

24-25 Proposed Region 4 Major Drivers by Object - ORIGINAL REQUEST

24-25 Proposed Region 4 Major Drivers by Object	\$ Change over FY2024	% of Total Change over FY2024
NET TOTAL	2,164,412	9.91%
Existing Staff Contractual Costs		
Salaries & Wages - Existing Staff	316,063	1.45%
Benefits & Employee Costs - Existing Staff	(43,739)	-0.20%
Total Existing Staff Contractual Costs	272,324	1.25%
New Initiatives - Staffing - Supervision District		
Salaries & Benefits - RETAIN ESSER Grant Staff	39,525	0.18%
Salaries & Benefits - ADD Facilities Director	90,924	0.42%
Salaries & Benefits - ADD Nurse Assistant	14,700	0.07%
Subtotal New Initiatives - Staffing - Supervision District	145,149	0.66%
New Initiatives - Non-Staffing - Supervision District		
Electronic Timekeeping & Attendance Software	5,966	0.03%
PowerSchool Analytics Package	10,154	0.05%
PowerSchool Electronic Enrollment Package	10,454	0.05%
MTSS Consultants & Job Embedded Coaching	12,693	0.06%
Curriculum Audit	12,693	0.06%
Facilities Master Planning	25,385	0.12%
Records Archival & Digitization Services	10,154	0.05%
Total New Initiatives - Non-Staffing - Supervision	87,499	0.40%
New Initiatives - Non-Staffing - Region 4 Athletics		
Athletic Trainer Contracted Services	36,000	0.16%
Increase in Athletic Officials & Constable Staffing	30,985	0.14%
Increase in Athletic Repairs	40,800	0.19%
Athletic Equipment Replacement	48,264	0.22%
Total New Initiatives - Non-Staffing - Region 4 Athletics	156,049	0.71%
High Cost Student Outplacements (Tuition + Transportation)	717,762	3.29%
Debt Service		
JWMS Security Project	32,450	0.15%
Athletic Fields Project	137,455	0.63%
JWMS Mold Remediation Project	450,000	2.06%
Total Debt Service	619,905	2.84%
Facilities & Operations		
Electricity Rate Increases	165,616	0.76%
HVAC / Indoor Air Quality Survey	10,000	0.05%
Total Facility & Operations	175,616	0.80%
Transportation		
Daily Transportation Costs (New Contract) - <i>Supervision District Allocation</i>	53,357	0.24%
Other Transportation Costs (Athletics, Vinal/Voag, Afterschool)	73,386	0.34%
Total Transportation	126,743	0.58%
All Other Objects		
Total All Other Objects	53,442	0.24%
GROSS TOTAL	2,354,489	10.78%
REVENUES	190,077	0.87%
NET BILLINGS TO TOWNS	2,164,412	9.91%

24-25 Proposed Region 4 Major Drivers by Object - REVISED REQUEST

24-25 Proposed Region 4 Major Drivers by Object	\$ Change over FY2024	% of Total Change over FY2024
NET TOTAL	1,401,945	6.42%
Existing Staff Contractual Costs		
Salaries & Wages - Existing Staff	235,813	1.08%
Benefits & Employee Costs - Existing Staff	(70,815)	-0.32%
Total Existing Staff Contractual Costs	164,998	0.76%
New Initiatives - Staffing - Supervision District		
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NET BILLINGS TO TOWNS	1,401,945	6.42%

Regional School District No. 4



Budget Workshop #1
Wednesday, January 24, 2024

Budgetary Considerations FY 2024-2025

- Supporting the District's Five Year Strategic Priorities
- Zero-Based Budgeting
- Contractual Obligations
 - Labor Agreements & Health Insurance
 - Service Contracts - Transportation
- Ongoing Recovery Needs Post-COVID 19 and Maintaining Grant-Funded Positions
 - Student Academic Intervention
 - Student Social Emotional Health Needs
- Economic Factors
 - Utility Costs
 - Consumable Materials, Supply Costs
- Unknown JWMS Facility Restoration & Reopening Costs

Proposed Region 4 FY 2024-2025 Budget - Workshop #1 (Net)

\$23,246,519

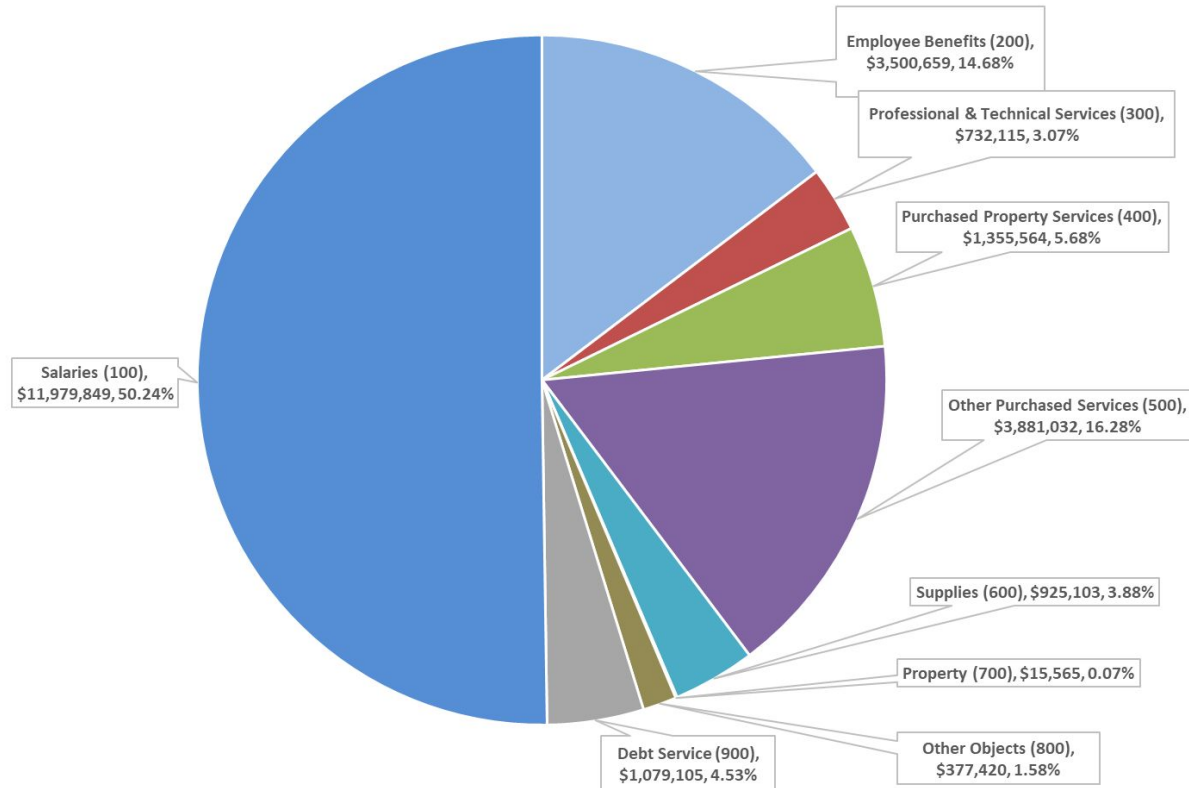
6.42%

\$1,401,945

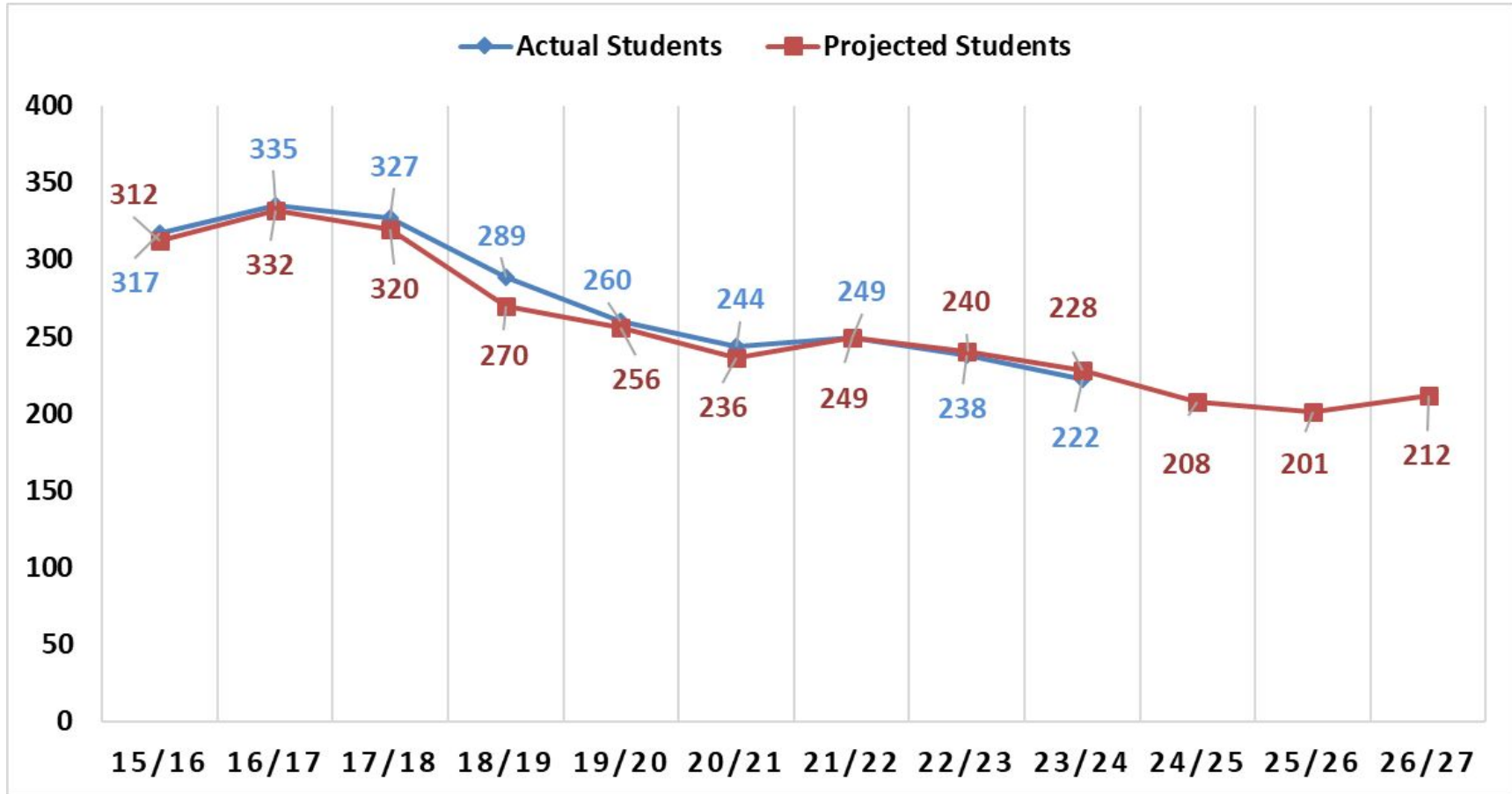
Proposed Region 4 FY 2024-2025 Budget - Workshop #1 (Gross)

