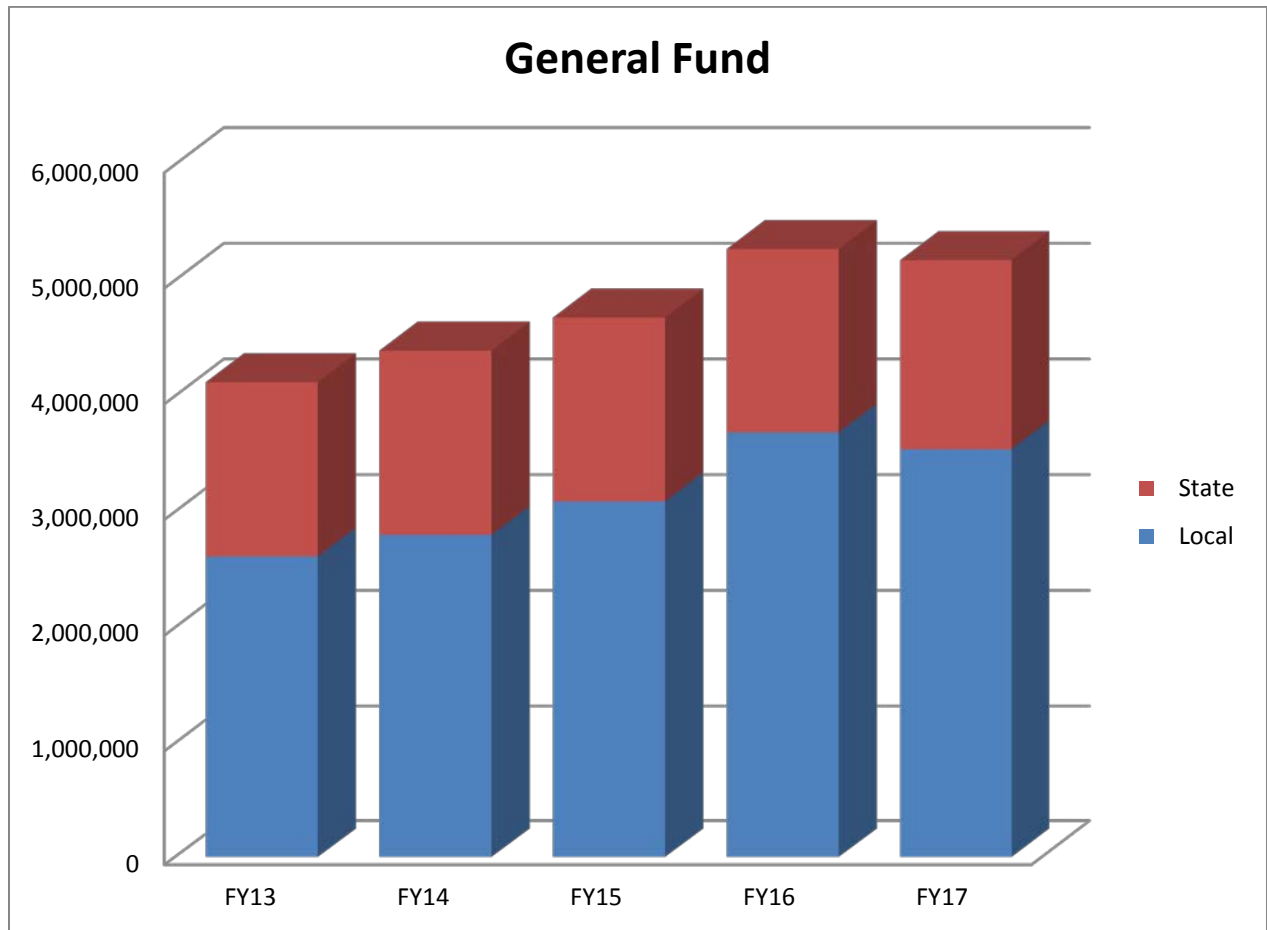


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### Sources of Revenue by Fund – Actual and Proposed

General Fund	Actual			Revised	Proposed
	FY13	FY14	FY15	FY16	FY17
Local	2,612,435	2,799,371	3,087,630	3,684,316	3,539,705
State	1,506,467	1,592,704	1,590,453	1,585,407	1,634,459
Total	4,118,902	4,392,075	4,678,083	5,269,723	5,174,164

The South Harrison Township Elementary School District's operating budget (general fund) totals \$5,174,164 for fiscal year 2017. The general fund is made up five main sources of revenue: (1) Fund Balance, or surplus; (2) State Aid; (3) Local Tax Levy; (4) Tuition; and (5) Other miscellaneous sources (Facility rental, interest, E-Rate reimbursements, etc.)

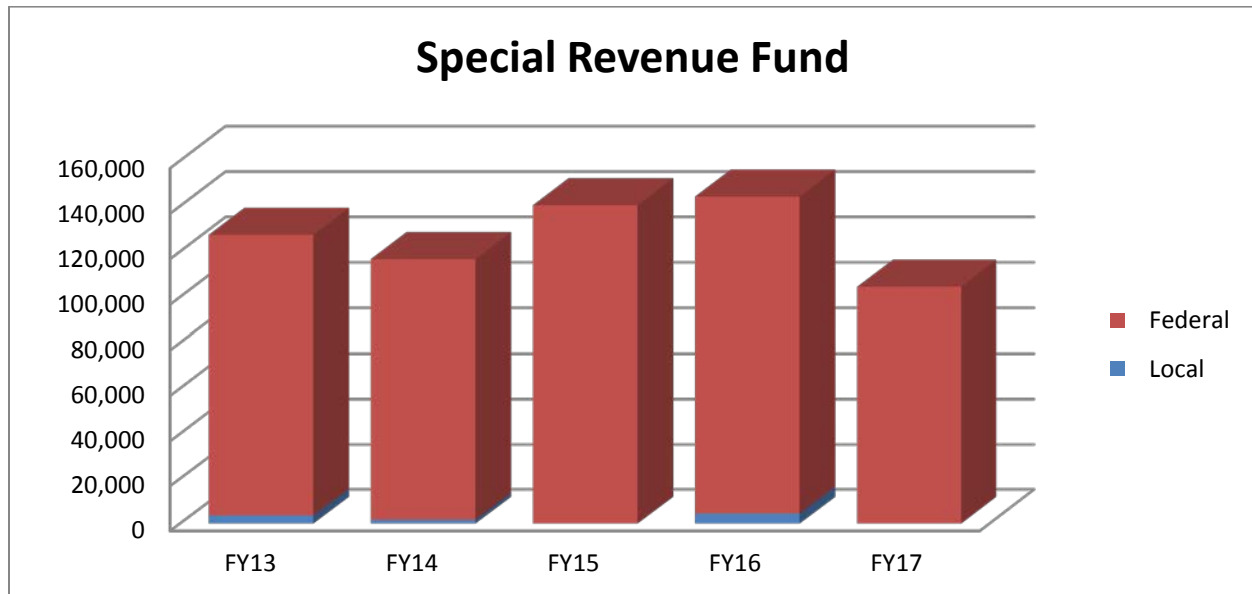


## Fiscal Year 2017 Budget

Special Revenue	Actual			Revised	Proposed
	FY13	FY14	FY15	FY16	FY17
Local	3,623	1,675		4,500	
Federal	123,720	114,990	140,409	139,703	104,493
Total	127,343	116,665	140,409	144,203	104,493

The special revenue fund accounts for the proceeds of specific revenue sources that are restricted to expenditures for specified purposes. The special revenue fund totals \$104,493 for FY17. This is a reduction of \$39,710 (-27.54%) from FY16.

- **NCLB Title I.** Title I funds are federal dollars dedicated specifically to our at-risk students. Anticipated revenue for FY17 is \$18,984.
- **NCLB Title IIA.** Title IIA funds are federal dollars dedicated to the recruitment and training of teachers and principals. Anticipated revenue for FY17 is \$5,311.
- **IDEA.** IDEA funds are federal dollars dedicated to our students with special needs. We anticipate \$60,198 for FY17, which have historically been used to offset our costly out of district tuition placements, as well as to support related services for our preschool students.
- **REAP.** REAP (Rural Education Achievement Program) funds are federal dollars designed to assist rural districts that may lack the personnel and resources to compete effectively for Federal competitive grants. We anticipate REAP funds in the amount of \$20,000 for the 2016-17 school year.

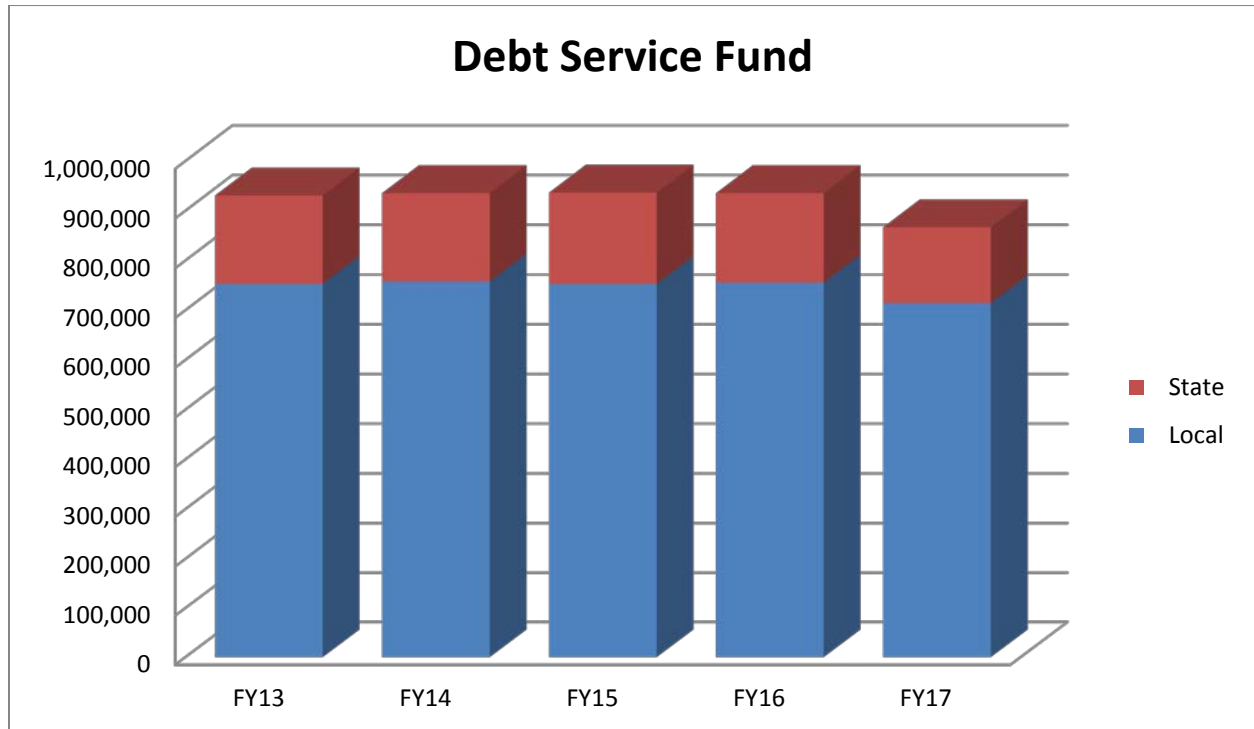


## Fiscal Year 2017 Budget

Debt Service	Actual			Revised	Proposed
	FY13	FY14	FY15	FY16	FY17
Local	752,684	757,645	752,836	755,340	714,049
State	177,975	177,671	183,669	180,130	152,601
Total	930,659	935,316	936,505	935,470	866,650

The debt service fund accounts for the accumulation of resources for, and the payment of, long-term debt, principal and interest. The main sources of revenue in this fund are state aid and local tax levy.

- **Debt Service Aid.** The state share dedicated to the payment of our long-term debt stands at \$152,601 for FY17, which is a decrease of \$27,529 from FY16.
- **Debt Service Tax Levy.** The total debt service tax levy for FY17 will be \$705,764. This equates to a reduction of debt service tax levy in the amount of \$22,060 from FY16.



## Fiscal Year 2017 Budget

### Revenue Detail by Source – Actual and Proposed

	Actual			Revised	Proposed
	FY13	FY14	FY15	FY16	FY17
General Fund					
Local Sources					
Local Tax Levy	2,793,189	2,849,053	2,927,311	3,039,630	3,116,783
Tuition	11,325	13,500	9,000	12,000	12,000
Miscellaneous	16,380	15,351	11,850	12,100	10,000
Total Local Sources	2,820,894	2,877,904	2,948,161	3,063,730	3,138,783
State Sources					
Transportation Aid	29,553	31,891	31,891	31,891	35,253
School Choice Aid	197,708	276,979	267,428	229,224	257,877
Special Education Aid	204,840	207,121	207,121	207,121	210,863
Under Adequacy Aid		6,832	6,832	6,832	6,832
Equalization Aid	893,932	888,987	888,987	888,987	898,191
Security Aid	25,681	26,008	26,008	26,008	26,269
Supplemental Enrollment Growth Aid	149,760	149,760	149,760	149,760	149,760
Adjustment Aid				38,204	38,204
PARCC Readiness Aid			3,690	3,690	3,690
Per Pupil Growth Aid			3,690	3,690	3,690
Professional Learning Community Aid					3,830
Other	4,993	5,126	5,046		
Total State Sources	1,506,467	1,592,704	1,590,453	1,585,407	1,634,459
Budgeted Fund Balance				475,256	400,922
Withdraw from Capital Reserve				140,000	
Adjustment for Prior Year Encumbrances				5,330	
Actual Revenues (Over)/Under Expenditures	-208,459	-78,533	139,469		
Total General Fund	4,118,902	4,392,075	4,678,083	5,269,723	5,174,164

## Fiscal Year 2017 Budget

	Actual			Revised	Proposed
	FY13	FY14	FY15	FY16	FY17
<b>Special Revenue Fund</b>					
Local Sources					
Miscellaneous	3,623	1,675		4,500	
Total Local Sources	3,623	1,675	0	4,500	
Federal Sources					
Title I	8,164	6,896	12,102	22,334	18,984
Title II	6,459	6,193	2,272	6,248	5,311
I.D.E.A. Part B	66,240	61,613	67,254	70,821	60,198
Other	42,857	40,288	58,781	40,300	20,000
Total Federal Sources	123,720	114,990	140,409	139,703	104,493
Total Special Revenue Fund	127,343	116,665	140,409	144,203	104,493
	Actual			Revised	Proposed
	FY13	FY14	FY15	FY16	FY17
<b>Debt Service Fund</b>					
Local Sources					
Local Tax Levy	752,684	757,646	752,838	727,824	705,764
Miscellaneous			8,283		
Budgeted Fund Balance		27,514		27,516	8,285
Total Local Sources	752,684	785,160	761,121	755,340	714,049
State Sources					
Debt Service Aid Type II	177,975	177,671	183,669	180,130	152,601
Total State Sources	177,975	177,671	183,669	180,130	152,601
Actual Revenues (Over)/Under Expenditures		-27,515	-8,285		
Total Debt Service Fund	930,659	935,316	936,505	935,470	866,650

## Fiscal Year 2017 Budget

### General Fund Appropriations – By Program

	Actual			Revised	Proposed
	FY13	FY14	FY15	FY16	FY17
Regular Programs	1,498,677	1,412,242	1,562,500	1,742,698	1,853,718
Special Ed - Learning and/or Language Disabilities	229,723	248,798	243,182	276,066	
Special Education - Pre-School Disabilities - Part Time	63,838	66,935	68,101	61,666	63,243
Special Education - Resource Room/Resource Center					304,372
Special Education - Home Instruction				700	500
Basic Skills/Remedial	103,107	91,837	82,929	59,273	43,206
School-Sponsored Extra Curricular Activities		800	5,332	4,964	9,543
Before/After School Programs		3,406		3,280	
Undistributed Instruction - Tuition	113,157	141,772	150,868	137,898	171,000
Attendance	10,502	11,382	7,140	13,434	11,142
Health Services	61,433	62,951	70,315	69,816	70,215
Speech/OT/PT and Related Services	135,806	152,823	139,621	134,632	136,600
Extraordinary Services	64,293	62,434	36,983	11,512	23,358
Guidance	48,390	33,621	33,132	36,300	32,824
Child Study Team	142,336	148,836	150,456	156,619	164,009
Improvement of Instruction Services	8,052	32,773	58,914	74,099	68,500
Educational Media Services/Library	62,544	60,559	40,470	64,517	38,378
Instructional Staff Training Services	7,098	3,392	2,817	6,150	6,000
General Administration	143,404	142,800	138,999	150,215	138,707
School Administration	84,843	123,583	137,426	140,203	145,049
Central Services	119,761	129,059	124,784	143,471	112,626
Administrative Information Technology					51,500
Required Maintenance for School Facilities	81,220	104,162	89,378	141,857	124,227
Custodial Services	358,500	355,190	367,022	424,727	381,514
Care and Upkeep of Grounds	6,725	2,615		10,000	8,500
Student Transportation Services	268,465	368,569	335,198	397,690	356,300
Personal Services - Unallocated Employee Benefits	443,046	410,216	571,183	785,621	797,000
Transfer to Cover Deficit (Food Service Fund)	30,000	9,482			
Equipment	28,708	15,705		30,082	14,000
Capital Reserve - Transfer to Capital Projects			133,200		48,133
Interest Deposit to Capital Reserve				100	
Facilities Acquisition and Construction Services	5,274	196,133	128,133	192,133	
	4,118,902	4,392,075	4,678,083	5,269,723	5,174,164



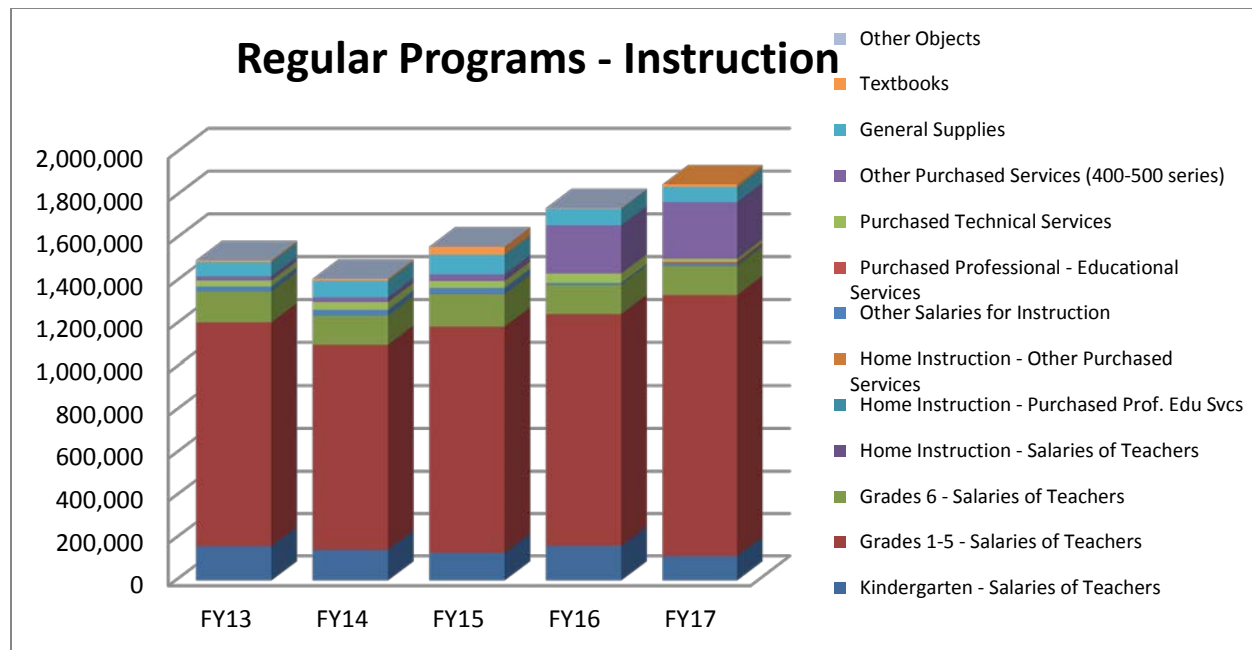
## Fiscal Year 2017 Budget

### General Fund Appropriations by Program at Object Level

#### Regular Programs

	Actual			Revised	Proposed
	FY13	FY14	FY15	FY16	FY17
Kindergarten - Salaries of Teachers	161,436	144,649	130,607	163,559	115,011
Grades 1-5 - Salaries of Teachers	1,047,396	959,350	1,058,215	1,083,947	1,221,070
Grades 6 - Salaries of Teachers	144,428	136,481	152,422	136,600	136,216
Home Instruction - Salaries of Teachers	800	50	1,665	1,000	1,800
Home Instruction - Purchased Professional – Educ Svcs	550	1,500	390	1,000	1,000
Home Instruction - Other Purchased Services					250
Other Salaries for Instruction	21,693	25,599	26,320	6,797	7,156
Purchased Professional - Educational Services					8,350
Purchased Technical Services	28,137	35,365	32,550	43,940	15,465
Other Purchased Services (400-500 series)	19,891	22,612	30,378	225,392	264,492
General Supplies	66,875	78,028	92,900	76,760	70,954
Textbooks	7,159	8,216	36,507	2,203	11,954
Other Objects	312	392	546	1,500	
	<u>1,498,677</u>	<u>1,412,242</u>	<u>1,562,500</u>	<u>1,742,698</u>	<u>1,853,718</u>

Regular Programs - Instruction (11-1XX-100-XXX) is used to record direct classroom instruction costs for regular education programs. A program is considered regular education when its classes contain only regular education pupils, including mainstreamed special education pupils.



## Fiscal Year 2017 Budget

### Special Education - Instruction

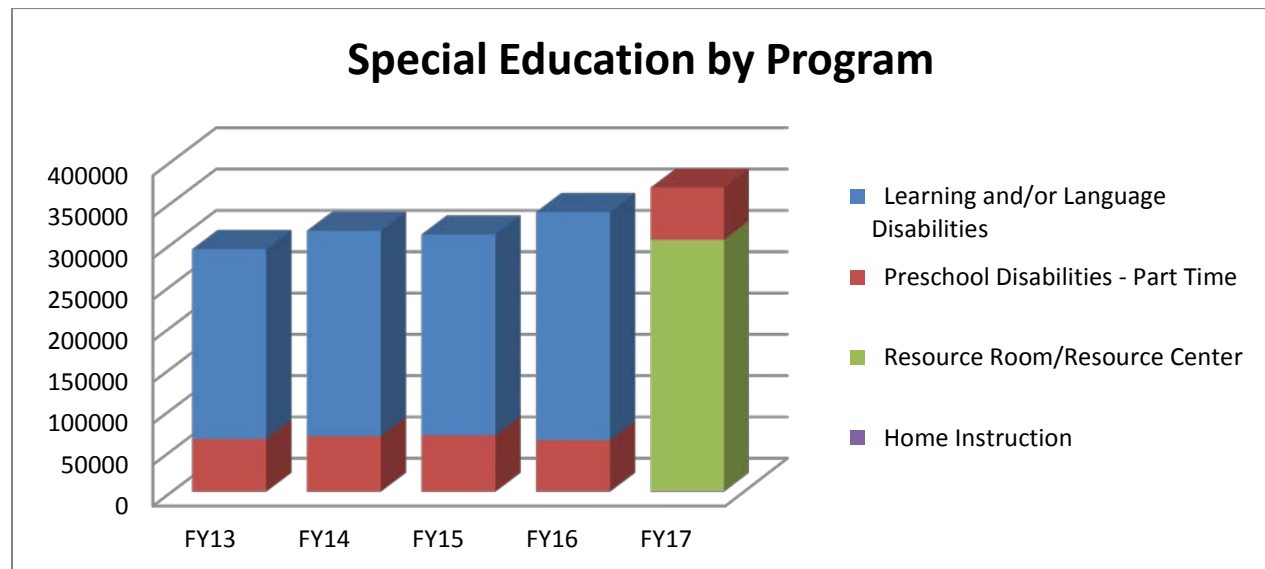
#### By Program

	Actual			Revised	Proposed
	FY13	FY14	FY15	FY16	FY17
Learning and/or Language Disabilities	229,723	248,798	243,182	276,066	
Preschool Disabilities - Part Time	63,838	66,935	68,101	61,666	63,243
Resource Room/Resource Center					304,372
Home Instruction				700	500
	293,561	315,733	311,283	338,432	368,115

#### By Object

	Actual			Revised	Proposed
	FY13	FY14	FY15	FY16	FY17
Salaries of Teachers	267,354	280,040	261,601	312,397	338,630
Other Salaries for Instruction	23,591	26,233	39,177	18,210	16,697
Purchased Professional - Educ Svcs				700	500
Other Purchased Services					2,500
General Supplies	1,858	6,639	7,227	6,100	9,788
Textbooks	758	2,821	3,278	500	
Other Objects				525	
	293,561	315,733	311,283	338,432	368,115

Special Education – Instruction (11-2XX-100-XXX) is used to record the classroom costs of providing services as a result of individualized educational programs (IEPs.) A program is considered special when its classes contain only special education pupils. Costs are then further classified into program specific categories such as learning and/or language, behavioral and preschool disabilities.



## Fiscal Year 2017 Budget

### *Learning and/or Language Disabilities*

	Actual			Revised	Proposed
	FY13	FY14	FY15	FY16	FY17
Salaries of Teachers	210,364	223,977	205,776	254,831	
Other Salaries for Instruction	17,284	15,976	27,676	16,710	
Other Purchased Services					
General Supplies	1,317	6,024	6,452	4,000	
Textbooks	758	2,821	3,278	500	
Other Objects				25	
	229,723	248,798	243,182	276,066	0

### *Preschool Disabilities – Part time*

	Actual			Revised	Proposed
	FY13	FY14	FY15	FY16	FY17
Salaries of Teachers	56,990	56,063	55,825	57,566	57,405
Other Salaries for Instruction	6,307	10,257	11,501	1,500	
Other Purchased Services					500
General Supplies	541	615	775	2,100	5,338
Textbooks					
Other Objects				500	
	63,838	66,935	68,101	61,666	63,243

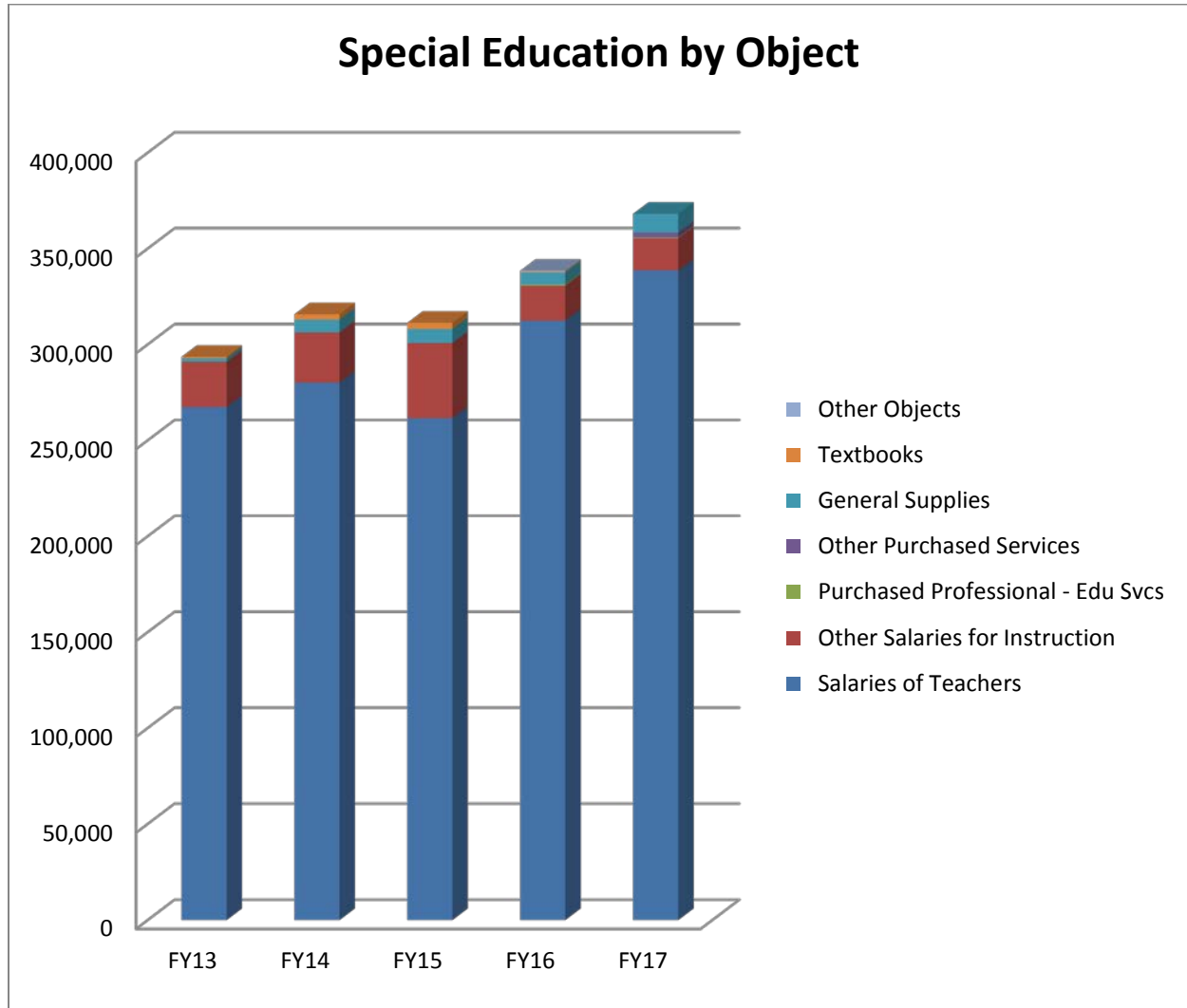
### *Resource Room/Resource Center*

	Actual			Revised	Proposed
	FY13	FY14	FY15	FY16	FY17
Salaries of Teachers					281,225
Other Salaries for Instruction					16,697
Other Purchased Services					2,000
General Supplies					4,450
	0	0	0	0	304,372

### *Home Instruction*

	Actual			Revised	Proposed
	FY13	FY14	FY15	FY16	FY17
Purchased Professional - Educ Svcs				700	500
	0	0	0	700	500

## Fiscal Year 2017 Budget

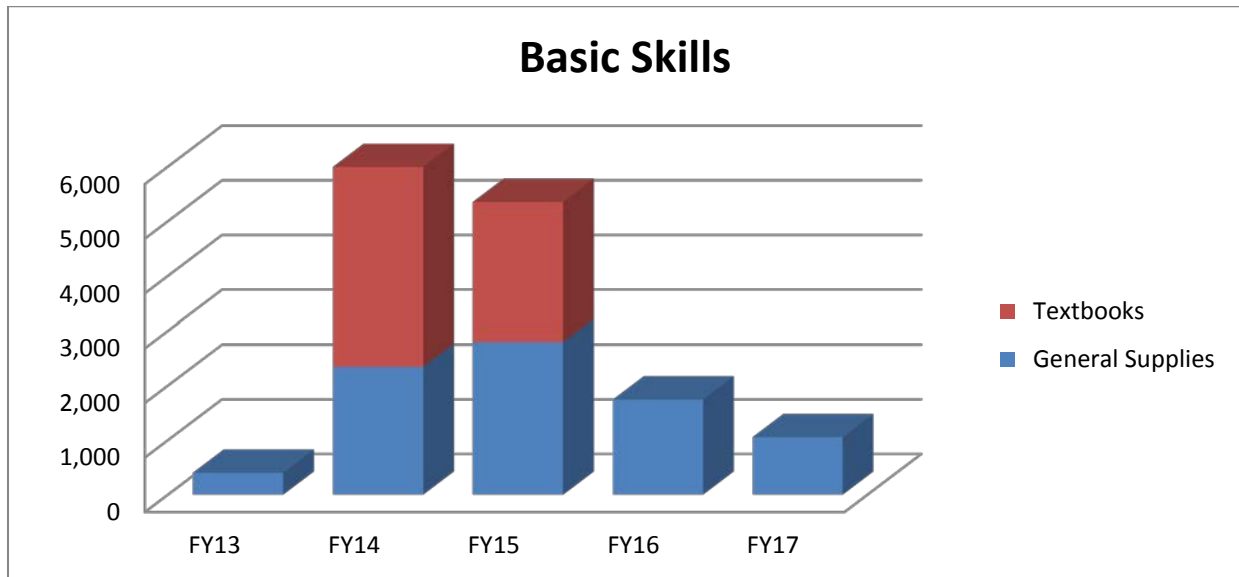


## Fiscal Year 2017 Budget

### Basic Skills/Remedial – Instruction

	Actual			Revised	Proposed
	FY13	FY14	FY15	FY16	FY17
Salaries of Teachers	57,507	51,711	35,348	58,523	43,206
Other Salaries for Instruction	45,600	39,894	45,633		
General Supplies		232	1,948	750	
	103,107	91,837	82,929	59,273	43,206

Basic Skills (11-230-100-XXX) is used to record the classroom costs of providing the District's basic skills program. Basic Skills includes those services delivered during the District's Response to Intervention (RtI) period within the school day to address the needs of identified "at-risk" learners.

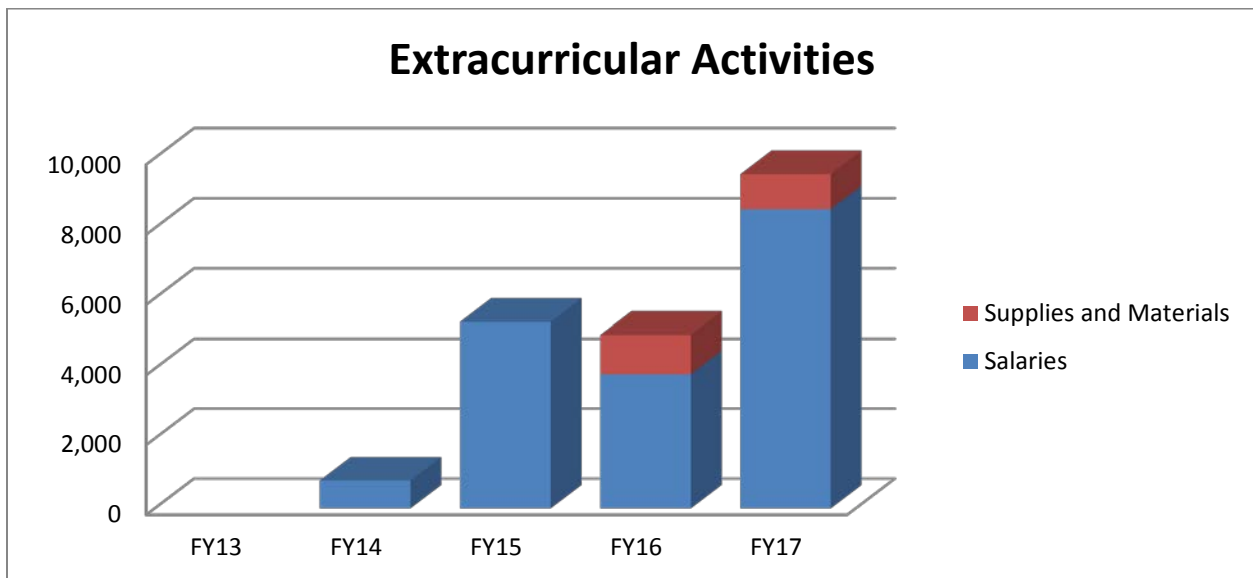


## Fiscal Year 2017 Budget

### School Sponsored Extracurricular Activities

	Actual			Revised	Proposed
	FY13	FY14	FY15	FY16	FY17
Salaries		800	5,332	3,844	8,543
Supplies and Materials				1,120	1,000
	0	800	5,332	4,964	9,543

School-Sponsored co-curricular/Extracurricular activities (11-401-100-XXX) is used to record the costs associated with District sponsored activities such as chorus, band, newspaper and student council.