2024-2025 Analysis of Requested Budget by Object

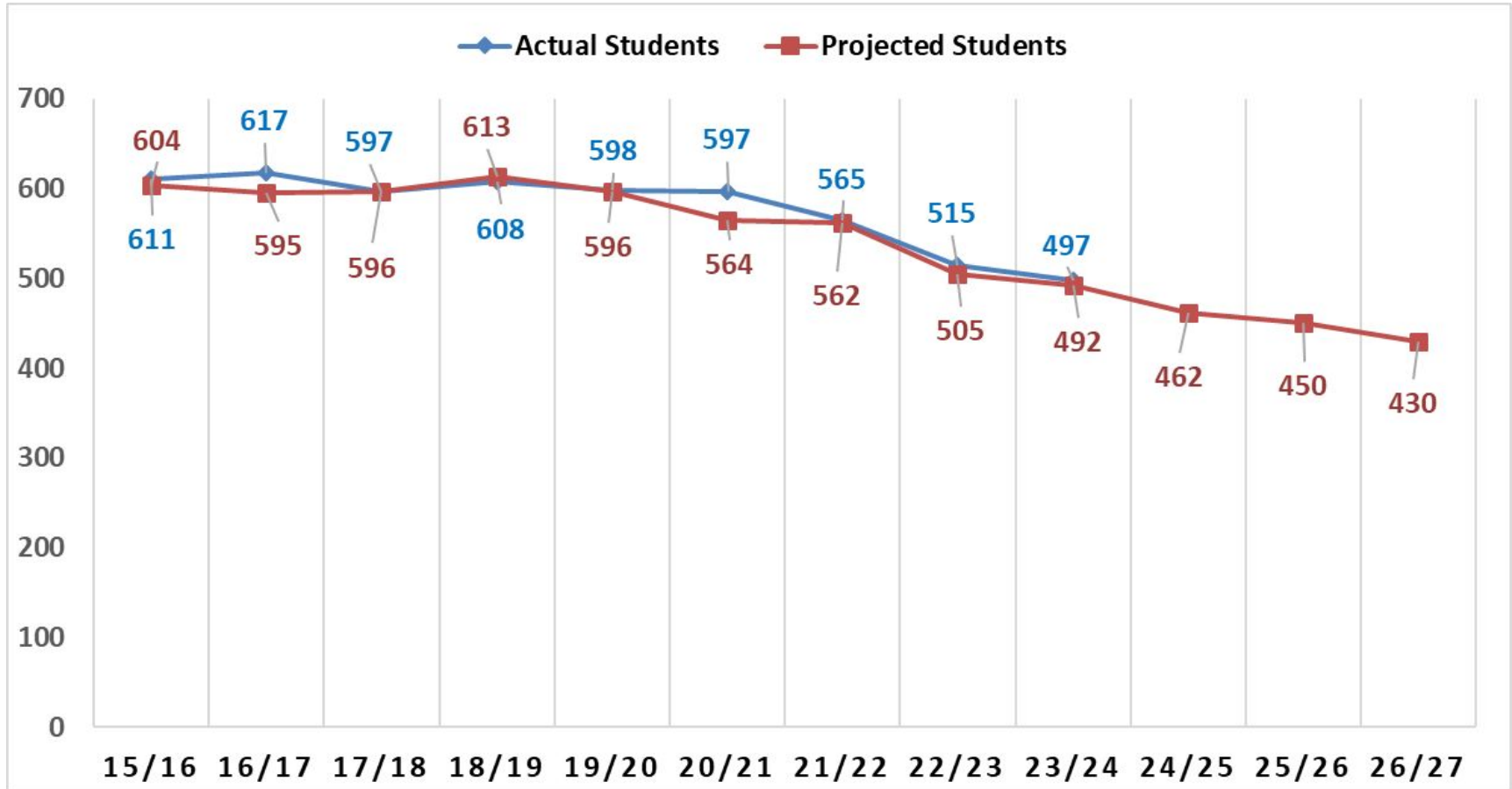
Total Gross Budget Request: \$23,846,412



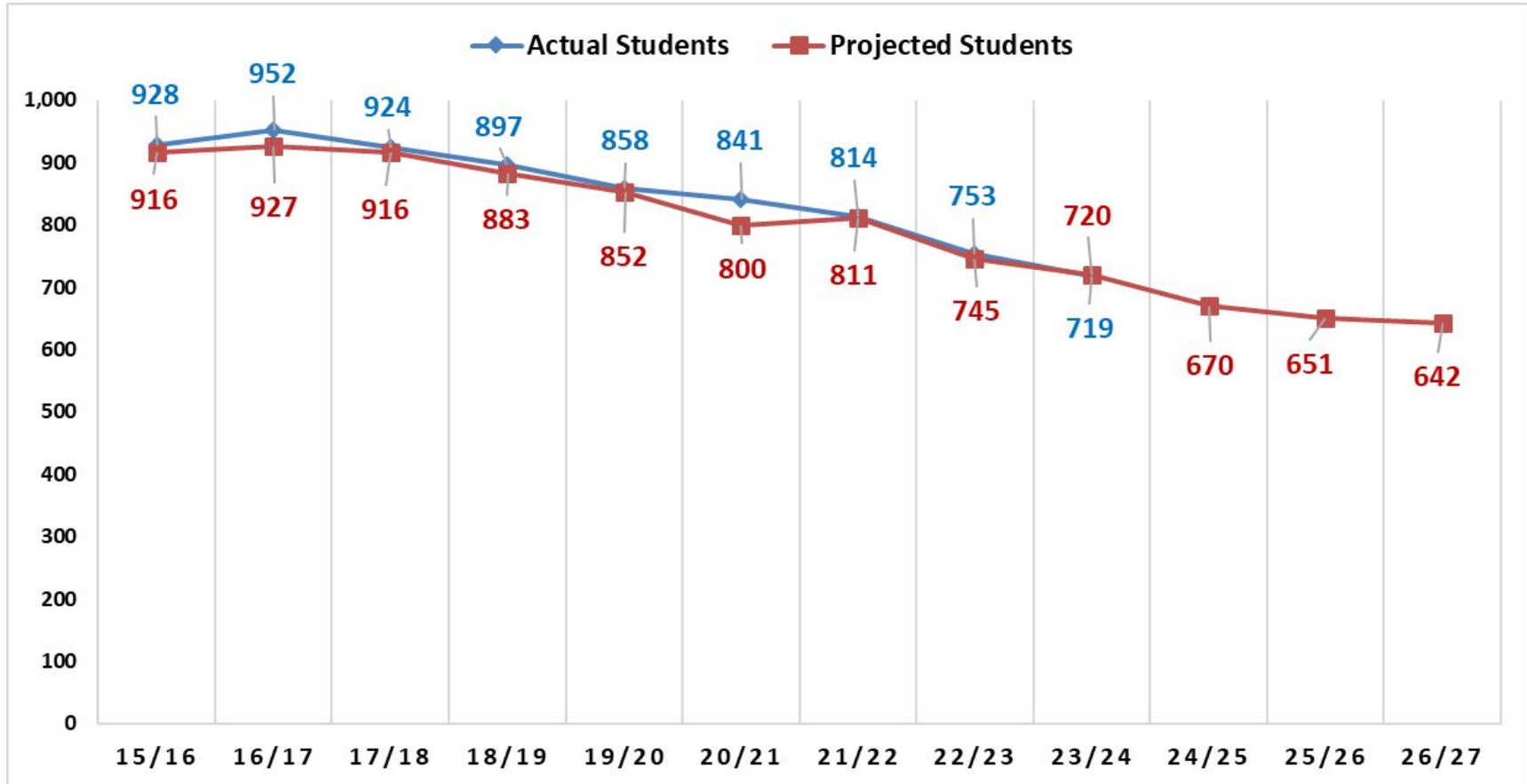
Enrollment Trends - John Winthrop Middle School



Enrollment Trends - Valley Regional High School



Enrollment Trends - Region 4 Schools



Summary of Total Region 4 Educational Expenditures

	2023-2024 Approved	2024-2025 Proposed	% Increase (From PY Total)	\$ Increase
John Winthrop Middle School	\$6,219,282	\$6,894,797	10.86%	\$675,515
Valley Regional High School	\$13,199,922	\$13,678,835	3.63%	\$478,913
Region 4 Portion of Supervision District	\$2,425,370	\$2,672,887	10.21%	\$247,517
Total Expenditures Region 4	\$21,844,574	\$23,246,519	6.42%	\$1,401,945

Average Daily Membership for the 2024-2025 Budget

- Average Daily Membership is based upon a three-way allocation per state statute.

	<u>Chester</u>	<u>Deep River</u>	<u>Essex</u>	<u>Total</u>
Total # of Students				
JWMS	57	82	83	222
VRHS	114	183	206	503
	<u>171</u>	<u>265</u>	<u>289</u>	<u>725</u>
School Year 2024-2025	23.59% (171 Students)	36.55% (265 Students)	39.86% (289 Students)	725
School Year 2023-2024	22.71% (171 Students)	36.92% (278 Students)	40.37% (304 Students)	753
Change	0.88%	-0.37%	-0.51%	

Major Budget Drivers & Cost Savings FY 2024-2025

Contractual Changes

- Salary & Benefit Cost Increases
- Transportation
- Electricity Costs

New Initiatives

- Need Based Staff Requests - Supervision
- Technology Platforms & Software for Students, Families, and Staff - Supervision
- District-Wide Studies & Consultations - Supervision
- Indoor Air Quality Inspections

Cost Challenges

- High Cost Student Outplacements
- Debt Service Costs: JWMS Security Project + Athletic Fields
- John Winthrop Mold Remediation, Restoration, and Reopening

Cost Savings

- Non-Certified Staff Reductions
- Change in Health Plan Participation
- Significant reductions in school based requests

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Major Budget Drivers & New Spending Initiatives

Region 4 New Staffing Requests 2024-2025

School Psychologist - *Supervision District Allocation*

- Currently a 1.0 FTE
 - 0.6 FTE Through Supervision
 - 0.4 FTE Through ESSER Grant
- Request to retain current staff position as a 1.0 FTE
- Increase of 0.4 FTE in operating budget = \$39,525

Facilities Director Request - *Supervision District*

- Primary Responsibilities:
 - Oversees Facility & Maintenance operations and needs of entire District
 - Coordinates with building based facilities staff, Principals, and Central Office
 - Assist Building Administrators in the oversight of custodial staff at each building, including head custodians
 - Liaison with town maintenance departments and various facility committees
 - Directly responsible for overseeing compliance with Federal, State, & local reporting requirements (Air Quality, radon, All-Hazards, water, asbestos, etc.)
 - Vendor & Supplier coordination, including facility RFP needs for all schools, consolidating service & maintenance contracts, and creating purchasing efficiencies
 - Support / coordinate District security initiatives (security audit, facility hardening, building management systems)
 - Support District Transportation services

Facilities Director Request - *Supervision District*

- December 2023 CASBO Query of Districts with Facilities Director in 2023-2024:
 - Average Director salary was \$120,659
 - Similar sized Districts (4-6 buildings, 300,000-500,000 sqft)
 - Average Director Salary was \$126,000
- Based on the survey results, required skill set to excel in this role, and complexities of this system, suggest offering a starting salary of **\$141,385** + benefits of **\$36,465**
 - Previous Region 4 position received salary of \$129,000 in 2019-2020
 - Potential offsets over time would be realized through: coordinating purchasing processes to reduce maintenance repairs and supplies costs; reducing need for outside service providers to oversee large District projects (“Clerk of the Works”); reducing exposure to the District for compliance issues; and ability to act on operational needs more timely

Facilities Director Request - Cost Share Comparison

Total estimated Salary + Benefits = \$177,850

<u>Cost Allocation - Region 4 Position</u>	<u>Chester</u>	<u>Deep River</u>	<u>Essex</u>
	23.59%	36.55%	39.86%
TOTAL BY TOWN - Region 4 Position	\$ 41,955	\$ 65,004	\$ 70,891

<u>Cost Allocation - Supervision District Position</u>	<u>Chester</u>	<u>Deep River</u>	<u>Essex</u>	<u>Region 4</u>
	15.20%	14.64%	19.40%	50.77%
	\$ 27,026	\$ 26,030	\$ 34,499	\$ 90,295
<i>Allocation of Region 4 Portion to Three Towns</i>				
	<u>Chester</u>	<u>Deep River</u>	<u>Essex</u>	
	23.59%	36.55%	39.86%	
	\$ 21,301	\$ 33,003	\$ 35,992	
TOTAL BY TOWN - Supervision District Position	\$ 48,327	\$ 59,033	\$ 70,490	

Difference	\$ (6,372)	\$ 5,971	\$ 401
	-3.58%	3.36%	0.23%

If not in Supervision District, position cannot support District-wide security efforts, transportation services, or any initiatives involving Elementary Schools

Region 4 Inflationary Considerations 2024-2025

- Supervision District will execute a new transportation agreement July 1, 2024
 - Assuming price increase of 12.5% per legal guidance
 - Impacts Vinal/Voag Tech Routes, Athletics, Late Buses
- Electricity rates increased 60%
- General office supplies, school supplies, and instructional materials increasing 10% - 25% based on current pricing

Region 4 Debt Service Requests 2024-2025

- JWMS Security Project - \$1,575,000 Total Cost
 - 5.0% Interest Rate, 20 year payback
 - \$157,500 Year 1 Cost
- Region 4 Athletic Fields Renovation Project - \$9,966,000 Total Cost
 - 4.25% Interest Rate, 20 year payback
 - \$921,855 Year 1 Cost
- John Winthrop Mold Remediation & Restoration Project - \$4,500,000 Total Cost
 - 5.0% Interest Rate, 20 your payback
 - \$450,000 Year 1 Cost

Major Cost Savings & Efficiencies

Region 4 Cost Saving Opportunities

Health Insurance

- Overall Health Insurance costs expected to increase approximately 10% year over year
- However, the composition of the plan participants has changed significantly year over year, and fewer Region 4 employees are requiring insurance through our plan
- Seeing an overall reduction in Health Insurance Funding from Region 4 of **(\$40,682)**

Heating Oil

- Locked in heating oil at a lower rate for 2024-2025
- Overall reduction in oil costs for Region 4 of **(\$9,515)**

Reductions to Region 4 Building Requests

Salaries - Non Certified Staff Wages	(\$80,250)
Benefits - Non Certified Staff Insurance	(\$27,076)
Professional Services - Assemblies, Athletic Officials	(\$46,256)
Property Services - Classroom Repairs	(\$53,200)
Purchased Services - Staff Travel	(\$4,000)
Supplies & Instructional Materials	(\$4,000)
Equipment - Athletics, Instructional Space Equipment Requests	(\$110,110)
Dues & Fees	<u>(\$11,775)</u>
Total Reduction to Building Based Requests	(\$336,667)

Future 2024-2025 Region 4 Budget Needs

John Winthrop Middle School restoration and reopening costs

- Debt Service Costs: \$450,000
- Dehumidifiers and other equipment
- Ongoing environmental testing
- Professional consultations
- Electricity
- Replacement of instructional materials

Other Region 4 Budget Needs - Not Included

- Instructional Coach (7-8 Grade)
- Athletics program enhancements & equipment upgrades
- Region 4 Facilities Truck
- Classroom Equipment

Region 4 Budget Timeline & Next Steps

- January 24, 2024 (Today) - Region 4 Budget Workshop #1
- February 5, 2024 - Supervision District Budget Workshop #3
- February 7, 2024 - Region 4 Budget Workshop #2
- February 12, 2024 - Supervision District Public Budget Meeting
- March 4, 2024 - Region 4 Budget Workshop #3
- March 7, 2024 - Region 4 BOE Meeting - Possible Vote to Approve 2024-2025 Region 4 Budget for Public Hearing
- April 1, 2024 - Region 4 Public Hearing & Special Meeting
- May 2, 2024 - Region 4 BOE Meeting
- May 6, 2024 - Region 4 Annual Meeting (move budget to referendum)
- May 7, 2024 - Region 4 Referendum

DRAFT - SEPTEMBER 25, 2023

Building	Project Name	System Priority	System Status	Project Budget (Vendor Estimate)	Project Budget (with Escalation)	Funding Source	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	2030-2031	2031-2032	2032-2033	2033-2034	10-Year Total
John Winthrop	Building Int. Annual Rehab & Restoration	1	1	150,000	207,247	Operating	15,000	16,050	17,174	18,376	19,662	21,038	22,511	24,087	25,773	27,577	207,247
John Winthrop	Curbing & Sidewalk Annual Restoration	1	1	125,000	172,706	Capital	12,500	13,375	14,311	15,313	16,385	17,532	18,759	20,072	21,477	22,981	172,706
John Winthrop	Asphalt & Striping Annual Restoration	1	1	125,000	172,706	Capital	12,500	13,375	14,311	15,313	16,385	17,532	18,759	20,072	21,477	22,981	172,706
John Winthrop	Underground Fuel Tank	2	3	35,000	79,178	Capital										79,178	79,178
John Winthrop	Site Lighting (Exterior, Building & Poles)	1	3	112,000	253,369	Capital	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	28,369	253,369
John Winthrop	Bathroom Compartments & Accessories	3	3	210,000	475,067	Capital	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	70,067	475,067
John Winthrop	Water Heater	1	2	160,000	361,956	Capital										361,956	361,956
John Winthrop	Exhaust Systems	3	2	210,000	475,067	Capital	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	70,067	475,067
John Winthrop	Roof - Investigation, Design	1	2	64,800	111,834	Capital		22,500	22,500	22,500	22,500						111,834
John Winthrop	Roof - Replacement	1	2	3,693,600	6,374,562	Bond						6,374,562					6,374,562
John Winthrop	Masonry - Ext Walls	2	3	720,000	1,628,801	Bond										1,628,801	1,628,801
John Winthrop	Windows - Replacement	2	2	1,125,000	2,545,002	Bond										2,545,002	2,545,002
John Winthrop	Fire Protection System	1	3	1,595,200	3,608,700	Bond										3,608,700	3,608,700
John Winthrop	Domestic Water Distribution System	1	2	1,455,600	3,292,893	Bond										3,292,893	3,292,893
John Winthrop	Plumbing Drainage System	1	2	907,200	2,052,290	Bond										2,052,290	2,052,290
John Winthrop	Plumbing Fixtures & Equipment	2	2	1,555,200	3,518,211	Bond										3,518,211	3,518,211
John Winthrop	Oil Fired Furnace	1	2	750,000	1,696,668	Bond										1,696,668	1,696,668
John Winthrop	Building Control Systems	1	1	1,036,800	2,345,474	Bond										2,345,474	2,345,474
John Winthrop	Heating / Ventilation / Air Conditioning	1	1	3,499,200	7,915,974	Bond										7,915,974	7,915,974
John Winthrop	Soccer Field 1 Replacement	1	1	574,649	574,649	Bond	574,649										574,649
John Winthrop	Soccer Field 2 Replacement	1	1	468,044	468,044	Bond	468,044										468,044
John Winthrop																	-
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John Winthrop																	-
John Winthrop																	-
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	JW Operating Budget Subtotal			150,000	207,247		15,000	16,050	17,174	18,376	19,662	21,038	22,511	24,087	25,773	27,577	207,247
	JW Capital Fund Reserve Subtotal			1,041,800	2,101,883		140,000	164,250	166,123	168,126	170,270	171,898	152,518	155,145	157,955	655,598	2,101,883
	JW Bonding Subtotal			17,380,493	36,021,269		1,042,693	-	-	-	-	6,374,562	-	-	-	28,604,013	36,021,269
	JW TOTAL			18,572,293	38,330,398		1,197,693	180,300	183,296	186,502	189,932	6,567,499	175,029	179,231	183,727	29,287,189	38,330,398

DRAFT - SEPTEMBER 25, 2023

Building	Project Name	System Priority	System Status	Project Budget (Vendor Estimate)	Project Budget (with Escalation)	Funding Source	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	2030-2031	2031-2032	2032-2033	2033-2034	10-Year Total
Central Office	Building Int. Annual Rehab & Restoration	1	1	50,000	69,082	Capital	5,000	5,350	5,725	6,125	6,554	7,013	7,504	8,029	8,591	9,192	69,082
Central Office	Roof Replacement	1	1	45,801	56,358	Capital	56,358										56,358
Central Office	Security Systems	1	2	42,080	55,404	Capital	25,000	30,404									55,404
Central Office	Building Control Systems	2	3	26,300	59,496	Capital					10,000	15,000	5,000	5,000	24,496		59,496
Central Office	Heating / Ventilation / Air Conditioning	3	3	251,000	567,818	Bond										567,818	567,818
Central Office																	-
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Central Office																	-
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Central Office																	-
	CO Operating Budget Subtotal			-	-		-	-	-	-	-	-	-	-	-	-	-
	CO Capital Fund Reserve Subtotal			164,181	240,341		86,358	35,754	5,725	6,125	16,554	22,013	12,504	13,029	33,087	9,192	240,340
	CO Bonding Subtotal			277,300	567,818		-	-	-	-	-	-	-	-	-	567,818	567,818
	CO TOTAL			441,481	808,159		86,358	35,754	5,725	6,125	16,554	22,013	12,504	13,029	33,087	577,011	808,158
																	-
REGION 4	REG 4 Operating Budget Subtotal			300,000	414,493	-	30,000	32,100	34,347	36,751	39,324	42,077	45,022	48,173	51,546	55,154	414,493
REGION 4	REG 4 Capital Fund Reserve Subtotal			3,084,300	5,332,206	-	383,358	370,754	369,470	454,396	451,094	485,475	513,970	473,338	473,486	981,864	4,957,205
REGION 4	REG 4 Bonding Subtotal			44,195,800	84,561,325	-	9,966,000	-	-	-	-	10,965,296	-	-	-	63,630,029	84,561,325
REGION 4	REG 4 TOTAL			47,580,100	90,308,024	-	10,379,358	402,854	403,817	491,148	490,418	11,492,848	558,992	521,512	525,031	64,667,047	89,933,024

ASSUMPTIONS:

- (1) All vendor quotes will be increased 15% for contingency costs + owners costs
- (2) All vendor quotes received in current year dollars, plus Region 4 added contingency costs, will be increased 7% per year for inflation & escalation, unless otherwise stated by vendor
- (3) Athletic needs identified for 2024-2025 bond include anticipated bond costs of \$150,000 in total, and allocated to each of the projects listed, resulting in a total anticipated cost of \$9,966,000, as voted upon by the Towns in May 2023

SYSTEM PRIORITY:

Ranking of the current priority level for executing this project, based on factors such as the current status of the equipment / asset, as well as the impact on students and staff, programming, and operation of the school; will be reassessed on an annual basis