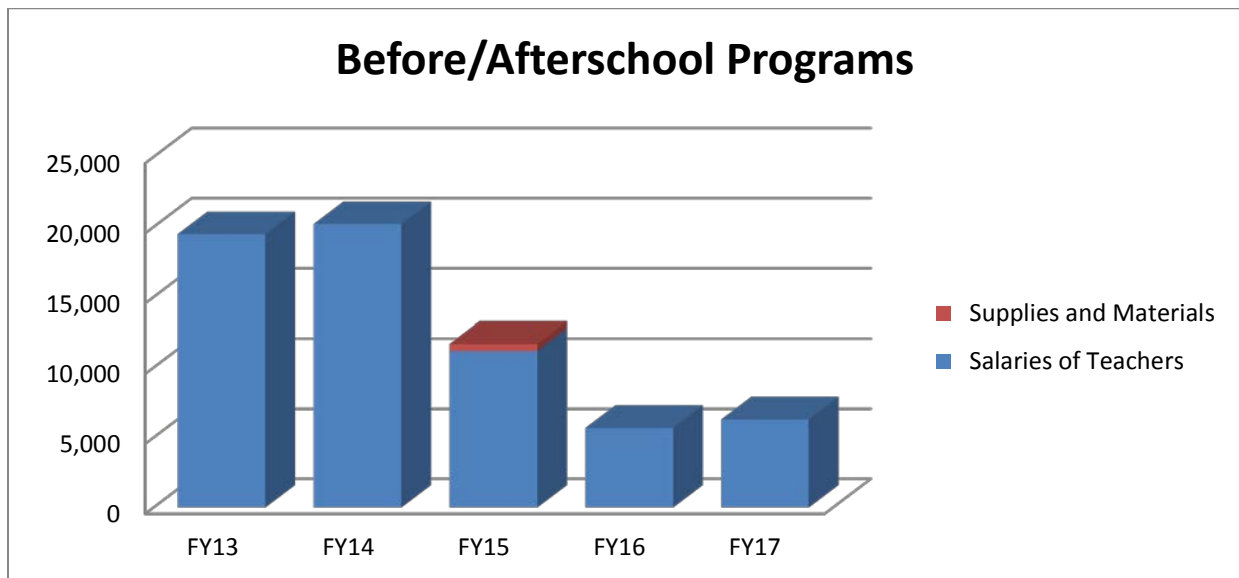


## Fiscal Year 2017 Budget

### Before/After School Programs

	Actual			Revised	Proposed
	FY13	FY14	FY15	FY16	FY17
Salaries of Teachers		2,100		3,000	
Supplies and Materials		1,306		280	
	0	3,406	0	3,280	0

Before/After School Programs (11-421-100-XXX) is used to record the costs of remedial/supplementary support for students before and after school.

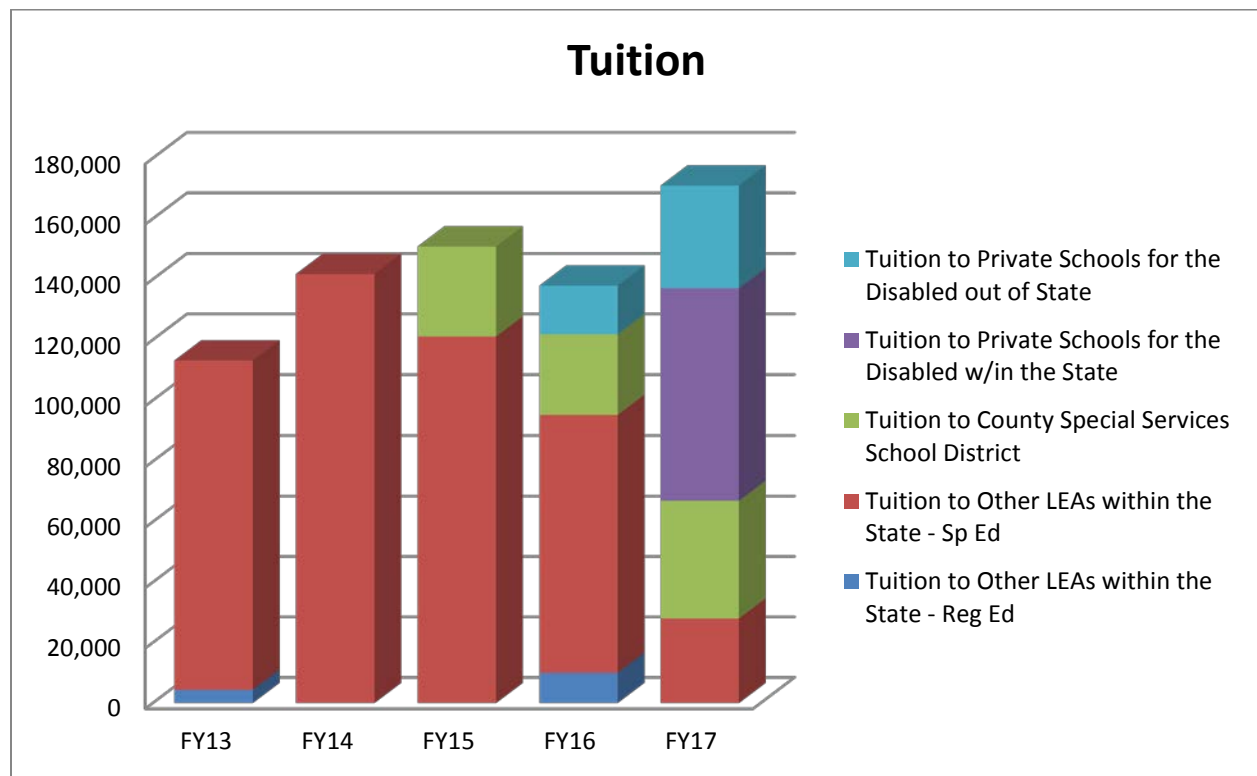


## Fiscal Year 2017 Budget

### Undistributed Instruction – Tuition

	Actual			Revised	Proposed
	FY13	FY14	FY15	FY16	FY17
Tuition to Other LEAs within the State - Reg Ed	4,363			10,000	
Tuition to Other LEAs within the State - Sp Ed	108,794	141,772	121,108	85,200	28,000
Tuition to County Special Services School District			29,760	26,618	39,000
Tuition to Private Schools for the Disabled w/in the State					70,000
Tuition to Private Schools for the Disabled out of State				16,080	34,000
	113,157	141,772	150,868	137,898	171,000

Undistributed expenditures are charges that are not readily assignable to a specific program. Tuition costs paid to other districts, private schools for the handicapped and special services school districts are recorded in Undistributed Instruction – Tuition.



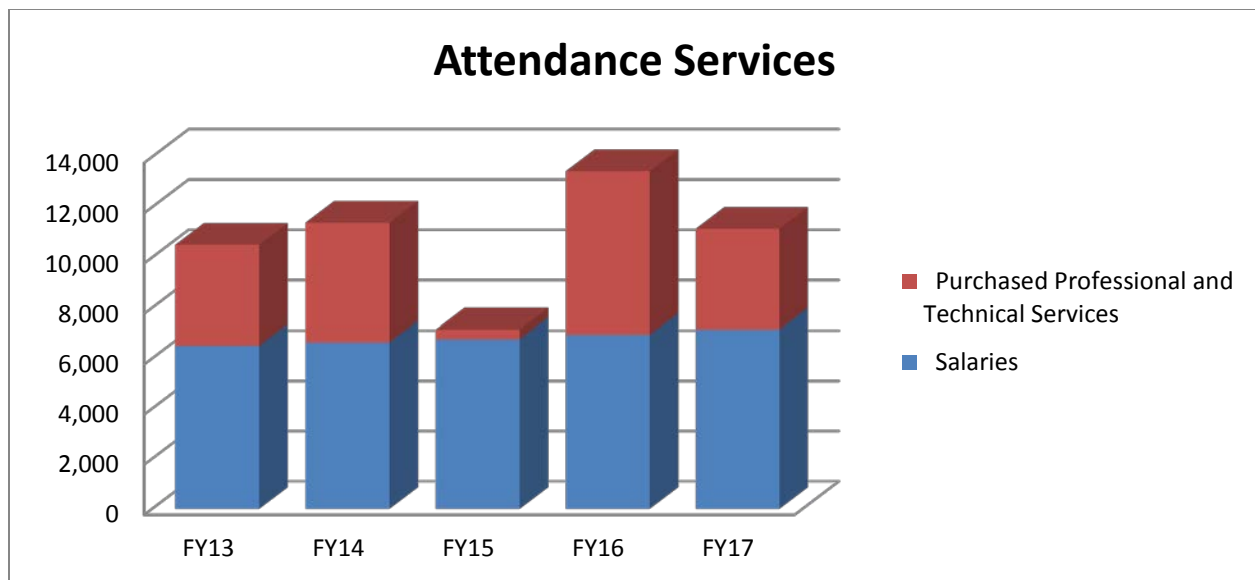


## Fiscal Year 2017 Budget

### Attendance Services

	Actual			Revised	Proposed
	FY13	FY14	FY15	FY16	FY17
Salaries	6,502	6,632	6,765	6,934	7,142
Purchased Professional and Technical Services	4,000	4,750	375	6,500	4,000
	10,502	11,382	7,140	13,434	11,142

Attendance services (11-000-211-XXX) is used to record the expenditures associated with activities designed to improve student attendance at school and which attempt to prevent or solve student problems. The collection, maintenance, and reporting of school attendance records, family characteristics data, census data, and other important information is recorded here.

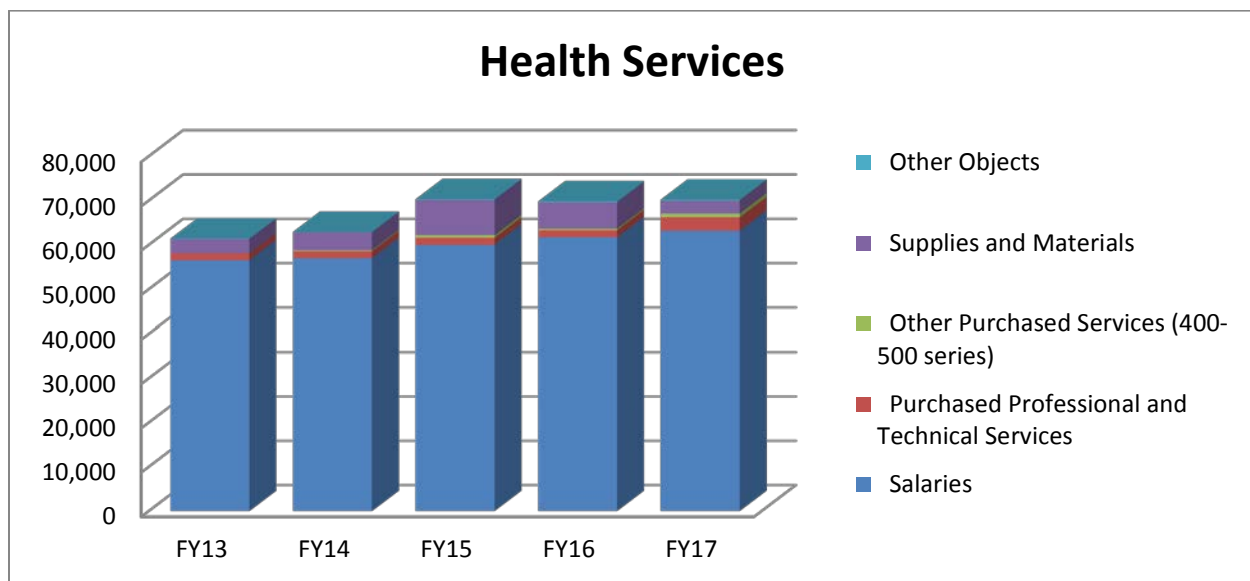


## Fiscal Year 2017 Budget

### Health Services

	Actual			Revised	Proposed
	FY13	FY14	FY15	FY16	FY17
Salaries	56,570	57,046	60,071	61,726	63,215
Purchased Professional and Technical Services	1,525	1,525	1,525	1,590	3,000
Other Purchased Services (400-500 series)		233	570	350	850
Supplies and Materials	3,288	4,062	8,064	6,000	3,000
Other Objects	50	85	85	150	150
	61,433	62,951	70,315	69,816	70,215

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

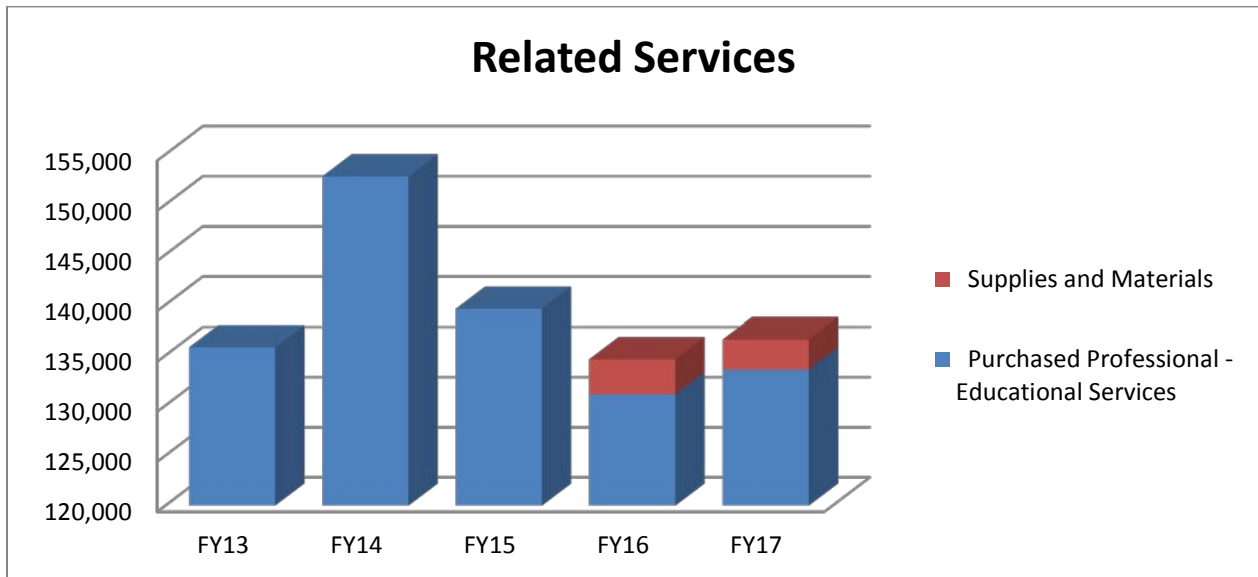


## Fiscal Year 2017 Budget

### Speech, Occupational Therapy, Physical Therapy & Related Services

	Actual			Revised	Proposed
	FY13	FY14	FY15	FY16	FY17
Purchased Professional - Educational Services	135,806	152,823	139,621	131,132	133,600
Supplies and Materials				3,500	3,000
	135,806	152,823	139,621	134,632	136,600

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

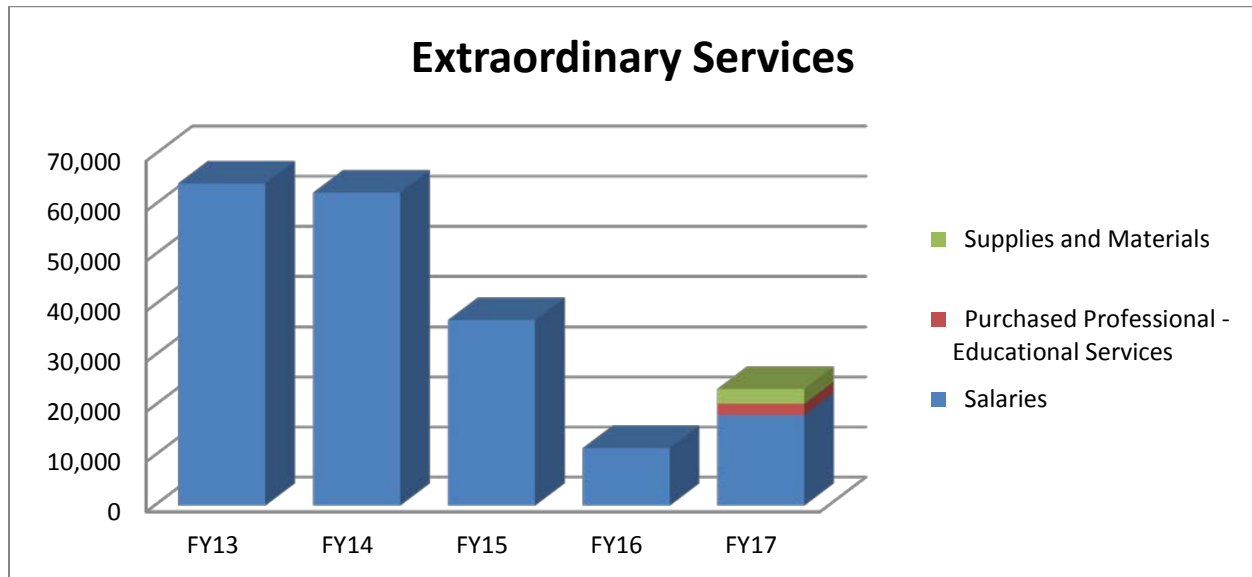


## Fiscal Year 2017 Budget

### Extraordinary Services

	Actual			Revised	Proposed
	FY13	FY14	FY15	FY16	FY17
Salaries	64,293	62,434	36,983	11,512	18,158
Purchased Professional - Educational Services					2,200
Supplies and Materials					3,000
	64,293	62,434	36,983	11,512	23,358

Other Support Services – Students – Extraordinary services (11-000-217-XXX) is used to record the costs of services other than related services provided to students as a result of an I.E.P., which are unique to individual students, such as one-to-one aides.