- (1) Health & Safety Issue, Poses Immediate Risk
- (2) High Need, or a Building Code / Access Concern
- (3) Medium Need
- (4) Low Need

SYSTEM STATUS:

Ranking of the current status and health of the asset, with (1) being POOR to (5) being EXCELLENT; will be reassessed on an annual basis

PROPOSED FUNDING GUIDELINES:

Funding Strategies for Long Range Capital Needs

- <\$10,000: Operating Budget > Repairs & Maintenance Account 5430
- \$10,000 - \$25,000: Operating Budget > Equipment Account 5700
- \$25,000 - \$100,000: Capital Reserve Fund Account 7000 (annual appropriation)
- \$100,000 - \$500,000: Capital Reserve Fund Account 7000 (multi-year savings plan)
- \$500,000 - \$1,000,000: Referendum, Short term borrowing
- \$1,000,000+: Bond with other high cost items

REGIONAL SCHOOL DISTRICT 4
John Winthrop Middle School - Valley Regional High School
2024-2025 Proposed Budget

Regional School District No. 4
Budget Workshop #1 - Wednesday, January 24, 2024



A Mission-Driven Learning Community with a PK-12 Line of Sight

Kate Sandmann, Chair - Region 4 Board of Education
Brian J. White, Superintendent of Schools
Sarah Brzozowy, Ed.D, Assistant Superintendent
Robert Grissom, Finance Director



Regional School District 4
Chester - Deep River - Essex - Region 4

2024-2025 School Year Budget Request

REGIONAL SCHOOL DISTRICT 4

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Regional School District 4
Chester - Deep River - Essex - Region 4

2024-2025 School Year Budget Request

REGIONAL SCHOOL DISTRICT 4

Regional School District 4 is part of a system of schools comprising the Chester, Deep River, Essex, and Region 4 school districts. The districts are governed by multiple Boards of Education and administered under the auspices of the Supervision District agreement. The Boards of Education are committed to providing a rigorous, challenging, and cohesive educational program for students PK-12.

Regional School District 4

Regional School District 4 provides middle and high school public education for the member towns of Chester, Deep River, and Essex. John Winthrop Middle School provides educational services for approximately two hundred and thirty students in grades seven and eight. Valley Regional High School provides a comprehensive high school program for approximately five hundred students in grades nine through twelve.

John Winthrop Middle School has won a prestigious honor from The New England League of Middle Schools (NELMS), being named as a NELMS Spotlight School. John Winthrop Middle School is one of only a handful of middle schools across New England to receive this prestigious award. The NELMS Spotlight Award acknowledges the outstanding work of the faculty, staff, administration, Board of Education, and the community in the support of an excellent educational program based upon the best of middle school practices. The NELMS Spotlight Award validates that the John Winthrop Middle School community provides an exceptional educational program anchored in a rigorous curriculum, specialized instructional practices planned to meet the needs of young adolescents, skilled and supportive educators, a caring climate, communities that support student learning and healthy development, and a safe and healthy school environment, of all which develop caring and ethical citizens.

Valley Regional High School received the prestigious honor of being named one of the top 500 high schools across America by Newsweek Magazine based on the success of our students. The High School was also placed on the Advanced Placement honor roll. This award was given to Valley Regional High School for expanding opportunities for students to earn college credit through rigorous college level course work. Valley Regional High School has also received local, regional and national awards in fine arts and music.

Mrs. Melissa Morgan-Hostetler, Principal
John Winthrop Middle School

Mr. Michael Barile, Principal
Valley Regional High School



Regional School District 4
Chester - Deep River - Essex - Region 4

2024-2025 School Year Budget Request

REGIONAL SCHOOL DISTRICT 4

FIVE YEAR STRATEGIC PRIORITIES 2023-2028

The Chester, Deep River, Essex, and Regional School District No. 4 Boards of Education developed a set of Strategic Priorities which will guide the work of our schools for the 2023-2028 school years. This Strategic Plan was adopted in February 2023 by the Boards of Education of Chester, Deep River, Essex, Regional School District No. 4, and the Supervision District Committee. The agreed upon priorities are:

1. Teaching and Learning: To provide each student with high quality classroom instruction to promote successful student outcomes.
2. Culture and Climate: To partner with students, staff, and families to maintain a positive learning environment where every child is successful.
3. Finance and Operations: Develop and implement practices to ensure effective long-range, strategic financial, and operational planning.



Regional School District 4
Chester - Deep River - Essex - Region 4
2024-2025 School Year Budget Request

REGIONAL SCHOOL DISTRICT 4

Average Daily Membership

What is Average Daily Membership (ADM)?

Regional School District 4 provides public middle and high school education to the member towns of Chester, Deep River, and Essex. The costs associated with Regional School District 4 are assigned to member towns using a three-way allocation. The allocations are based on the Average Daily Membership (ADM) among the member towns. Average Daily Membership for the subsequent budget year is determined by the total number of students in each member town grades 7-12 based upon the Connecticut State Department of Education October 1 census of actual enrollment in the current year. Students educated out of district are assigned to the home district (special education, magnet schools and vocational agriculture) not including students attending Technical High Schools and Adult Education.

Average Daily Membership for the 2024-2025 Budget

- Average Daily Membership is based upon a three-way allocation per state statute.

	<u>Chester</u>	<u>Deep River</u>	<u>Essex</u>	<u>Total</u>
Total # of Students				
JWMS	57	82	83	222
VRHS	114	183	206	503
	<hr style="width: 50%; margin: 0 auto;"/> 171	<hr style="width: 50%; margin: 0 auto;"/> 265	<hr style="width: 50%; margin: 0 auto;"/> 289	<hr style="width: 50%; margin: 0 auto;"/> 725
School Year 2024-2025	23.59% (171 Students)	36.55% (265 Students)	39.86% (289 Students)	725
School Year 2023-2024	22.71% (171 Students)	36.92% (278 Students)	40.37% (304 Students)	753
Change	0.88%	-0.37%	-0.51%	



**Regional School District 4
Chester - Deep River - Essex - Region 4**

2024-2025 School Year Budget Request

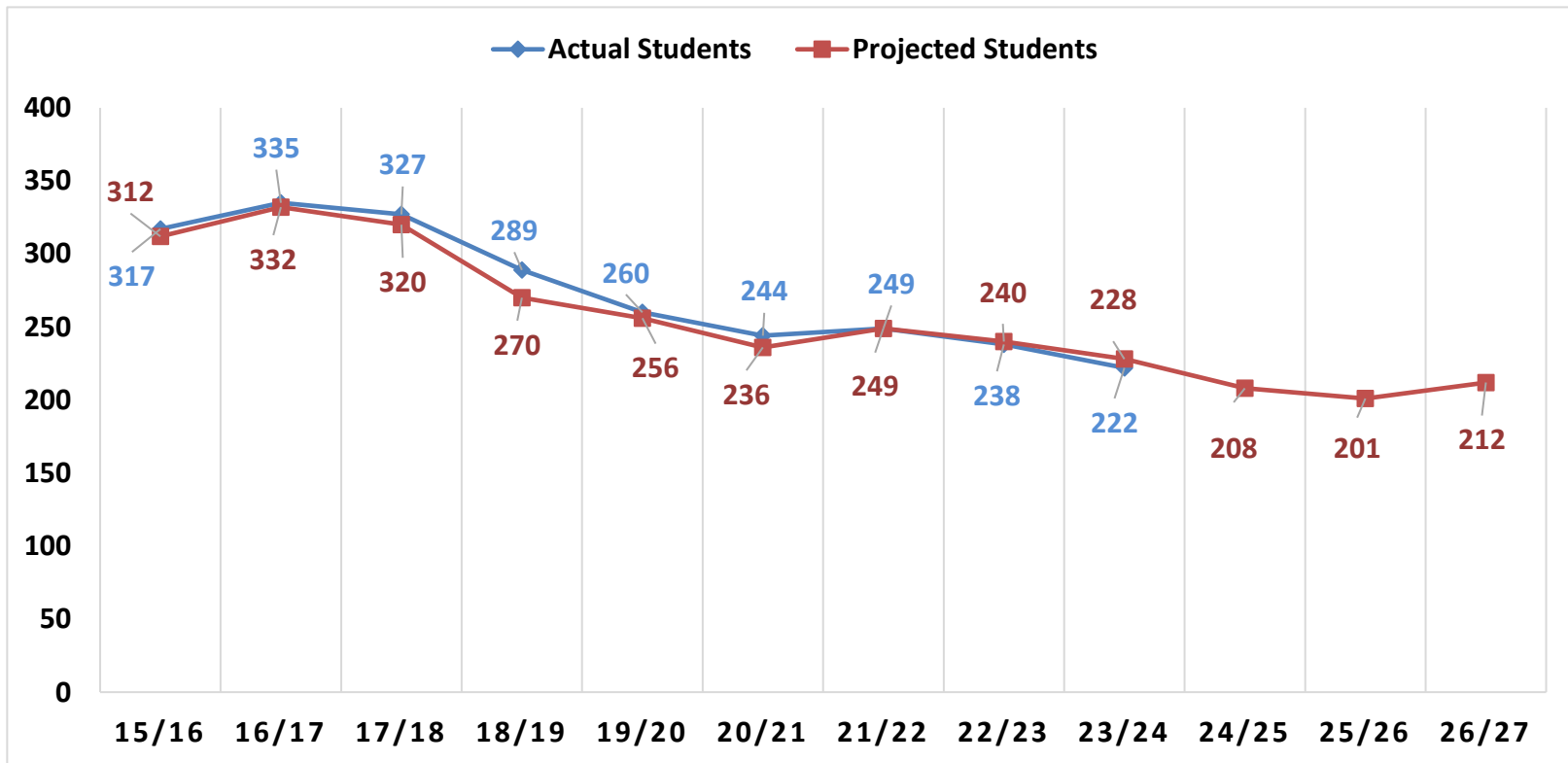
John Winthrop Middle School Enrollment History

John Winthrop Middle School

Enrollment and Projections (Grades 7-8)

2015/16 through 2026/27

(enrollment based upon SDE October 1 census PSIS report)



*Numbers do not include Out of District placements (outplaced Special Education, Magnet schools, and Vocational Agriculture)



**Regional School District 4
Chester - Deep River - Essex - Region 4**

2024-2025 School Year Budget Request

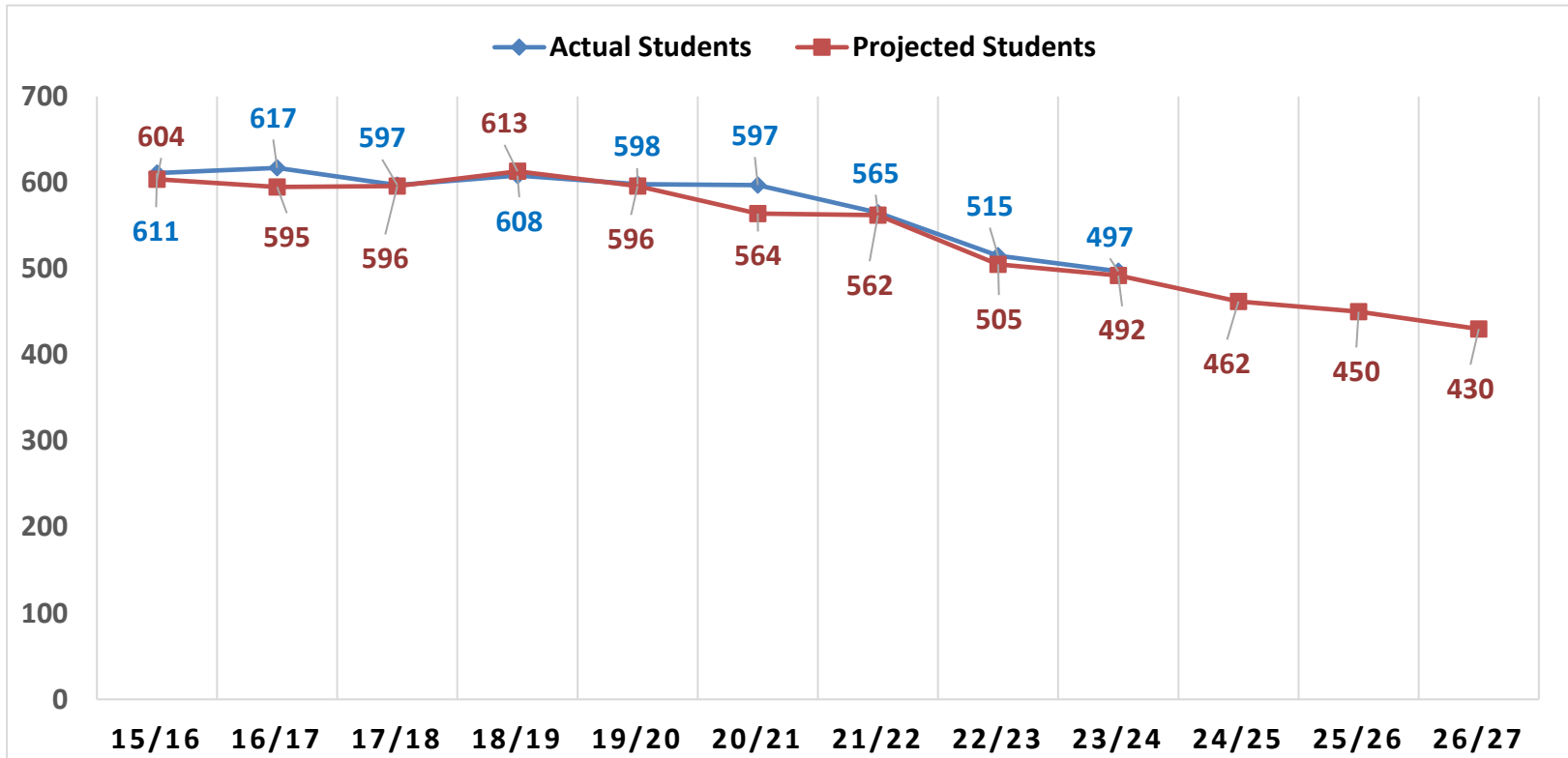
Valley Regional High School Enrollment History

Valley Regional High School

Enrollment and Projections (Grades 9-12)

2015/16 through 2026/27

(enrollment based upon SDE October 1 census PSIS report)



***Numbers do not include Out of District placements (outplaced Special Education, Magnet schools, and Vocational Agriculture)*



Regional School District 4 Chester - Deep River - Essex - Region 4

2024-2025 School Year Budget Request

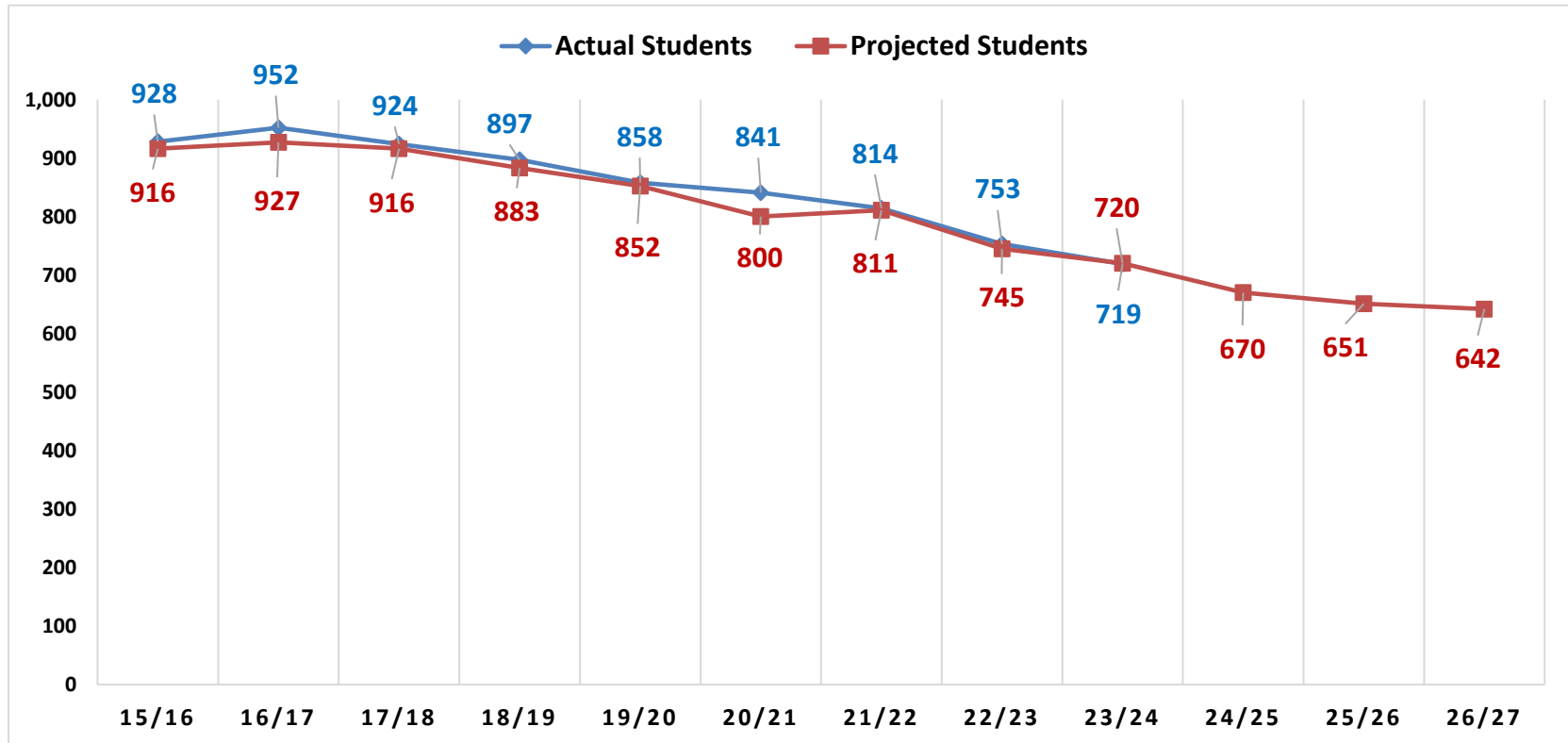
Regional School District 4 (7-12) Enrollment History

Regional School District 4

Enrollment and Projections (Grades 7-12)

2015/16 through 2026/27

(enrollment based upon SDE October 1 census PSIS report)



*Numbers do not include Out of District placements (outplaced Special Education, Magnet schools, and Vocational Agriculture)

**Pete Prowda projections used for years 14/15 through 18/19

***Principal's projection used for 19/20 and 20/21

**** NESDEC study used for projections for 21/22-26/27

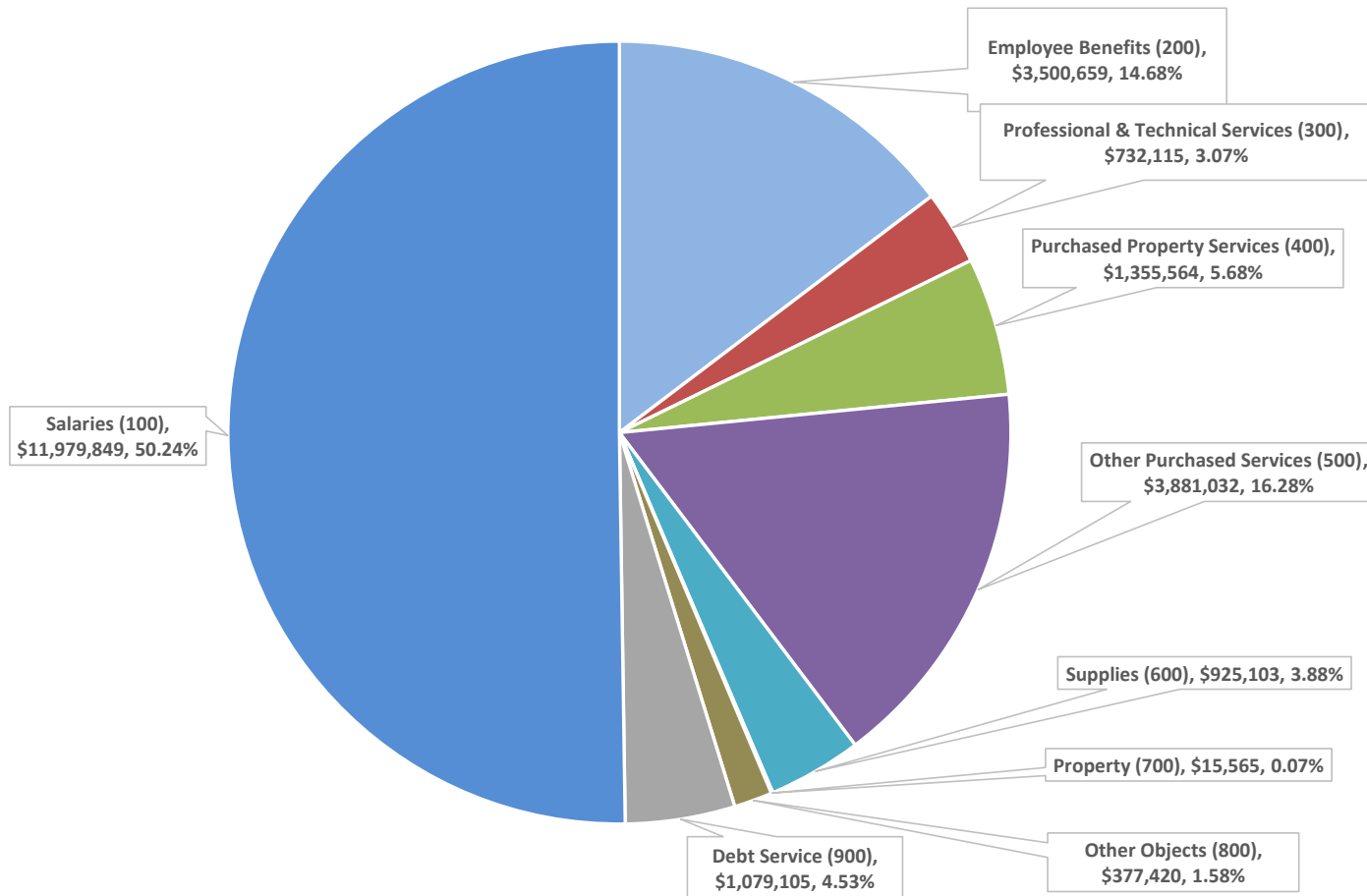


Regional School District 4
 Chester – Deep River – Essex – Region 4
 Requested Budget for School Year 2024-2025