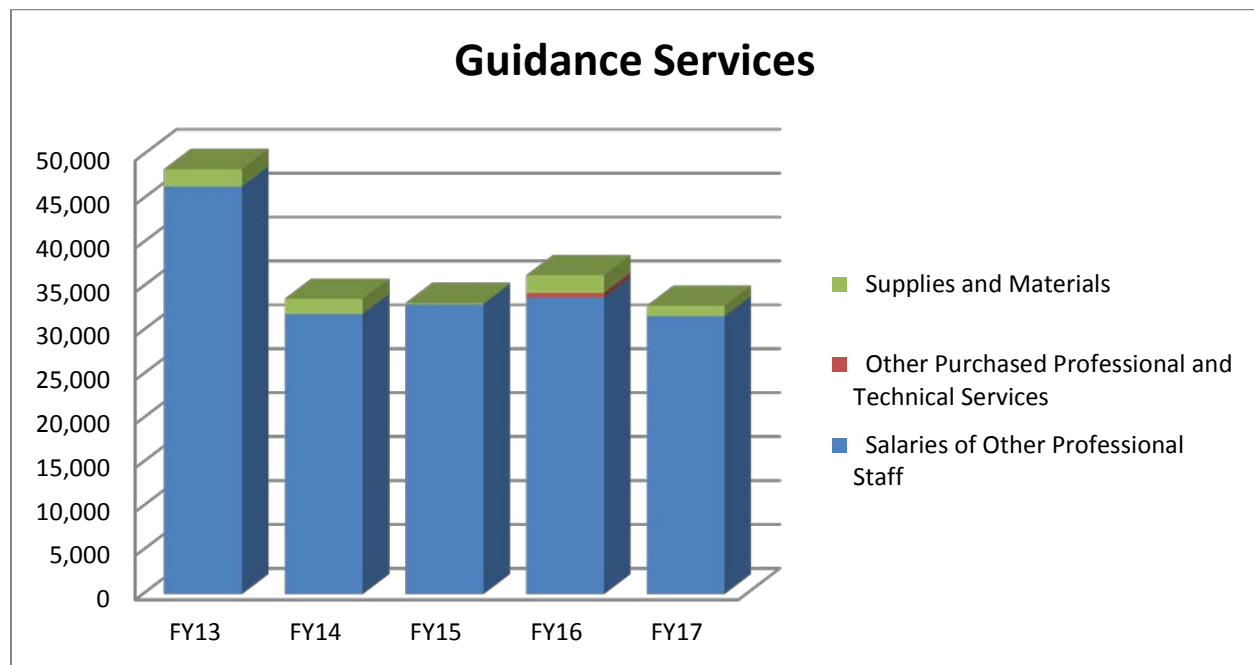


## Fiscal Year 2017 Budget

### Guidance Services

	Actual			Revised	Proposed
	FY13	FY14	FY15	FY16	FY17
Salaries of Other Professional Staff	46,404	31,885	32,992	33,790	31,624
Other Purchased Professional and Technical Services				510	
Supplies and Materials	1,986	1,736	140	2,000	1,200
	48,390	33,621	33,132	36,300	32,824

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

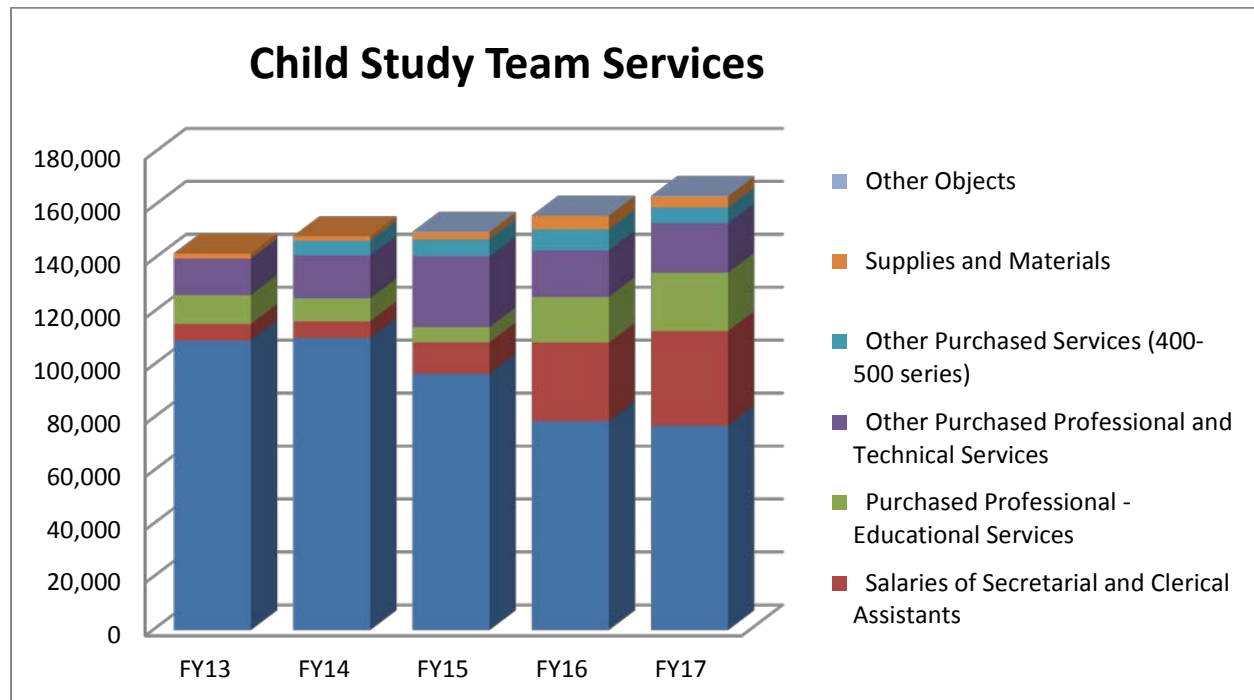


## Fiscal Year 2017 Budget

### Child Study Team Services

	Actual			Revised	Proposed
	FY13	FY14	FY15	FY16	FY17
Salaries of Other Professional Staff	109,475	110,378	96,858	78,894	77,289
Salaries of Secretarial and Clerical Assistants	6,256	6,341	11,906	29,725	35,710
Purchased Professional - Educational Services	10,850	8,577	5,651	17,250	22,000
Other Purchased Professional and Technical Services	13,770	16,275	26,851	17,550	18,800
Other Purchased Services (400-500 series)		5,480	6,394	7,950	5,900
Supplies and Materials	1,985	1,785	2,681	5,150	4,160
Other Objects			115	100	150
	142,336	148,836	150,456	156,619	164,009

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

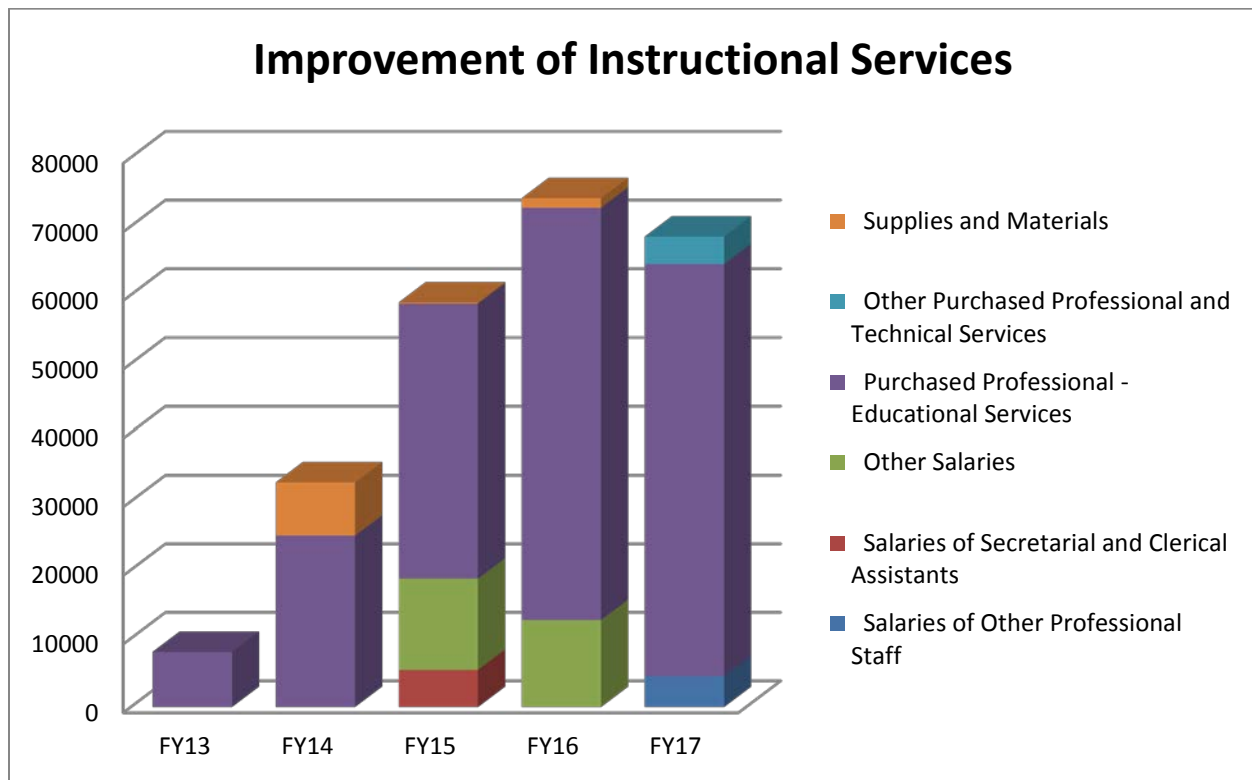


## Fiscal Year 2017 Budget

### Improvement of Instructional Services

	Actual			Revised	Proposed
	FY13	FY14	FY15	FY16	FY17
Salaries of Other Professional Staff					4,500
Salaries of Secretarial and Clerical Assistants			5,437		
Other Salaries			13,299	12,699	
Purchased Professional - Educational Services	8,052	25,000	40,000	60,000	60,000
Other Purchased Professional and Technical Services					4,000
Supplies and Materials		7,773	178	1,400	
	8,052	32,773	58,914	74,099	68,500

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

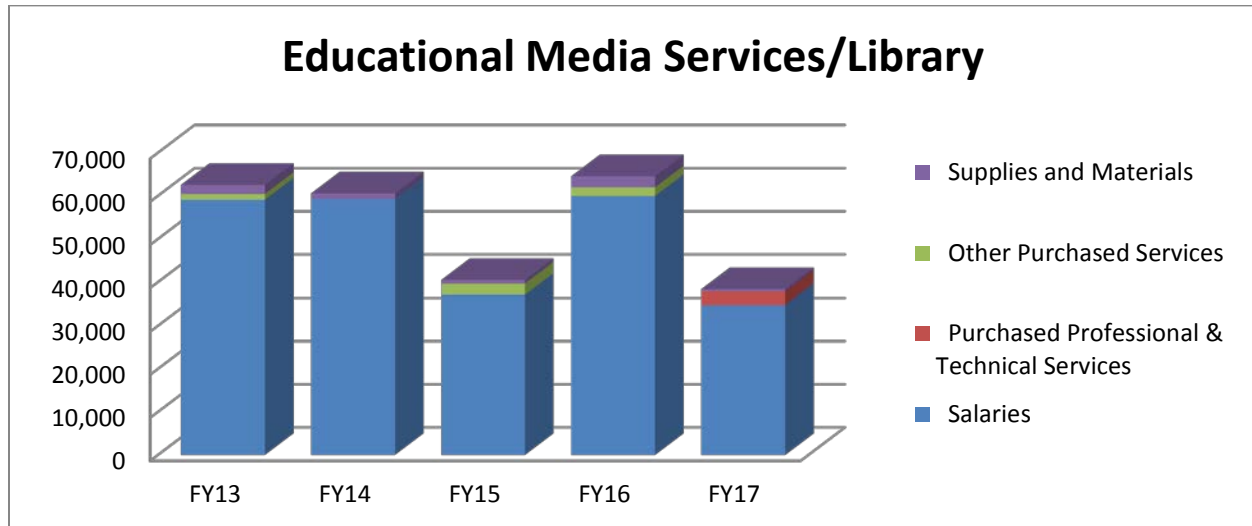


## Fiscal Year 2017 Budget

### Educational Media Services/Library

	Actual			Revised	Proposed
	FY13	FY14	FY15	FY16	FY17
Salaries	59,121	59,185	37,085	59,967	34,801
Purchased Professional & Technical Services					3,077
Other Purchased Services	1,325		2,591	2,000	
Supplies and Materials	2,098	1,374	794	2,550	500
	62,544	60,559	40,470	64,517	38,378

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



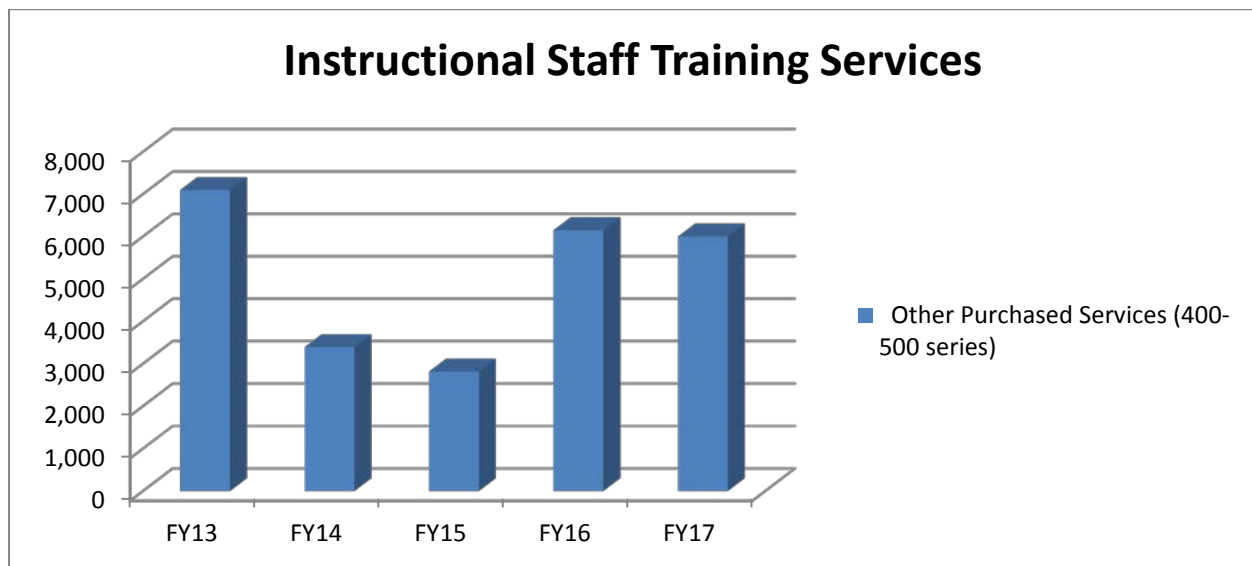


## Fiscal Year 2017 Budget

### Instructional Staff Training Services

	Actual			Revised	Proposed
	FY13	FY14	FY15	FY16	FY17
Other Purchased Services (400-500 series)	7,098	3,392	2,817	6,150	6,000
	7,098	3,392	2,817	6,150	6,000

Instructional Staff Training services (11-000-223-XXX) is used to record the activities that contribute to the professional or occupational growth and competence of members of the instructional staff during their time of service to the school system.