BUDGET SUMMARY EXPENDITURES BY OBJECT CODE	2020-2021 Approved Budget	2020-2021 Actual Expense	2021-2022 Approved Budget	2021-2022 Actual Expense	2022-2023 Approved Budget	2022-2023 Actual Expense	2023-2024 Approved Budget	2024-2025 Requested Budget	% Over last year	\$ Over last year	Object Description
Salaries (100)	10,732,733	10,327,388	10,959,635	10,608,313	11,264,218	10,924,736	11,647,715	11,979,849	2.85%	332,134	Includes regular and extra compensatory wages for employees
Employee Benefits (200)	4,110,265	4,040,567	4,128,628	4,126,277	4,085,438	4,034,000	3,576,714	3,500,659	-2.13%	(76,055)	Contractual Benefits for employees including medical, life insurance, annuities and FICA/Medicare.
Professional & Technical Services (300)	493,119	487,442	542,483	518,072	580,241	604,713	621,613	732,115	17.78%	110,502	Primarily legal, consulting, rehabilitative, and professional development services performed by outside contractors.
Property Services (400)	1,105,039	994,851	1,098,382	1,092,253	1,110,663	1,101,891	1,164,174	1,355,564	16.44%	191,390	Expenditures from these accounts are used for upkeep and repairs of school buildings and equipment.
Other Services (500)	2,273,042	2,064,946	2,649,932	2,594,902	2,873,375	2,931,284	3,004,899	3,881,032	29.16%	876,132	Expenditures from these accounts are used primarily for transportation, communications, out of district tuition, travel, and conferences.
Supplies and Materials (600)	648,727	544,256	682,445	655,761	746,466	741,663	909,651	925,103	1.70%	15,453	Includes supplies, materials, textbooks, utilities such as heating oil.
Equipment (700)	39,161	32,074	37,668	28,031	75,309	73,690	57,240	15,565	-72.81%	(41,675)	Funds from these accounts are used for new and replacement equipment.
Other Objects (800)	222,455	240,322	338,700	334,274	155,729	149,539	362,785	377,420	194.00%	14,635	These accounts are used to budget for professional memberships, bond issuance costs, capital projects, and capital sinking fund transfers.
TOTAL	19,624,541	18,731,845	20,437,872	19,957,883	20,891,439	20,561,516	21,344,790	22,767,307			
Total General Fund	19,624,541	18,731,845	20,437,872	19,957,883	20,891,439	20,561,516	21,344,790	22,767,307			
Debt Service	1,539,200	1,539,200	1,500,250	1,488,025	793,800	793,800	909,600	1,079,105			
Debt Service - Principal Only	1,380,000	1,380,000	1,380,000	1,380,000	735,000	735,000	830,200	583,300			
Total Expenditures	21,163,741	20,111,845	21,938,122	21,445,908	21,685,239	21,355,316	22,254,390	23,846,412	7.15%	1,592,022	Gross Change over 2023/24 Budget
Revenues	249,487	289,560	285,681	373,209	493,499	367,986	409,816	599,893			
Net Billings to Town	20,914,254	19,822,285	21,652,441	21,072,699	21,191,740	20,987,330	21,844,574	23,246,519	6.42%	1,401,945	Net Change over 2023/24 Budget

Regional School District 4
Chester - Deep River - Essex - Region 4
Requested Budget for School Year 2024-2025

2024-2025 Analysis of Requested Budget by Object
Total Gross Budget Request: \$23,846,412





Regional School District 4
 Chester – Deep River – Essex – Region 4
 Requested Budget for School Year 2024-2025

BY OBJECT		2021-2022 Approved Budget	2021-2022 Actual Expenses	2022-2023 Approved Budget	2022-2023 Actual Expenses	2022-2023 Surplus/ (Deficit)	2023-2024 Approved Budget	2024-2025 Requested Budget	% Change over 23/24 Budget	\$ Change over 23/24 Budget
OBJECT 100 - SALARIES:										
5111	Administration	603,630	610,398	684,613	729,430	(44,817)	728,073	738,359	1.41%	10,286
5112	Department Coordinators Salary	80,503	76,387	83,321	75,181	8,140	84,653	83,767	-1.05%	(886)
5113	Teacher Salary	6,464,554	6,201,489	6,516,703	6,204,931	311,772	6,673,823	6,927,581	3.80%	253,758
5114	Secretary Salary	374,067	398,476	397,077	388,919	8,158	408,293	410,471	0.53%	2,178
5115	Custodian Salary	600,876	593,119	600,684	677,752	(77,068)	621,612	654,551	5.30%	32,939
5116	Nurse Salary	109,206	121,703	113,028	131,458	(18,430)	125,118	121,974	-2.51%	(3,144)
5118	Food Service Administrator Salary	31,879	23,909	33,820	32,676	1,144	34,648	35,004	1.03%	356
5118	Food Service Bookkeeper Salary	11,911	7,970	13,495	12,343	1,152	13,848	14,524	4.88%	676
5118	Food Service Salary	146,881	146,082	152,786	128,359	24,426	141,137	151,646	7.45%	10,509
5119	Para-Educator Salary	806,606	655,477	840,385	583,612	256,773	868,633	768,830	-11.49%	(99,803)
5123	Substitute Teacher	142,857	141,696	144,000	143,984	16	236,250	239,850	1.52%	3,600
5124	Substitute Secretary	500	0	500	10,698	(10,198)	500	500	0.00%	0
5124	Substitute Para-Educator	6,000	5,902	6,000	10,633	(4,633)	5,750	6,250	8.70%	500
5124	Substitute Custodian	800	2,477	1,000	4,618	(3,618)	1,000	1,100	10.00%	100
5124	Substitute Cafeteria	0	1,973	0	12,003	(12,003)	500	3,500	600.00%	3,000
5133	Mentor	16,996	11,499	13,755	14,649	(894)	14,758	13,791	-6.55%	(967)
5133	Extra-Curricular	134,448	160,998	137,649	172,816	(35,167)	155,780	176,257	13.15%	20,477
5133	Coach	290,591	302,430	262,885	302,226	(39,341)	325,928	329,900	1.22%	3,972
5134	Secretary OT / BOE Clerk Salary	1,000	0	1,000	400	600	7,987	1,250	-84.35%	(6,737)
5135	Custodian Overtime	15,000	9,461	15,000	9,272	5,728	15,000	12,000	-20.00%	(3,000)
5141	Early Retirements	2,500	0	2,500	0	2,500	0	0	0.00%	0
5138	Cafeteria Overtime	2,000	15,333	2,000	28,013	(26,013)	3,000	6,000	100.00%	3,000
5190	Bldg Rental Reimb.	0	4,703	0	8,744	(8,744)	0	5,000	0.00%	5,000
5198	Supervision District Salary	1,116,830	1,116,830	1,242,017	1,242,017	0	1,181,423	1,277,744	8.15%	96,321
TOTAL SALARIES		10,959,635	10,608,313	11,264,218	10,924,736	339,482	11,647,715	11,979,849	2.85%	332,134
OBJECT 200 - EMPLOYEE BENEFITS:										
5210	Health Insurance	2,860,860	2,860,860	2,860,860	2,860,859	1	2,298,960	2,231,202	-2.95%	(67,758)
5212	Appropriation: Health Insurance Reserve	91,429	91,429	0	0	0	0	0	0.00%	0
5214	Life Insurance	12,949	11,365	11,990	11,425	1	13,447	12,341	-8.22%	(1,106)
5222	MERF	206,371	218,723	238,705	239,033	0	256,777	248,731	-3.13%	(8,046)
5223	FICA/Medicare	265,973	292,484	309,726	296,330	1,041	333,117	320,781	-3.70%	(12,336)
5250	Unemployment Compensation	30,000	7,550	45,000	1,521	103	15,000	22,500	50.00%	7,500
5260	Worker's Compensation	78,200	72,235	78,200	95,958	1,067	80,940	87,011	7.50%	6,071
5291	Annuities	30,680	19,466	31,516	19,435	186	28,750	33,610	16.90%	4,860
5298	Supervision District Employee Benefits	552,166	552,166	509,441	509,441	41	549,723	544,483	-0.95%	(5,240)
TOTAL EMPLOYEE BENEFITS		4,128,628	4,126,277	4,085,438	4,034,000	2,441	3,576,714	3,500,659	-2.13%	(76,055)



Regional School District 4
 Chester – Deep River – Essex – Region 4
 Requested Budget for School Year 2024-2025

BY OBJECT		2021-2022 Approved Budget	2021-2022 Actual Expenses	2022-2023 Approved Budget	2022-2023 Actual Expenses	2022-2023 Surplus/ (Deficit)	2023-2024 Approved Budget	2024-2025 Requested Budget	% Change over 23/24 Budget	\$ Change over 23/24 Budget	
OBJECT 300 - PURCHASED & TECHNICAL SERVICES:											
5321		Purchased Services									
	2410	Principals Office	5,150	3,904	2,900	3,287	(387)	5,700	3,700	-35.09%	(2,000)
	2901	National Honor Society	2,000	513	2,000	3,611	(1,611)	2,000	2,500	25.00%	500
		TOTAL PURCHASED SERVICES	7,150	4,418	4,900	6,898	(1,998)	7,700	6,200	-19.48%	(1,500)
5322		Other Programs									
	1103	English - 7th grade Author Visit	1,850	0	1,850	1,850	0	1,850	2,500	35.14%	650
	1190	After School Program & Assembly Speakers	10,100	9,692	10,250	5,655	4,595	8,750	8,750	0.00%	0
	2310	Teacher Course Reimbursement	17,000	18,228	43,074	22,326	20,748	89,420	86,390	-3.39%	(3,030)
		TOTAL OTHER PROGRAMS	28,950	27,920	55,174	29,831	25,343	100,020	97,640	-2.38%	(2,380)
5330		Other Professional Services									
	1203	Homebound Instruction	33,000	12,690	33,000	12,064	20,975	33,000	15,000	-54.55%	(18,000)
	1215	Special Education	55,960	48,598	55,960	32,765	23,195	57,600	45,260	-21.42%	(12,340)
	2134	Health	1,000	0	1,000	0	1,000	0	0	0.00%	0
	2135	Occ/Phys Therapy	3,942	3,482	3,316	1,918	1,398	2,250	2,242	-0.36%	(8)
	2310	Purchased Services (Athletic Trainer)	35,525	35,350	36,591	17,281	15,703	39,000	75,000	92.31%	36,000
	2901	Athletics (Game Officials)	62,475	42,225	64,846	47,624	17,222	65,161	72,406	11.12%	7,245
		TOTAL OTHER PROF. SERVICES	191,902	142,346	194,712	111,653	79,492	197,011	209,908	6.55%	12,897
5340		Technical Services									
	2310	BOE Legal / Audit	95,000	151,687	116,740	176,984	(60,244)	123,995	134,535	8.50%	10,540
		Building Study	51,000	14,600	0	0	0	0	0	0.00%	0
	2600	Plant Services	32,500	41,121	30,400	86,433	(56,033)	30,560	36,800	20.42%	6,240
		TOTAL TECHNICAL SERVICES	178,500	207,408	147,140	263,417	(116,277)	154,555	171,335	10.86%	16,780
5398		Supervision District Purchased Srvcs	135,981	135,981	178,315	178,315	0	162,327	247,033	52.18%	84,706
TOTAL PURCHASED SERVICES			542,483	518,072	580,241	590,113	(13,440)	621,613	732,115	17.78%	110,502