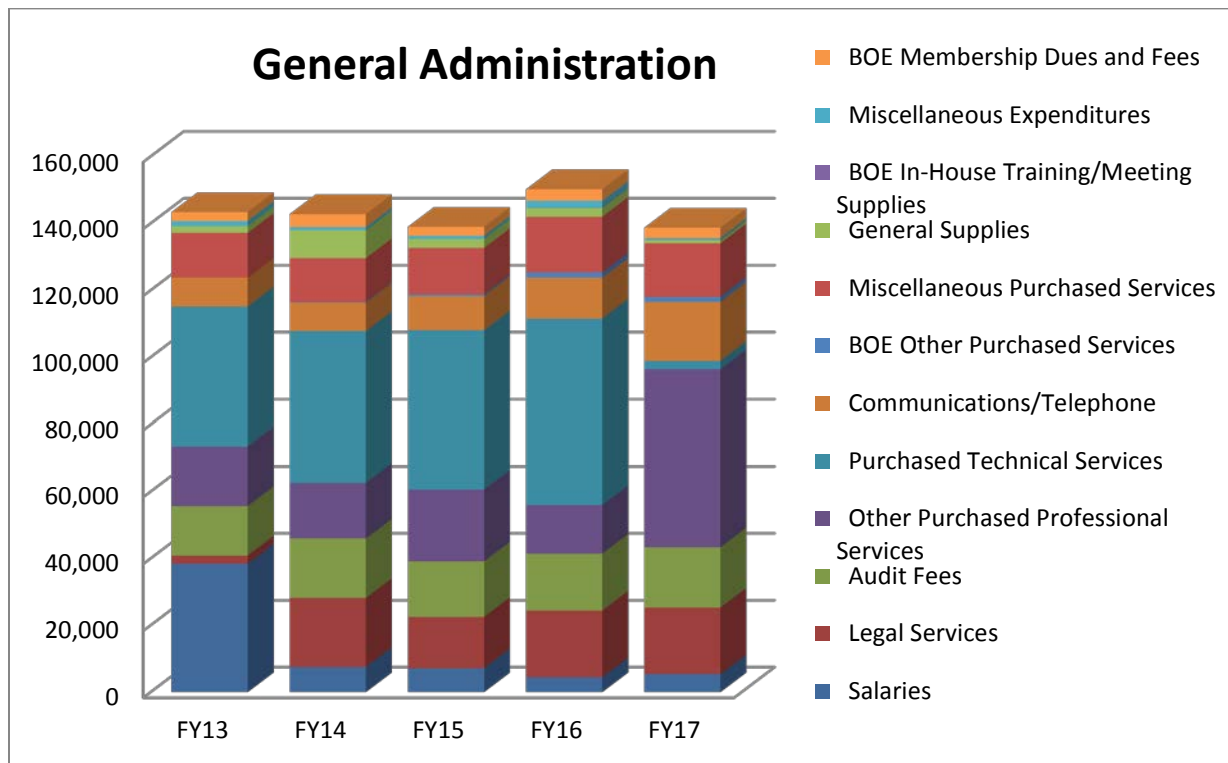


## Fiscal Year 2017 Budget

### General Administration

	Actual			Revised	Proposed
	FY13	FY14	FY15	FY16	FY17
Salaries	38,445	7,553	7,188	4,459	5,357
Legal Services	2,475	20,668	15,358	20,000	20,000
Audit Fees	14,772	17,770	16,600	17,000	18,000
Other Purchased Professional Services	17,790	16,634	21,445	14,500	53,100
Purchased Technical Services	41,689	45,207	47,489	55,640	2,500
Communications/Telephone	8,602	8,461	10,275	12,200	17,650
BOE Other Purchased Services		261	537	1,500	1,500
Miscellaneous Purchased Services	13,398	13,089	13,800	16,719	15,950
General Supplies	2,024	8,272	2,659	2,577	1,000
BOE In-House Training/Meeting Supplies				120	150
Miscellaneous Expenditures	1,522	950	960	2,000	500
BOE Membership Dues and Fees	2,687	3,935	2,688	3,500	3,000
	143,404	142,800	138,999	150,215	138,707

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

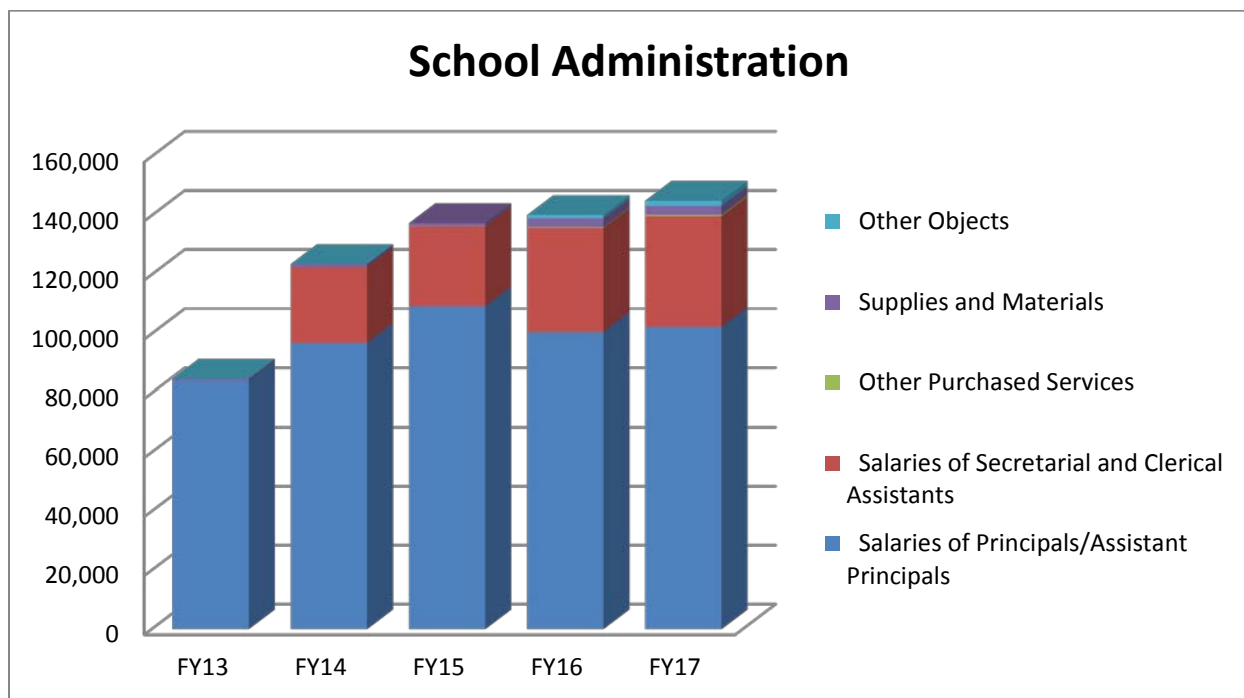


## Fiscal Year 2017 Budget

### School Administration

	Actual			Revised	Proposed
	FY13	FY14	FY15	FY16	FY17
Salaries of Principals/Assistant Principals	84,221	96,900	109,349	100,656	102,303
Salaries of Secretarial and Clerical Assistants		25,645	27,059	35,167	37,496
Other Purchased Services			75	250	500
Supplies and Materials	598	1,002	943	3,000	3,000
Other Objects	24	36		1,130	1,750
	84,843	123,583	137,426	140,203	145,049

School Administration (11-000-240-XXX) is used to record the costs associated with the overall administrative responsibility for a school. It includes the activities performed by the Principal, Assistant Principals, and other assistants while they supervise the operation of the school, evaluate staff members, supervise and maintain the records of the school, and coordinate school instructional activities with those of the District.

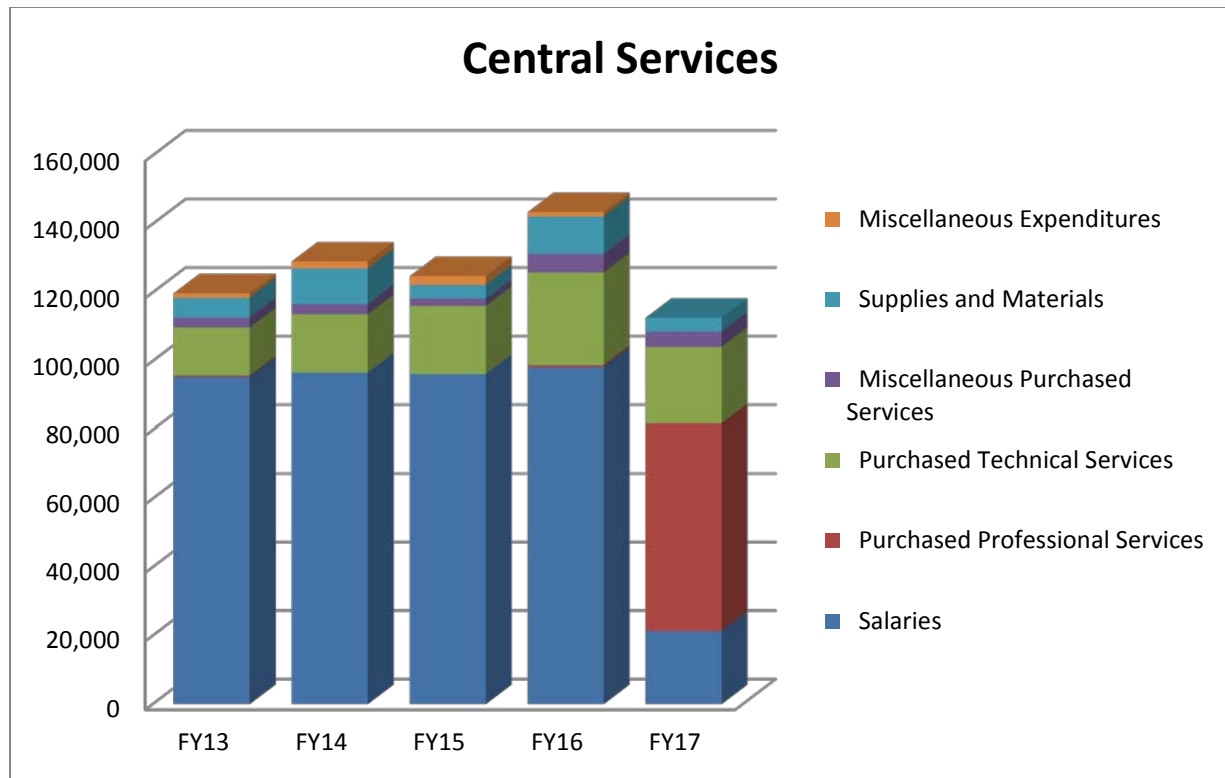


## Fiscal Year 2017 Budget

### Central Services

	Actual			Revised	Proposed
	FY13	FY14	FY15	FY16	FY17
Salaries	95,421	96,692	96,261	98,301	21,426
Purchased Professional Services	385			550	60,500
Purchased Technical Services	14,001	17,005	19,870	27,010	22,250
Miscellaneous Purchased Services	2,902	2,972	2,099	5,410	4,450
Supplies and Materials	5,778	10,363	4,058	11,000	4,000
Miscellaneous Expenditures	1,274	2,027	2,496	1,200	
	119,761	129,059	124,784	143,471	112,626

Central services (11-000-251-XXX) is used to record the business function and costs that support other administrative and instructional functions. The business function includes fiscal services, human resources, and purchasing. The District entered into a shared service agreement for business administration services beginning in FY16.



## Fiscal Year 2017 Budget

### Administrative Information Technology

	Actual			Revised	Proposed
	FY13	FY14	FY15	FY16	FY17
Purchased Professional Services					4,500
Purchased Technical Services					41,000
Supplies and Materials					6,000
	0	0	0	0	51,500

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

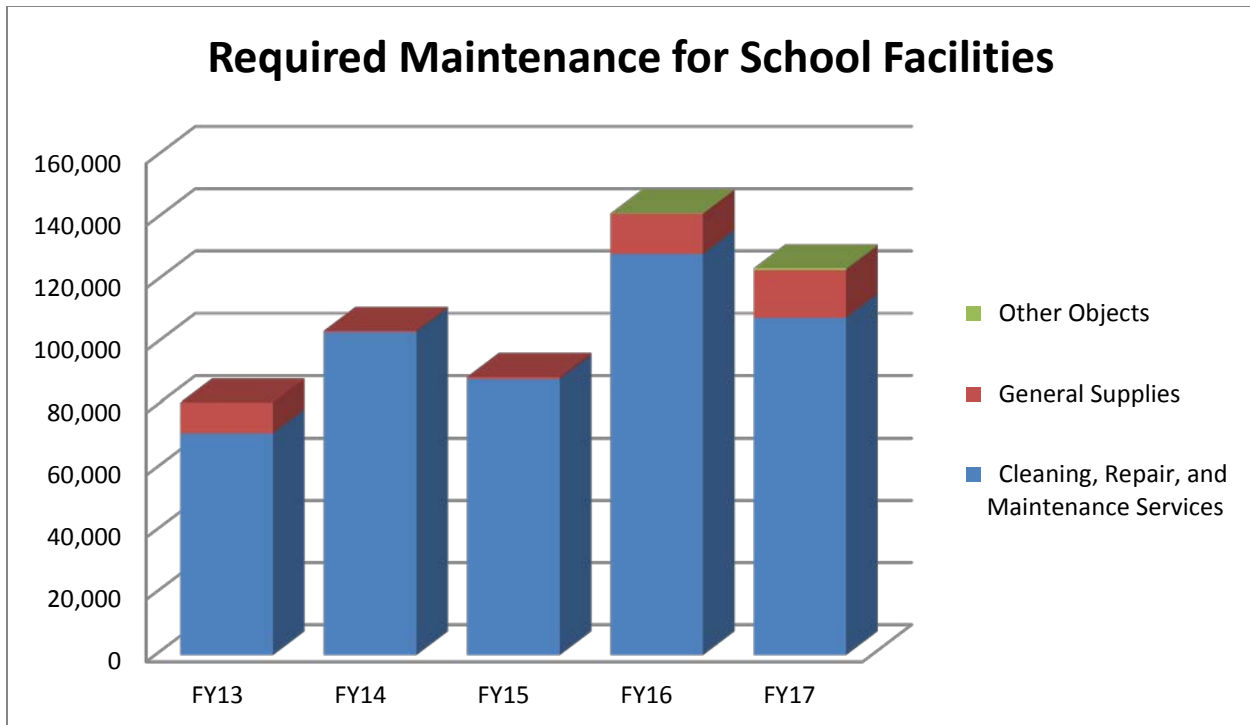
\* These costs were reclassified from instructional services in FY17.

## Fiscal Year 2017 Budget

### Required Maintenance for School Facilities

	Actual			Revised	Proposed
	FY13	FY14	FY15	FY16	FY17
Cleaning, Repair, and Maintenance Services	71,314	103,769	88,643	128,757	108,292
General Supplies	9,906	393	735	13,000	15,435
Other Objects				100	500
	81,220	104,162	89,378	141,857	124,227

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

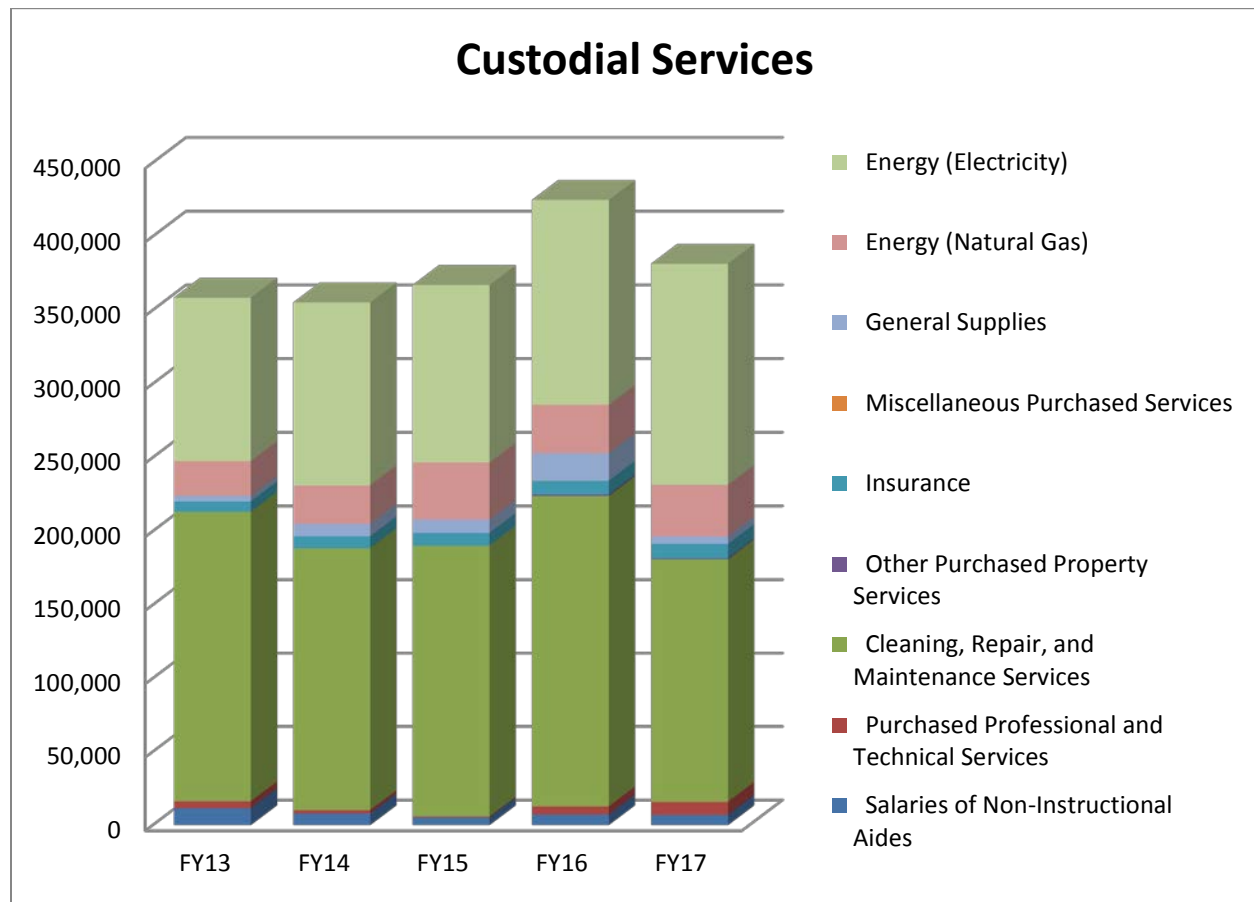


## Fiscal Year 2017 Budget

### Custodial Services

	Actual			Revised	Proposed
	FY13	FY14	FY15	FY16	FY17
Salaries of Non-Instructional Aides	11,591	7,998	5,165	7,297	7,156
Purchased Professional and Technical Services	4,754	2,300	800	5,520	8,788
Cleaning, Repair, and Maintenance Services	196,906	178,232	184,337	211,100	165,000
Other Purchased Property Services				1,102	720
Insurance	7,067	8,065	8,710	9,233	9,850
Miscellaneous Purchased Services				55	
General Supplies	3,729	8,391	8,837	18,648	5,000
Energy (Natural Gas)	23,560	26,188	38,736	32,772	35,000
Energy (Electricity)	110,893	124,016	120,437	139,000	150,000
	358,500	355,190	367,022	424,727	381,514

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

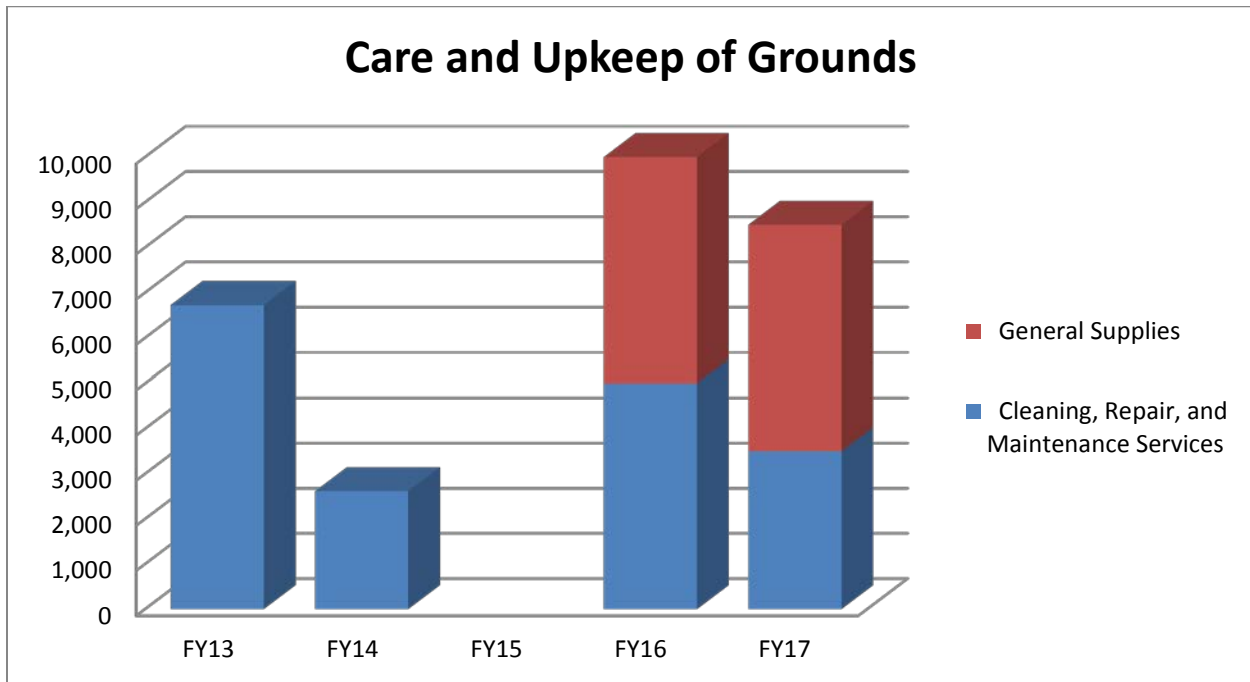


## Fiscal Year 2017 Budget

### Care and Upkeep of Grounds

	Actual			Revised	Proposed
	FY13	FY14	FY15	FY16	FY17
Cleaning, Repair, and Maintenance Services	6,725	2,615		5,000	3,500
General Supplies				5,000	5,000
	6,725	2,615	0	10,000	8,500

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



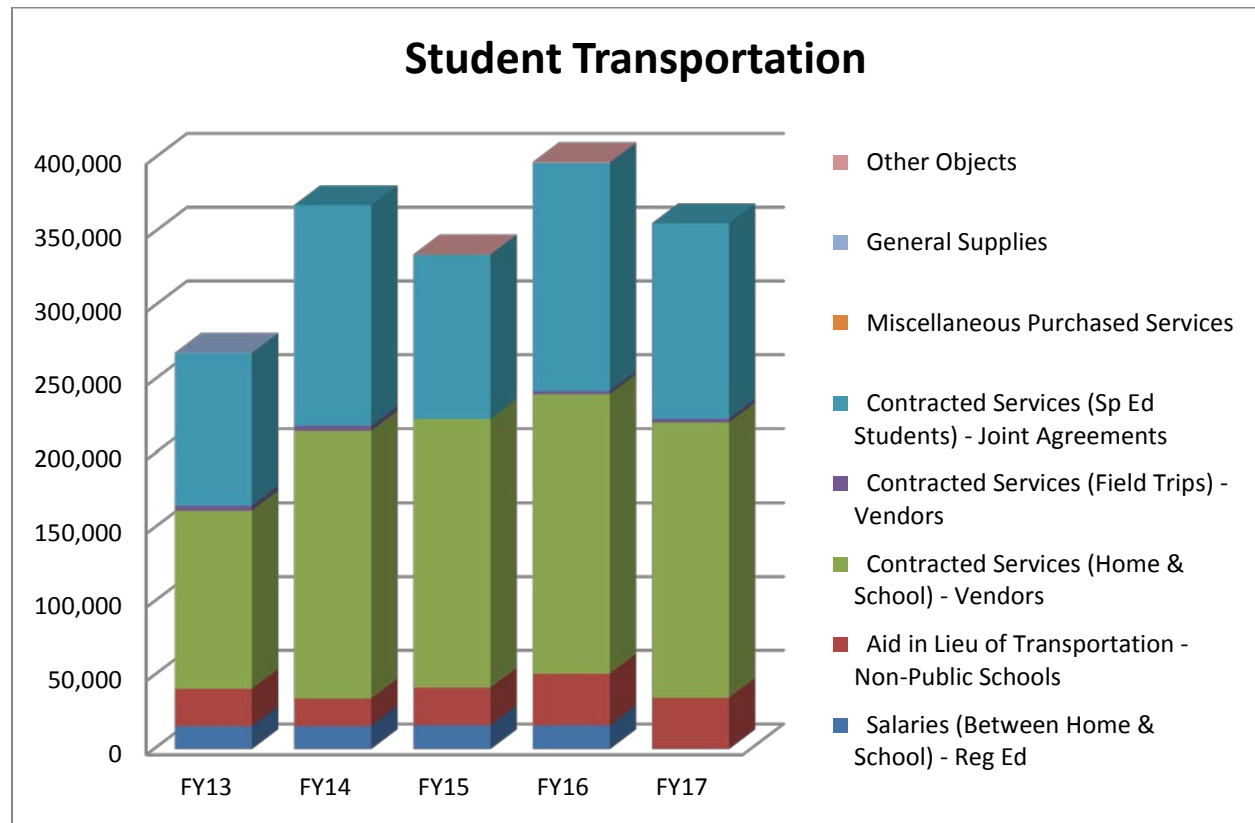


## Fiscal Year 2017 Budget

### Student Transportation

	Actual			Revised	Proposed
	FY13	FY14	FY15	FY16	FY17
Salaries (Between Home & School) - Reg Ed	15,562	15,856	16,173	16,173	
Aid in Lieu of Transportation - Non-Public Schools	25,315	18,567	25,547	35,000	35,000
Contracted Services (Home & School) - Vendors	121,000	181,257	181,953	189,269	186,300
Contracted Services (Field Trips) - Vendors	3,397	3,344		2,200	2,500
Contracted Services (Sp Ed Students) - Joint Agreements	103,086	149,545	111,375	154,398	132,500
Miscellaneous Purchased Services				200	
General Supplies	105			300	
Other Objects			150	150	
	268,465	368,569	335,198	397,690	356,300

Student Transportation services (11-000-270-XXX) is used to record the costs associated with conveying students between home and school, and from school to other school related activities. This function includes the supervision of student transportation services as well as aid in lieu of transportation for those families that choose to send their children to non-public schools.

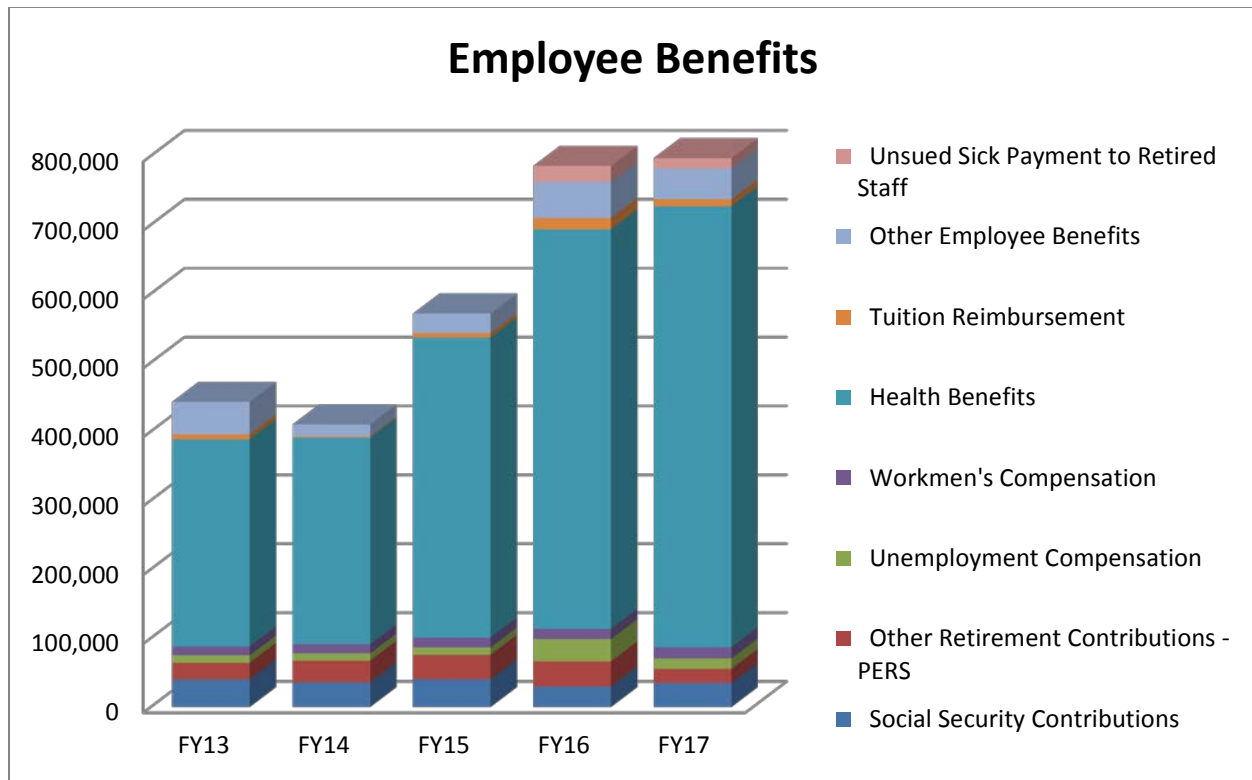


## Fiscal Year 2017 Budget

### Employee Benefits

	Actual			Revised	Proposed
	FY13	FY14	FY15	FY16	FY17
Social Security Contributions	40,089	35,880	40,432	30,000	35,000
Other Retirement Contributions - PERS	24,287	31,631	35,478	36,541	20,500
Unemployment Compensation	10,758	10,424	10,711	32,000	15,000
Workmen's Compensation	12,913	13,301	14,364	15,226	16,500
Health Benefits	300,577	299,774	435,523	580,000	640,000
Tuition Reimbursement	7,422	1,878	6,585	16,104	10,000
Other Employee Benefits	47,000	17,328	28,090	52,250	45,000
Unused Sick Payment to Retired Staff				23,500	15,000
	443,046	410,216	571,183	785,621	797,000

Personal services – Employee Benefits (11-XXX-XXX-2XX) is used to report the employee benefits for District staff whose salaries are reported in the general fund. Employee benefits are detailed between the employer portions of FICA and PERS, unemployment, workmen's compensation insurance, health benefits, tuition reimbursement, and the payment to individuals at retirement for unused sick time.



## Fiscal Year 2017 Budget

### Transfer of Funds to Cover Deficit Balance in Food Service Operation

	Actual			Revised	Proposed
	FY13	FY14	FY15	FY16	FY17
Transfer to Cover Deficit	30,000	9,482			
	30,000	9,482	0	0	0

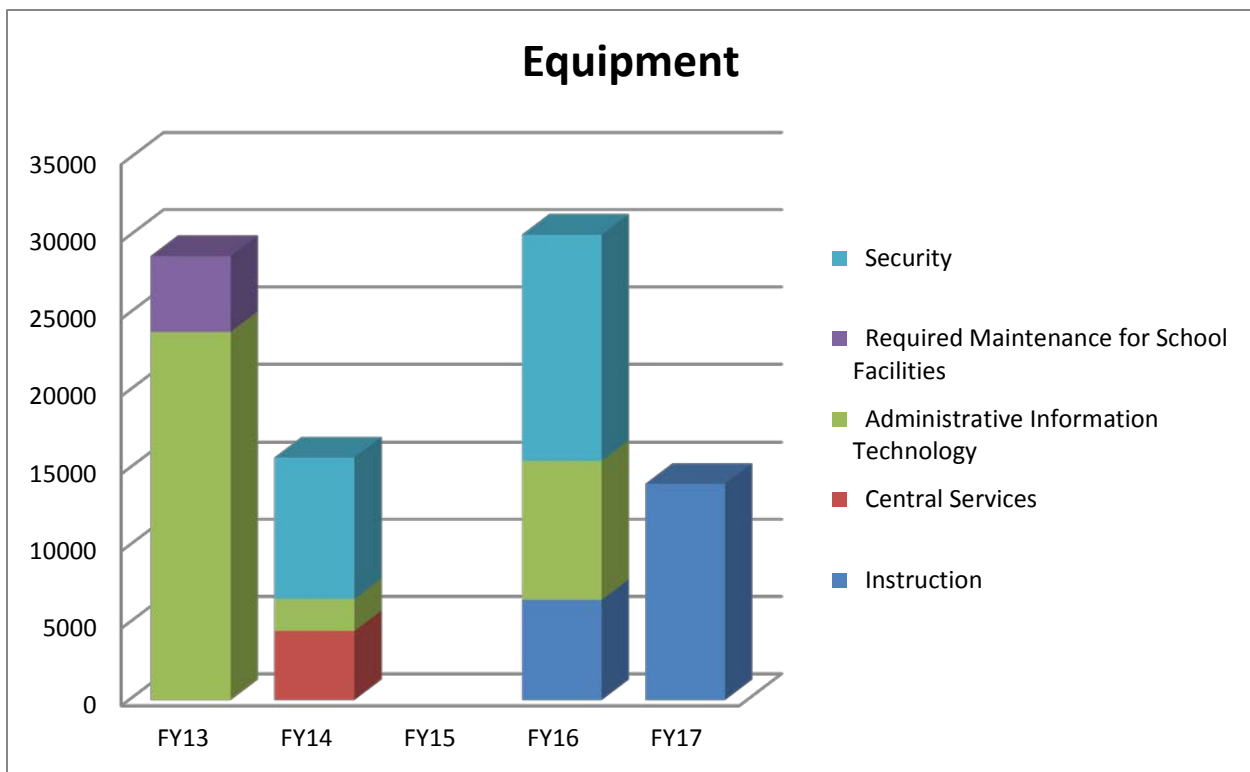
Food Services (11-000-310-XXX) is used to report the District's share of expenditures for the food service program. Kingsway Regional began operating food services in FY15. The District has not had to make a contribution since FY14.