Regional School District 4
 Chester – Deep River – Essex – Region 4
 Requested Budget for School Year 2024-2025

BY OBJECT		2021-2022 Approved Budget	2021-2022 Actual Expenses	2022-2023 Approved Budget	2022-2023 Actual Expenses	2022-2023 Surplus/ (Deficit)	2023-2024 Approved Budget	2024-2025 Requested Budget	% Change over 23/24 Budget	\$ Change over 23/24 Budget
OBJECT 400 - PURCHASED PROPERTY SERVICES:										
5412	Electricity	373,800	318,181	339,000	305,310	33,690	339,000	504,616	48.85%	165,616
5422	Snow Plowing	24,000	52,925	28,000	54,000	(26,000)	56,700	59,500	4.94%	2,800
5430	Repairs & Maintenance									
1101	Art	0	0	1,800	1,655	145	2,819	1,600	-43.24%	(1,219)
1105	Life Management	0	0	900	90	810	3,400	445	-86.91%	(2,955)
1106	Technical Education	3,150	55	5,100	4,634	466	5,900	5,050	-14.41%	(850)
1109	Music	1,800	490	3,000	2,997	3	5,850	5,605	-4.19%	(245)
1112	Science	5,000	3,435	5,000	0	5,000	4,500	2,000	-55.56%	(2,500)
1207	Technology	7,300	2,278	10,000	3,706	6,294	8,000	7,000	-12.50%	(1,000)
2410	Principal's Office	8,000	3,410	16,135	8,637	7,498	10,135	10,635	4.93%	500
2600	Plant Operations	343,567	359,842	360,275	322,664	37,611	379,250	390,950	3.09%	11,700
2600	Security	14,918	9,460	12,575	6,585	5,990	10,700	10,700	0.00%	0
2901	Athletics	39,022	62,574	37,500	47,084	(9,584)	38,660	39,660	2.59%	1,000
	TOTAL REPAIRS & MAINTENANCE	422,757	441,544	452,285	398,052	54,233	469,214	473,645	0.94%	4,431
5440	Rentals									
1190	Copiers	71,000	59,969	69,000	70,783	(1,783)	69,000	79,000	14.49%	10,000
1207	Technology Lease	174,644	194,168	193,997	249,932	(55,935)	200,514	203,056	1.27%	2,542
2410	Principal's Office	7,800	2,311	7,800	3,472	4,328	6,300	7,800	23.81%	1,500
2600	Plant Operations	2,000	454	1,500	1,014	486	1,000	1,000	0.00%	0
2903	Graduation	5,000	5,320	5,000	5,247	(247)	7,500	8,500	13.33%	1,000
	TOTAL RENTALS	260,444	262,222	277,297	330,447	(53,150)	284,314	299,356	5.29%	15,042
5498	Supervision District Purchased Prop Svcs	17,381	17,381	14,081	14,081	0	14,946	18,446	23.42%	3,500
	TOTAL PURCHASED PROPERTY SERVICES	1,098,382	1,092,253	1,110,663	1,101,891	8,772	1,164,174	1,355,564	16.44%	191,390
OBJECT 500 - OTHER PURCHASED SERVICES:										
5510	Transportation Voc Ed	55,218	48,416	55,218	63,859	(8,641)	59,436	116,823	96.55%	57,387
5511	Out-of-District Transportation	424,434	393,000	496,864	505,949	(9,085)	558,921	494,134	-11.59%	(64,787)
5515	Field Trips	11,250	21,995	12,200	43,806	(31,606)	13,050	22,650	73.56%	9,600
5516	Athletic Transportation	81,000	91,746	90,865	99,799	(8,934)	93,659	107,066	14.31%	13,407
5517	Late Bus	32,961	15,009	33,380	21,720	11,660	20,743	23,336	12.50%	2,593
5520	Comprehensive Insurance	124,934	114,326	112,000	97,029	14,971	115,359	122,281	6.00%	6,922
5530	Communications	12,500	12,883	12,500	19,055	(6,555)	13,500	15,500	14.81%	2,000
5540	Advertising	500	425	2,500	4,078	(1,578)	2,500	3,500	40.00%	1,000
5560	Magnet & VoAg Tuition	52,498	63,627	45,424	30,403	15,021	47,636	47,636	0.00%	0
5561	Out-of-District Tuition	1,404,954	1,395,607	1,553,476	1,595,569	(42,093)	1,602,184	2,384,733	48.84%	782,549
5580	Travel & Conference	25,069	13,255	25,280	16,349	8,931	25,450	24,350	-4.32%	(1,100)
5598	Supervision District Other Purch Service	424,614	424,614	433,668	433,668	0	452,461	519,023	14.71%	66,562
	TOTAL OTHER PURCHASED SERVICES	2,649,932	2,594,902	2,873,375	2,931,284	(57,909)	3,004,899	3,881,032	29.16%	876,132



Regional School District 4
 Chester – Deep River – Essex – Region 4
 Requested Budget for School Year 2024-2025

BY OBJECT			2021-2022 Approved Budget	2021-2022 Actual Expenses	2022-2023 Approved Budget	2022-2023 Actual Expenses	2022-2023 Surplus/ (Deficit)	2023-2024 Approved Budget	2024-2025 Requested Budget	% Change over 23/24 Budget	\$ Change over 23/24 Budget
OBJECT 600 - SUPPLIES:											
5610		General Supplies	75,440	69,058	81,020	76,481	4,539	85,376	86,598	1.43%	1,222
5610		Staff Appreciation	0	0	0	0	0	0	3,000	0.00%	3,000
5611		Instructional Supplies									
	1101	Art	20,855	17,364	20,855	20,537	318	21,065	21,065	0.00%	0
	1102	Business	4,928	4,023	5,038	5,038	0	5,248	6,478	23.44%	1,230
	1103	English	942	542	1,110	620	490	1,400	1,400	0.00%	0
	1104	World Languages	668	667	781	811	(30)	1,202	2,102	74.88%	900
	1105	Life Management	12,400	12,378	12,858	12,802	56	13,161	13,706	4.14%	545
	1106	Technical Education	27,210	28,675	39,070	45,047	(5,977)	43,322	50,634	16.88%	7,312
	1108	Math	2,365	3,068	2,210	1,943	267	2,070	2,270	9.66%	200
	1109	Music	7,025	6,918	7,300	7,198	102	7,300	7,375	1.03%	75
	1110	Physical Ed/Health	2,625	1,833	1,917	1,910	7	2,902	2,977	2.58%	75
	1111	Reading	2,500	454	2,500	2,570	(70)	1,883	1,883	0.00%	0
	1112	Science	11,238	6,118	11,965	9,998	1,967	13,070	13,223	1.17%	153
	1113	Social Studies	600	525	829	758	71	829	1,474	77.80%	645
	1114	Computer Education	800	792	1,004	1,373	(369)	1,000	1,118	11.80%	118
	1190	Other Education	31,900	18,898	31,915	18,272	13,643	31,915	34,415	7.83%	2,500
	1207	Technology Services	22,693	14,260	24,500	31,959	(7,459)	24,000	24,400	1.67%	400
	1210	Gifted & Talented	1,500	0	1,713	1,525	188	1,713	1,713	0.00%	0
	1215	Special Education	27,660	24,249	25,940	22,756	3,184	28,055	27,315	-2.64%	(740)
	1220	Social Development	1,000	51	1,000	983	17	700	6,450	821.43%	5,750
	2113	Social Worker	210	0	200	0	200	200	200	0.00%	0
	2120	AP Exams	9,645	13,457	10,948	0	10,948	10,948	10,948	0.00%	0
	2120	IB Exams	8,020	0	9,442	21,426	(11,985)	9,442	9,442	0.00%	0
	2120	Guidance Supplies	2,400	1,360	2,790	3,341	(551)	2,790	2,714	-2.72%	(76)
	2134	Health	130	125	168	130	38	1,713	2,174	26.91%	461
	2222	Library	10,153	9,261	10,658	9,889	769	8,475	7,231	-14.68%	(1,244)
	2223	Audio Visual/Tech Services	8,290	6,715	8,290	8,247	43	8,290	8,290	0.00%	0
	2410	Principal's Office	2,400	368	2,600	657	1,943	2,600	2,600	0.00%	0
	2901	Athletics	41,762	47,219	53,413	65,354	(11,941)	74,472	71,064	-4.58%	(3,408)
		TOTAL INSTRUCTIONAL SUPPLIES	261,917	219,322	291,014	295,144	(4,131)	319,765	334,661	4.66%	14,896
	5613	Maintenance Supplies	52,000	57,238	54,500	65,189	(10,689)	59,000	59,000	0.00%	0
	5623	Bottled Gas	750	0	750	168	582	750	750	0.00%	0
	5624	Heating Fuel	152,760	187,180	192,404	182,663	9,741	274,306	264,791	-3.47%	(9,515)
	5626	Gasoline	1,340	942	1,340	806	534	9,000	9,000	0.00%	0



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BY OBJECT		2021-2022 Approved Budget	2021-2022 Actual Expenses	2022-2023 Approved Budget	2022-2023 Actual Expenses	2022-2023 Surplus/ (Deficit)	2023-2024 Approved Budget	2024-2025 Requested Budget	% Change over 23/24 Budget	\$ Change over 23/24 Budget
5641	Textbooks & Workbooks									
1101	Art	630	176	600	600	0	600	600	0.00%	0
1102	Business	5,801	5,801	7,030	7,021	9	7,330	9,107	24.24%	1,777
1103	English	7,530	5,817	5,856	5,899	(43)	6,130	6,491	5.89%	361
1104	World Languages	2,915	3,179	1,000	815	185	7,402	7,743	4.61%	341
1105	Life Management	210	210	210	207	3	231	231	0.00%	0
1106	Technical Education	263	263	263	0	263	263	308	17.11%	45
1108	Math	7,098	6,152	7,998	3,916	4,082	11,259	11,364	0.93%	105
1109	Music	1,645	2,083	1,645	1,024	621	1,750	1,764	0.80%	14
1110	Phys Ed. (Health Texts)	345	313	370	0	370	370	370	0.00%	0
1112	Science	5,701	199	4,135	11	4,124	13,407	5,385	-59.83%	(8,022)
1113	Social Studies	10,569	11,080	9,076	8,946	130	8,335	11,180	34.13%	2,845
1114	Computer Education	0	0	0	0	0	1,263	1,263	0.00%	0
1190	Other Instruction	12,810	11,254	12,810	20,713	(7,903)	12,810	12,810	0.00%	0
1210	Gifted & Talented	525	0	525	0	525	525	525	0.00%	0
1215	Special Education	10,455	7,986	8,859	8,296	563	13,254	13,854	4.53%	600
2120	Guidance	350	0	368	0	368	368	526	42.93%	158
2134	Health	0	0	0	0	0	0	6,250	0.00%	6,250
	TOTAL TEXTBOOKS & WORKBOOKS	66,847	54,514	60,745	57,447	3,298	85,297	89,771	5.25%	4,474
5642	Library & Professional Books	16,104	12,220	17,689	16,761	928	17,040	16,807	-1.37%	(233)
5698	Supervision District Supplies	55,287	55,287	47,004	47,004	0	59,117	60,726	2.72%	1,609
	TOTAL SUPPLIES	682,445	655,761	746,466	741,663	4,803	909,651	925,103	1.70%	15,453
	OBJECT 700 - PROPERTY:									
5739	Equipment									
1101	Art	3,500	0	0	0	0	820	0	-100.00%	(820)
1105	Life Management	0	0	1,500	1,149	351	0	0	0.00%	0
1106	Technical Education	8,723	8,055	7,100	7,111	(11)	12,460	515	-95.87%	(11,945)
1108	Math	0	0	0	0	0	400	0	-100.00%	(400)
1109	Music	9,160	3,786	8,470	8,867	(397)	7,550	550	-92.72%	(7,000)
1110	Phys Ed. (Health Texts)	0	0	4,339	4,339	0	5,142	0	-100.00%	(5,142)
1112	Science	0	0	3,900	3,060	840	4,000	0	-100.00%	(4,000)
1113	Social Studies	0	0	0	0	0	1,968	0	-100.00%	(1,968)
1215	Special Education	0	0	1,000	150	850	5,400	0	-100.00%	(5,400)
2120	Guidance	80	0	0	0	0	1,000	0	-100.00%	(1,000)
2222	Library	0	0	0	0	0	0	0	0.00%	0
2600	Plant Operations	16,205	16,189	49,000	49,013	(13)	18,500	14,500	-21.62%	(4,000)
2901	Athletics	0	0	0	0	0	0	0	0.00%	0
	TOTAL EQUIPMENT	37,668	28,031	75,309	73,690	1,619	57,240	15,565	-72.81%	(41,675)
5798	Supervision District Equipment	0	0	0	0	0	0	0	0.00%	0
	TOTAL EQUIPMENT	37,668	28,031	75,309	73,690	1,619	57,240	15,565	-72.81%	(41,675)