## Fiscal Year 2017 Budget

### Equipment

	Actual			Revised	Proposed
	FY13	FY14	FY15	FY16	FY17
Instruction				6,483	14,000
Central Services		4,464			
Administrative Information Technology	23,792	2,087		9,000	
Required Maintenance for School Facilities	4,916				
Security		9,154		14,599	
	28,708	15,705	0	30,082	14,000

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



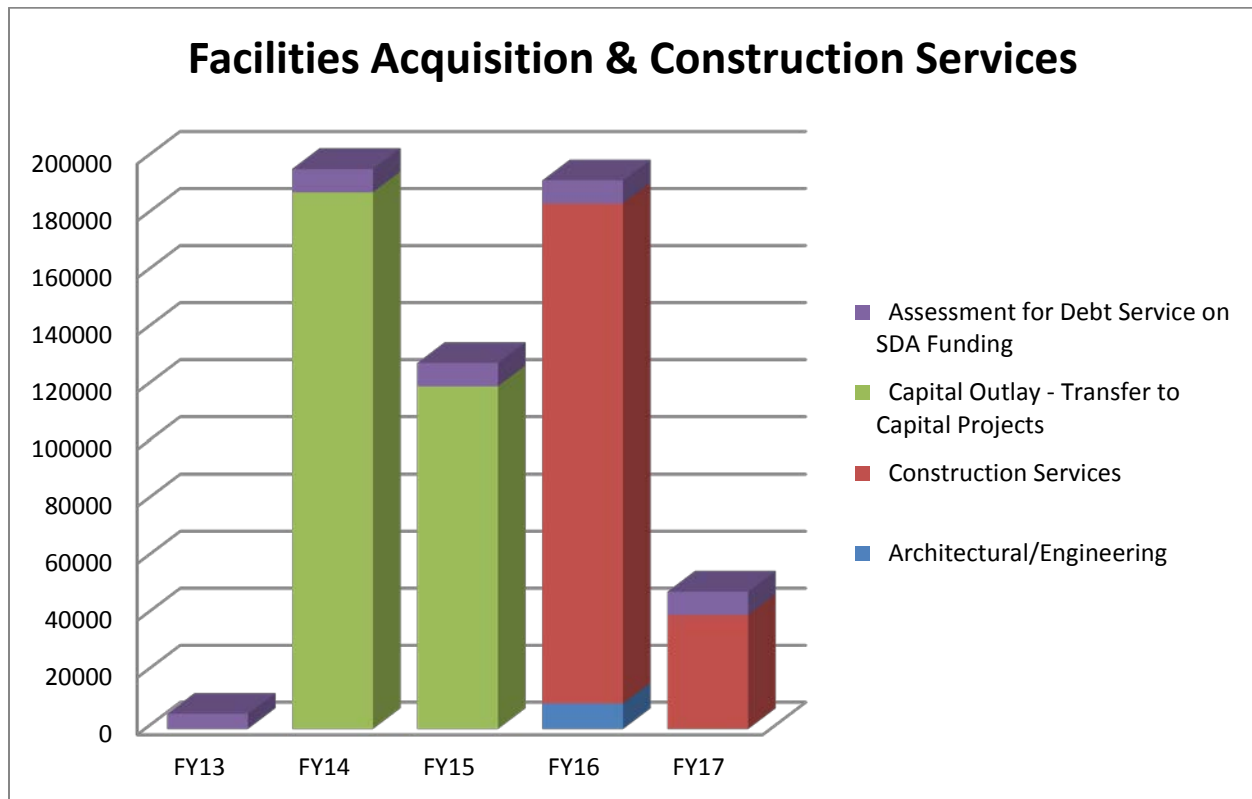
## Fiscal Year 2017 Budget

### Facilities Acquisition & Construction Services

	Actual			Revised	Proposed
	FY13	FY14	FY15	FY16	FY17
Architectural/Engineering				9,000	
Construction Services				175,000	40,000
Capital Outlay - Transfer to Capital Projects		188,000	120,000		
Assessment for Debt Service on SDA Funding	5,274	8,133	8,133	8,133	8,133
	5,274	196,133	128,133	192,133	48,133

Facilities Acquisition and Construction services (12-000-400-XXX) is used to record activities funded by current revenues concerned with acquiring land and buildings, remodeling buildings, constructing buildings and additions, and improving sites.

The capital projects fund (Fund 30) accounts for major capital facility improvements where the source of revenue would be the sale of bonds, grants, or transfers from the general fund to augment the grant.



## Fiscal Year 2017 Budget

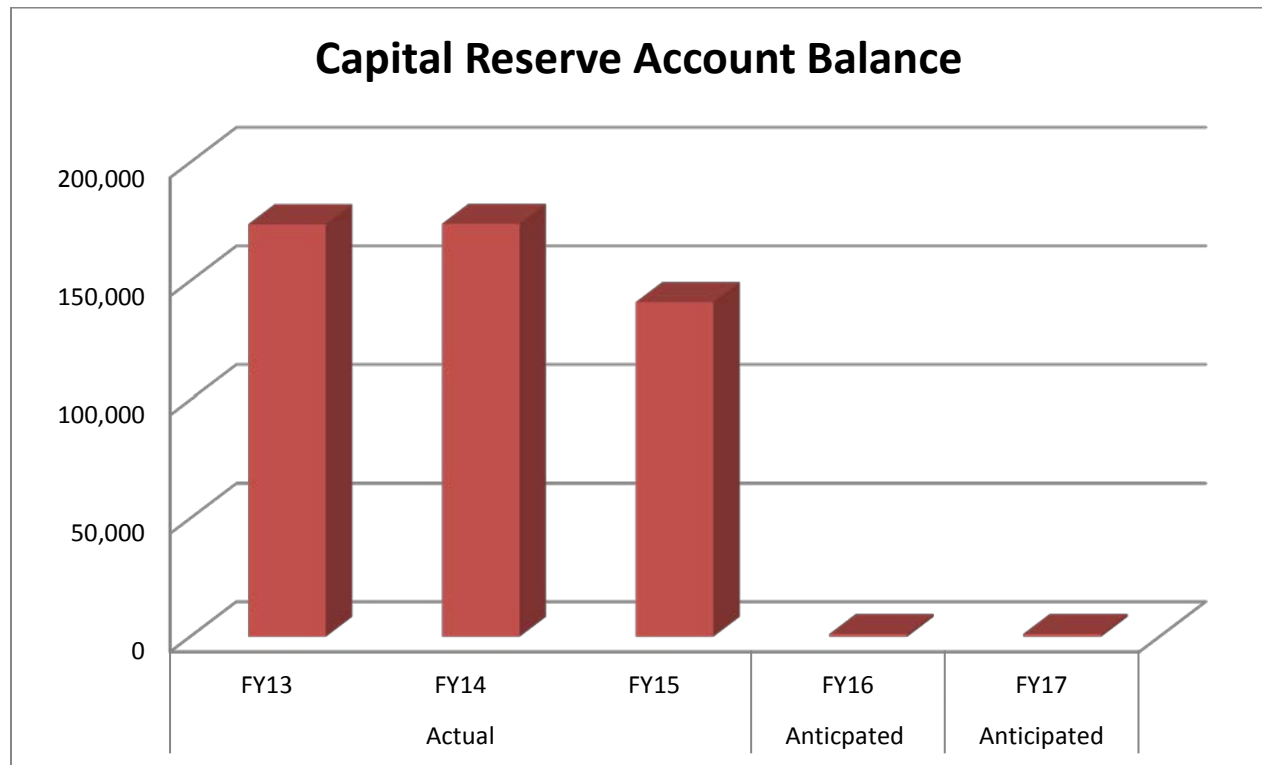
### Capital Reserve

	Actual			Revised	Proposed
	FY13	FY14	FY15	FY16	FY17
Interest Deposit to Capital Reserve				100	
Capital Reserve - Transfer to Capital Projects			133,200		
	0	0	133,200	100	0

	Actual			Anticipated	Anticipated
	FY13	FY14	FY15	FY16	FY17
Capital Reserve Account Balances	173,943	174,117	141,091	1,191	1,191
	173,943	174,117	141,091	1,191	1,191

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

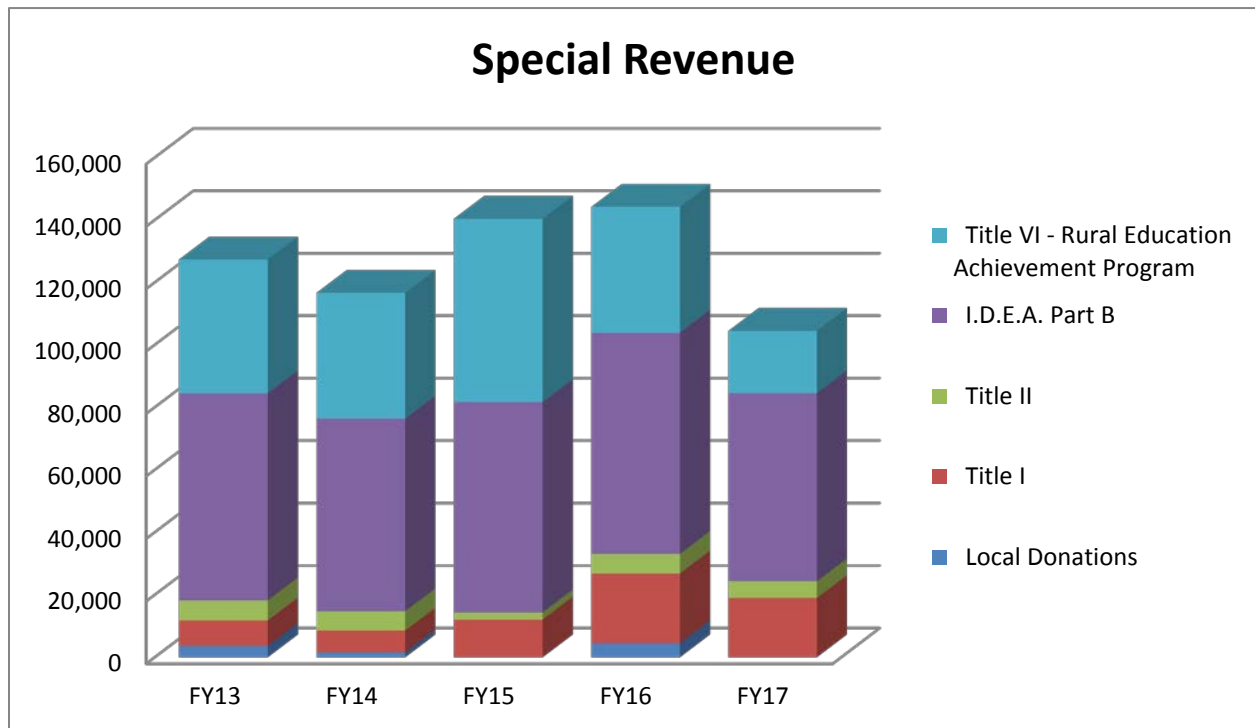


## Fiscal Year 2017 Budget

### Special Revenue Fund Appropriations by Program

	Actual			Revised	Proposed
	FY13	FY14	FY15	FY16	FY17
Local Donations	3,623	1,675		4,500	
Title I	8,164	6,896	12,102	22,334	18,984
Title II	6,459	6,193	2,272	6,248	5,311
I.D.E.A. Part B	66,240	61,613	67,254	70,821	60,198
Title VI :					
Rural Education Achievement Program	42,857	40,288	58,781	40,300	20,000
	127,343	116,665	140,409	144,203	104,493

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

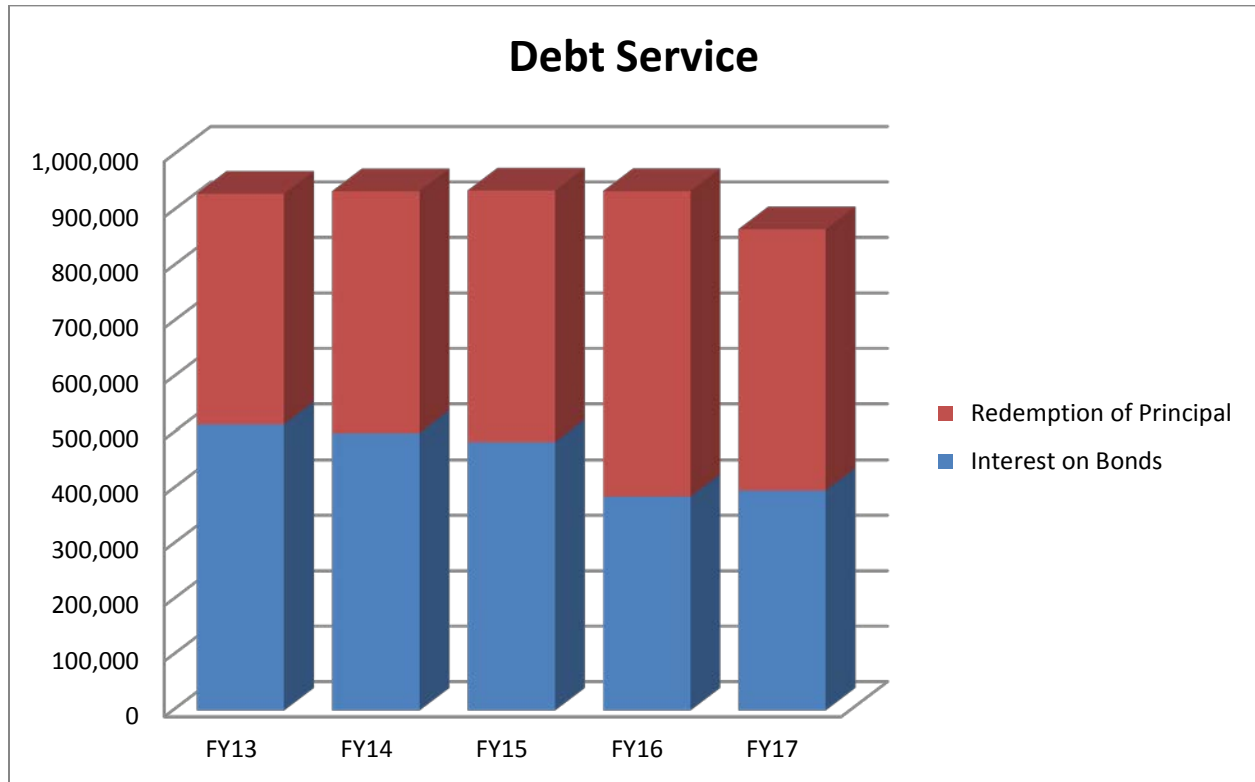


## Fiscal Year 2017 Budget

### Debt Service Fund Appropriations at Object Level

	Actual			Revised	Proposed
	FY13	FY14	FY15	FY16	FY17
Interest on Bonds	515,067	499,724	483,505	385,470	396,650
Redemption of Principal	415,592	435,592	453,000	550,000	470,000
	930,659	935,316	936,505	935,470	866,650

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





## Fiscal Year 2017 Budget

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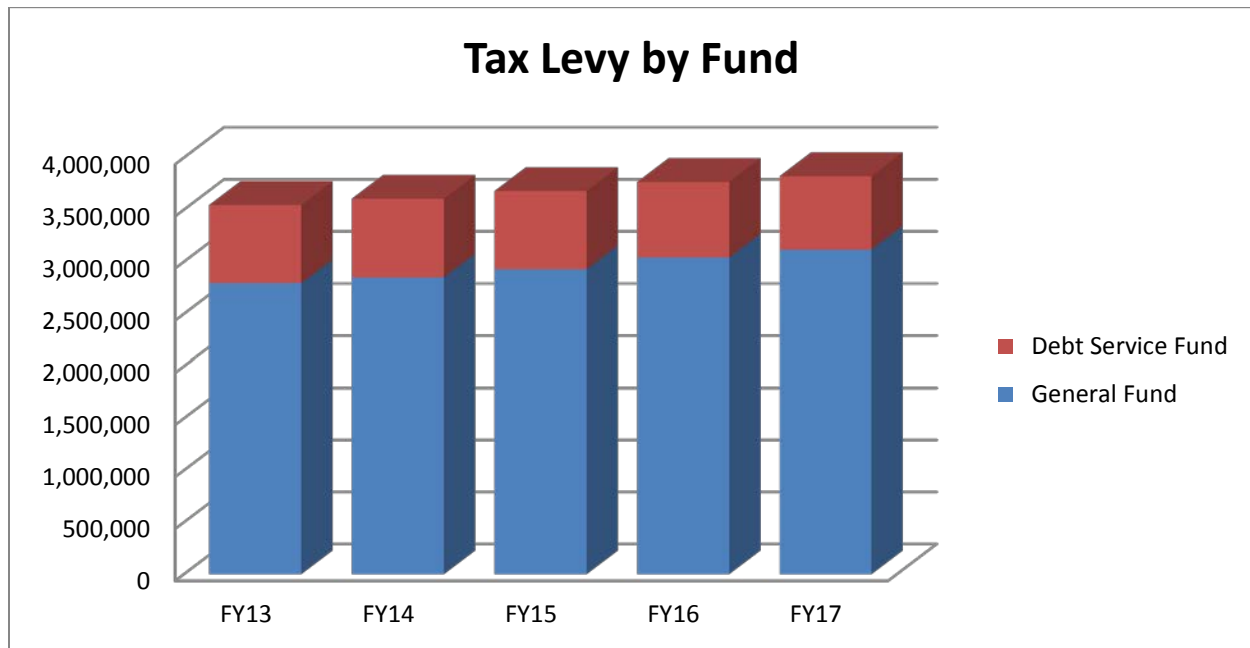
### **Informational Section**

## Fiscal Year 2017 Budget

### Tax Levy Analysis

	Actual			Revised	Proposed
	FY13	FY14	FY15	FY16	FY17
General Fund	2,793,189	2,849,053	2,927,311	3,039,630	3,116,783
Debt Service Fund	752,684	757,646	752,838	727,824	705,764
Total Tax Levy	3,545,873	3,606,699	3,680,149	3,767,454	3,822,547

The FY17 general fund is supported by \$3,116,783 in local property taxes. This represents an increase of \$77,153 or 2.54%. It is important to note that this increase does not include debt service, which will decrease by \$22,060. This decrease in debt service is primarily due to the refunding of existing bonds that were issued in 2006. This year the District has elected to utilize an enrollment waiver of \$16,040 to exceed the 2% tax levy cap.

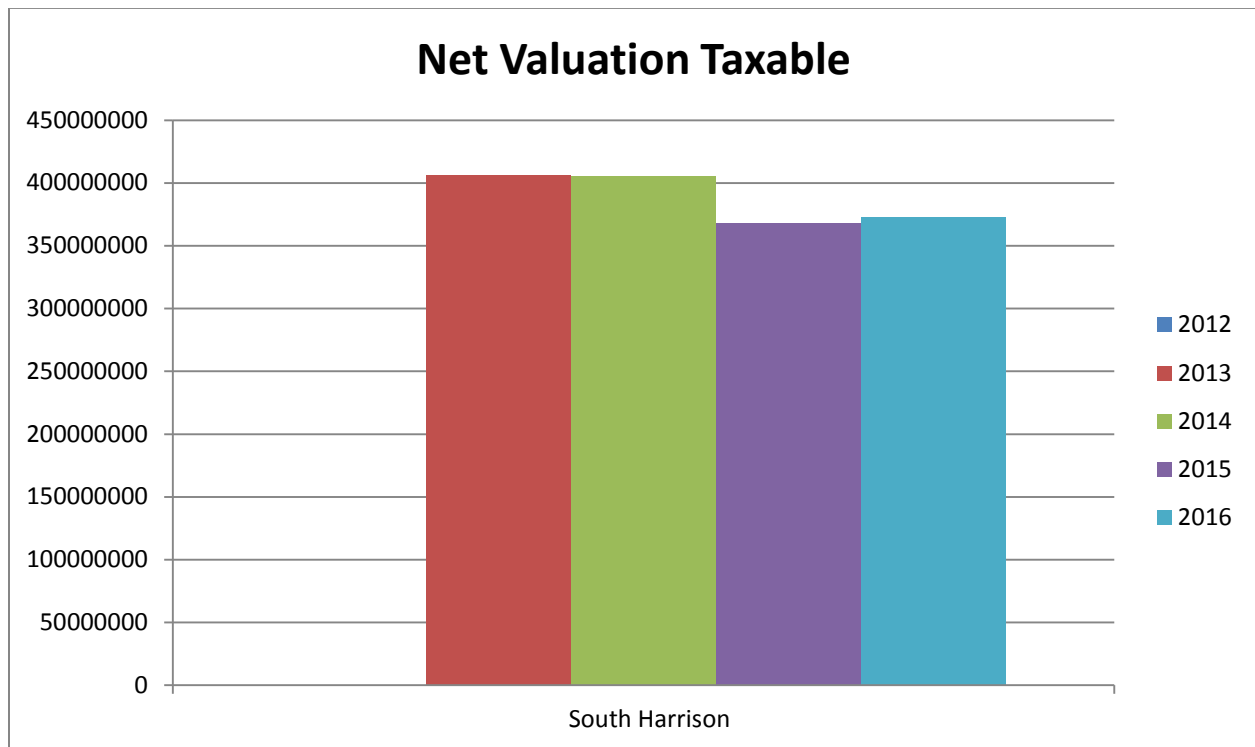


## Fiscal Year 2017 Budget

### Net Valuation Taxable

	2011	2012	2013	2014	2015
South Harrison Township	402,725,957	405,871,359	405,587,016	368,089,558	372,384,525

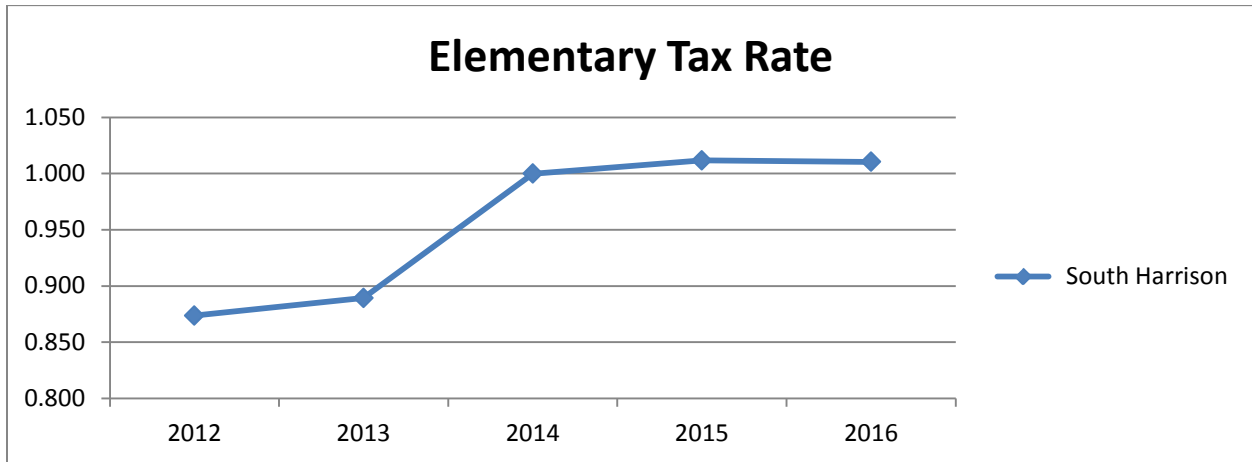
The net valuations taxable (NVT) of a town will have a direct impact on the individual town's school tax rates. It is important to note that a fluctuating NVT of the township can have as much of an impact on the individuals homeowner's school tax bill as the District's tax levy itself. When the NVT increases the tax rate decreases and vice versa. The following charts depict the variances in NVT and tax rates for a five (5) year period:



## Fiscal Year 2017 Budget

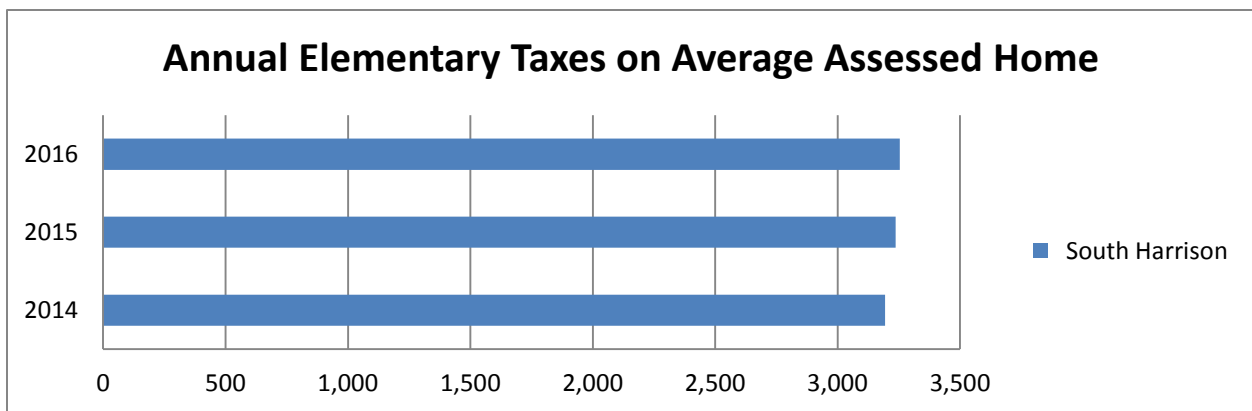
### School Tax Rates

	2012	2013	2014	2015	2016
South Harrison	0.874	0.889	1.000	1.012	1.010



### Annual Elementary School Taxes on Average Assessed Home

	2014	2015	2016
South Harrison	\$3,194	\$3,236	\$3,254

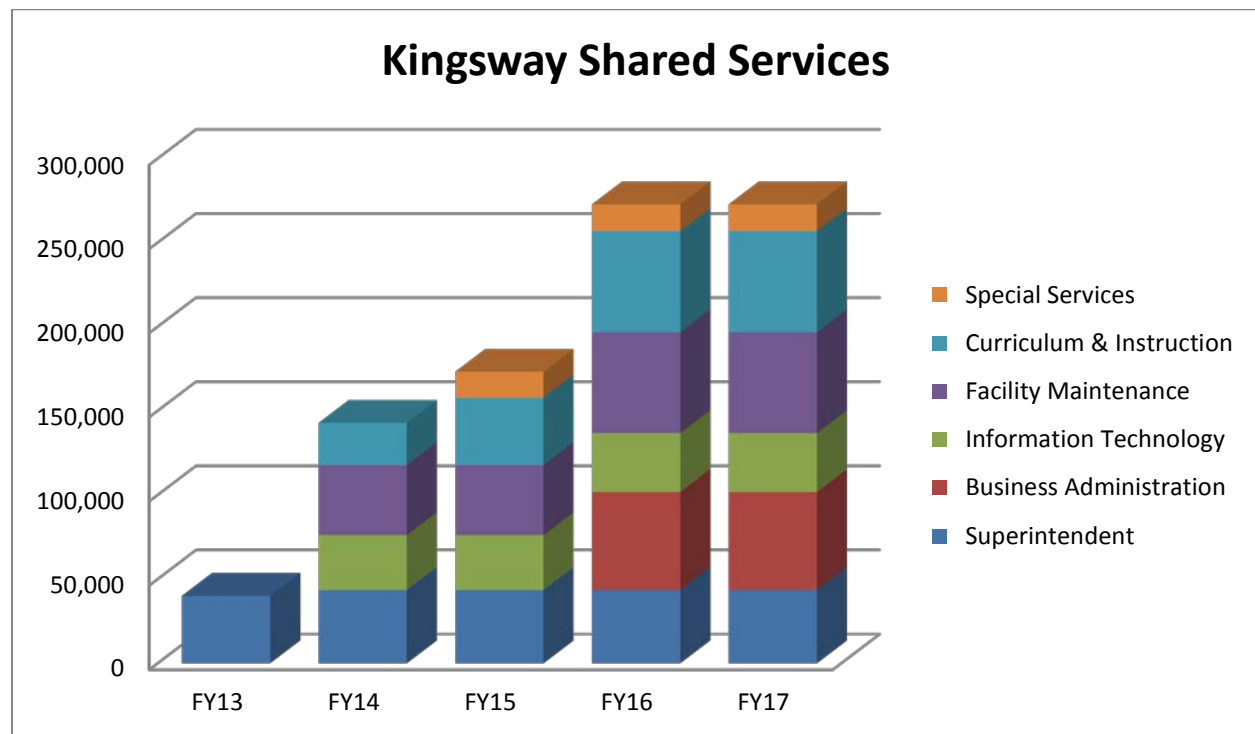


## Fiscal Year 2017 Budget

### Shared Services

	Actual			Revised	Proposed
	FY13	FY14	FY15	FY16	FY17
General Administration	40,089	43,575	43,575	43,575	43,575
Central Services				58,183	58,183
Information Technology		32,550	32,550	35,000	35,000
Facility Maintenance		41,675	41,675	60,000	60,000
Curriculum & Instruction		25,000	40,000	60,000	60,000
Special Services			15,415	16,000	16,000
<b>Total</b>	<b>40,089</b>	<b>142,800</b>	<b>173,215</b>	<b>272,758</b>	<b>272,758</b>

The District entered into an inter-local shared services agreement with the Kingsway Regional School District in August of 2012 for Superintendent services which was the official beginning of the partnership. In FY14, information technology, facility maintenance, and curriculum & instruction services were added. Supervision of special services (CST) was added in FY15 along with business administration in FY16.



## Fiscal Year 2017 Budget

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**General Administration.** In August of 2012, Dr. Lavender was appointed as Superintendent of the District. His contract was recently extended through June of 2020 on July 16, 2015. Dr. Lavender serves as the chief executive and administrative officer of the Kingsway Regional and South Harrison school districts. South Harrison is responsible for twenty-five percent (25%) of Dr. Lavender's total compensation, which equates to \$43,575 for the 2017 fiscal year.

**Central Services.** The District entered into a shared service agreement with Kingsway Regional in May of 2015 that became effective on July 1, 2015. Jason Schimpf serves as the business administrator for both Kingsway Regional and South Harrison. South Harrison is responsible for thirteen percent (13%) of Mr. Schimpf's total compensation. This equated to \$20,893 for FY16. This fee will remain flat for FY17.

In addition to shared business administrator services, the District also entered into a shared service agreement with Kingsway Regional for the provision of additional business office services which include human resources, payroll, accounts payable and student transportation management to name a few. These services were provided at a cost of \$37,290 for FY16. As with the other shared service agreements, these costs will remain flat for FY17.

**Information Technology (IT).** The shared service agreement with Kingsway Regional for IT services was originally entered into in FY14. The shared service agreement for IT includes file server, workstation and infrastructure maintenance and management. The total fees for these services were \$35,000 in FY16 and will not increase in FY17.

**Facility Maintenance.** As with IT services, Kingsway Regional began providing building maintenance services to the District in FY14 and continues to this day. These services include the oversight of the facility maintenance program along with preventative maintenance for building systems and equipment such as the heating, ventilation and air conditioning (HVAC) systems. These services were billed at \$60,000 in FY16 and will not increase in FY17.

**Curriculum & Instruction.** Curriculum and Instruction oversight by Kingsway Regional also began in FY14. Patricia Calandro serves as the Chief Academic Officer (CAO) for both Kingsway Regional and South Harrison. As the CAO, Ms. Calandro leads the development, implementation, and assessment of District curriculum and instruction together with a team of Instructional Supervisors (who are also part of the shared service agreement). The totals fees for these services were \$60,000 in FY16 and will not increase in FY17.

**Special Services.** The shared service agreement for child study team supervisory services was first implemented in FY15 and includes the supervision of the activities of the child study team and other members of the special education department. These services are provided by Kingsway Regional at an annual rate of \$16,000.

### Results of Shared Services

The District is receiving services from Kingsway that would otherwise be unaffordable if not provided through a shared service arrangement. South Harrison simply does not have the financial capacity to employ its own in-house staff to provide these resources. As you will see below, in addition to the vast amount of resources that the District enjoys through these arrangements, the District is receiving them at a discounted rate.

## Fiscal Year 2017 Budget

The below chart provides a cost comparison dating back to FY12 which portrays the actual costs of each type of shared service and the corresponding cost that the District paid prior to entering into shared services with Kingsway Regional:

South Harrison Costs	Actual				Revised	Proposed
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
<b>Shared Service Costs</b>						
<b>General Administration</b>						
Superintendent		40,089	43,575	43,575	43,575	43,575
CSA	130,174					
<b>Central Services</b>					58,183	58,183
Business Administrator	68,937	70,344	71,779	73,244		
Payroll Administrator	50,740	51,775	52,832	53,910		
<b>Information Technology</b>			32,550	32,550	35,000	35,000
Purchased Tech Services	32,686	28,137				
<b>Facility Maintenance</b>			41,675	41,675	60,000	60,000
Purchased Services	69,600	71,314				
<b>Curriculum &amp; Instruction</b>			25,000	40,000	60,000	60,000
<b>Special Services</b>				15,415	16,000	16,000
CST Director	85,488	87,233	89,013	45,400		
<b>Food Service Contribution</b>		30,000	9,482			
	437,625	378,892	365,906	345,769	272,758	272,758

## Fiscal Year 2017 Budget

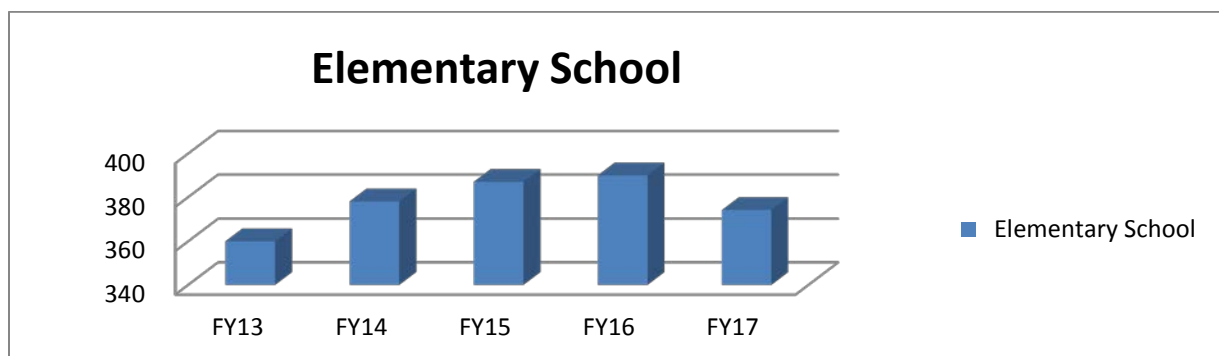
### Enrollment

	Actual			Current	Projected
	FY13	FY14	FY15	FY16	FY17
Elementary School	360	378	387	390	374
	360	378	387	390	374

District enrollment is expected to decrease for the 2016-17 SY when compared to actual enrollment for the 2015-16 SY. Available school choice seats will be held to the District maximum of 27 students in September 2016. In total, the District projects an enrollment decrease of 3.83% to 374 pre-school to 6<sup>th</sup> grade students for the 2016-2017 school year. Please note the FY17 projections do not include Pre-K tuition students.

	Enrollment Actual	Choice Students	Projected FY '17	Choice Students	Percent (Dec)/ Inc.
PS-3	10	-	4	-	
PS-4	14	-	8	-	
K	49	-	45	4	
1 <sup>st</sup>	44	-	50	3	
2 <sup>nd</sup>	50	-	44	3	
3 <sup>rd</sup>	52	-	50	2	
4 <sup>th</sup>	56	-	52	4	
5 <sup>th</sup>	61	-	56	5	
6 <sup>th</sup>	54	-	61	6	
District Total	390	27	374	27	(3.83%)

Average class size is expected to be nineteen (19) students to one (1) classroom teacher. This 19:1 ratio remains under the District's 25:1 ratio in grades kindergarten-six. First grade is expected to increase to fifty (50) students and we are planning to reassign a lower elementary teacher to 1<sup>st</sup> grade, increasing 1<sup>st</sup> grade teaching assignments to three, while lowering teaching assignments in 2<sup>nd</sup> grade to two. (*Policy 2311 Class Size and Strategic Plan Alignment: Goal II: 6*)





## Fiscal Year 2017 Budget

### Outstanding Long-Term Debt

As of June 30,	Actual			Projected	Projected
	2013	2014	2015	2016	2017
2003 Refunding Bonds	258,000	128,000			
2005 Bonds	9,010,000	8,790,000	365,000		
2006 Bonds	2,610,000	2,555,000	105,000		
2015 Refunding Bonds			9,980,000	9,900,000	9,430,000
	11,878,000	11,473,000	10,450,000	9,900,000	9,430,000

The District currently has one (1) outstanding bond issue. The majority of the outstanding balance is attributed to the bonds issued in 2005 and 2006 for the construction of additions and renovations to the Elementary school building. The 2015 refunding bonds are set to retire in January of 2031 per the current amortization schedule.