Regional School District 4
 Chester – Deep River – Essex – Region 4
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BY OBJECT		2021-2022 Approved Budget	2021-2022 Actual Expenses	2022-2023 Approved Budget	2022-2023 Actual Expenses	2022-2023 Surplus/ (Deficit)	2023-2024 Approved Budget	2024-2025 Requested Budget	% Change over 23/24 Budget	\$ Change over 23/24 Budget
OBJECT 800 - OTHER OBJECTS:										
5810	Dues & Fees									
1101	Art	1,095	220	1,440	1,309	131	2,040	1,635	-19.85%	(405)
1102	Business	375	58	0	0	0	0	200	0.00%	200
1103	English	350	0	350	0	350	350	350	0.00%	0
1104	World Languages	390	322	775	126	649	1,195	1,225	2.51%	30
1105	Home Economics	0	0	145	0	145	145	145	0.00%	0
1106	Technical Education	375	347	375	375	0	675	6,700	892.59%	6,025
1108	Math	629	224	300	208	93	395	349	-11.65%	(46)
1109	Music	8,870	5,795	9,420	7,959	1,461	8,525	9,050	6.16%	525
1111	Reading	200	0	0	0	0	0	0	0.00%	0
1112	Science	0	0	3,000	0	3,000	3,000	0	-100.00%	(3,000)
1113	Social Studies	774	340	940	265	675	715	570	-20.28%	(145)
1210	Gifted & Talented	7,269	1,855	7,428	2,415	5,013	7,428	3,525	-52.54%	(3,903)
1215	Special Education	1,400	0	1,400	720	680	4,114	3,210	-21.97%	(904)
2120	Guidance	1,658	1,085	1,429	989	440	2,117	2,117	0.00%	0
2222	Library	18,149	16,572	16,094	16,205	(111)	18,186	16,335	-10.18%	(1,851)
2310	BOE / CABE	2,499	4,965	4,542	5,164	(622)	4,666	4,666	0.00%	0
2410	Principals Office	19,330	17,143	20,587	19,106	1,481	22,337	22,837	2.24%	500
2600	Plant Operations	450	1,680	1,650	15,868	(14,218)	3,150	1,650	-47.62%	(1,500)
2901	Athletics	18,335	18,730	16,030	26,917	(10,887)	28,876	31,427	8.83%	2,551
2908	Virtual High School	16,500	16,500	16,500	0	16,500	16,500	16,500	0.00%	0
2908	IB Program	12,998	22,785	12,998	11,588	1,410	12,998	29,498	126.94%	16,500
	Naviance	1,400	0	0	0	0	0	0	0.00%	0
	TOTAL DUES & FEES	113,046	108,620	115,403	109,213	6,190	137,412	151,989	10.61%	14,577
5930	Transfers Out									
3200	Capital Reserve Fund	35,000	35,000	35,000	35,000	0	35,000	0	-100.00%	(35,000)
3200	Capital Projects	185,650	185,650	0	0	0	185,000	220,000	18.92%	35,000
	TOTAL TRANSFERS OUT	220,650	220,650	35,000	35,000	0	220,000	220,000	0.00%	0
5898	Supervision District Other Objects	5,004	5,004	5,326	5,326	0	5,373	5,431	1.09%	58
TOTAL OTHER OBJECTS		338,700	334,274	155,729	149,539	6,190	362,785	377,420	4.03%	14,635
TOTAL		20,437,872	19,957,883	20,891,439	20,546,916	291,959	21,344,790	22,767,307	6.66%	1,422,517
GRAND TOTAL		20,437,872	19,957,883	20,891,439	20,546,916	291,959	21,344,790	22,767,307	6.66%	1,422,517
	Debt Service *	1,500,250	1,488,025	793,800	793,800	0	909,600	1,079,105	18.64%	169,505
	Total Expenditures	21,938,122	21,445,908	21,685,239	21,340,716	291,959	22,254,390	23,846,412	7.15%	1,592,022
	Revenues	285,681	373,209	493,499	409,816	0	409,816	599,893	46.38%	190,077
	Net Billings to Town	21,652,441	21,072,699	21,191,740	20,930,900	291,959	21,844,574	23,246,519	6.42%	1,401,945

Gross Change Over 2023/24 Budget } **1,592,022**
7.15%

* Debt service principal + interest costs included in this total



Regional School District 4
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JWMS STAFFING ANALYSIS

		21-22 Approved	22-23 Approved	23-24 Approved	24-25 Requested	Adjustments
REGION 4 FUNDED						
	<u>Position Description</u>					
5111	Administration					
	Principal	1.0	1.0	1.0	1.0	0.0
	Dean of Students (0.6 FTE)	0.6	0.6	0.6	0.6	0.0
	Total Administration	1.6	1.6	1.6	1.6	0.0
5113	Teachers					
	Art	1.0	1.0	1.0	1.0	0.0
	English/Language Arts	2.0	2.0	2.0	2.0	0.0
	Foreign Languages	1.8	1.8	2.0	2.0	0.0
	Life Management	0.8	0.8	0.8	0.8	0.0
	Technical Education	0.8	0.8	0.8	0.8	0.0
	Mathematics	3.0	3.0	3.0	3.0	0.0
	Music	1.0	1.0	1.0	1.0	0.0
	Physical Education	1.0	1.0	2.0	2.0	0.0
	Science	2.0	2.0	2.0	2.0	0.0
	Social Studies	2.0	2.0	2.0	2.0	0.0
	Computer Education	1.0	1.0	1.0	1.0	0.0
	Gifted & Talented	0.5	0.5	0.0	0.0	0.0
	Reading	0.5	0.5	0.0	0.0	0.0
	Special Education	4.0	4.0	4.0	4.0	0.0
	Social Worker	0.4	0.4	0.4	0.4	0.0
	Psychologist	1.0	1.0	1.0	1.0	0.0
	Speech Pathologist	0.3	0.3	0.3	0.3	0.0
	Guidance	2.0	2.0	2.0	2.0	0.0
	Dean of Students (0.4 FTE)	0.4	0.4	0.4	0.4	0.0
	Library Media Specialist	1.0	1.0	1.0	1.0	0.0
	Total Teachers	26.5	26.5	26.7	26.7	0.0
5114	Secretaries	2.0	2.0	2.0	2.0	0.0



Regional School District 4
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JWMS STAFFING ANALYSIS

	21-22 Approved	22-23 Approved	23-24 Approved	24-25 Requested	Adjustments
5115 Custodians/Maintenance	5.0	5.0	5.0	5.0	0.0
5116 Nurse	1.0	1.0	1.0	1.0	0.0
5118 Cafeteria	2.6	2.6	2.6	2.6	0.0
5119 Para-educators / Teacher Assistant Special Education	10.0	10.0	10.0	9.0	-1.0
Total Para-educators/Teacher Asst	10.0	10.0	10.0	9.0	-1.0
5124 Building Substitutes	0.0	0.0	1.0	1.0	0.0
TOTAL LOCAL FUNDED	48.7	48.7	49.9	48.9	-1.0

GRANT FUNDED

Position Description

5119 Para-educators / Teacher Assistant Special Education	1.0	1.0	1.0	1.0	0.0
Tutorial - Remedial Math & Reading	1.5	1.5	1.5	1.5	0.0
5124 Building Substitutes	1.0	1.0	0.0	0.0	0.0
TOTAL GRANT FUNDED	3.5	3.5	2.5	2.5	0.0

SUPERVISION FUNDED

Position Description

5113 Teachers Occupational Therapist	0.2	0.2	0.2	0.2	0.0
Behavior Analyst (BCBA)	0.2	0.2	0.2	0.2	0.0
5120 Network Technician	1.0	1.0	1.0	1.0	0.0
TOTAL SUPERVISION FUNDED	1.4	1.4	1.4	1.4	0.0



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VRHS STAFFING ANALYSIS

		21-22	22-23	23-24	24-25	
		Approved	Approved	Approved	Requested	Adjustments
REGION 4 FUNDED						
<u>Position Description</u>						
5111	Administration					
	Principal	1.0	1.0	1.0	1.0	0.0
	Assistant Principal	1.0	1.0	1.0	1.0	0.0
	Athletic Director	0.0	1.0	1.0	1.0	0.0
	Total Administration	2.0	3.0	3.0	3.0	0.0
5113	Teachers					
	Art	2.0	2.0	2.0	2.0	0.0
	Business	2.0	2.0	2.0	2.0	0.0
	English/Language Arts	6.8	5.8	5.8	5.8	0.0
	Foreign Languages	4.0	4.0	4.0	4.0	0.0
	Life Management	1.0	1.0	1.0	1.0	0.0
	Technical Education	3.2	3.2	3.2	3.2	0.0
	Mathematics	6.0	5.0	5.0	5.0	0.0
	Music	2.0	2.0	2.0	2.0	0.0
	Physical Education/Health	3.0	3.0	3.0	3.0	0.0
	Science	6.0	6.0	6.0	6.0	0.0
	Social Studies	6.0	6.0	6.0	6.0	0.0
	Gifted & Talented	0.5	0.5	0.0	0.0	0.0
	Special Education	8.0	8.0	8.0	8.0	0.0
	Social Worker	2.6	2.6	2.6	2.6	0.0
	Speech Pathologist	0.5	0.5	0.5	0.5	0.0
	Guidance	3.0	3.0	3.0	3.0	0.0
	Library Media Specialist	1.0	1.0	1.0	1.0	0.0
	Total Teachers	57.6	55.6	55.1	55.1	0.0
5114	Secretaries (2 12-Month, 3 10-Month)	4.6	4.6	4.6	4.6	0.0
5115	Custodians/Maintenance	5.0	5.0	5.0	5.0	0.0



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5116	Nurse	1.0	1.0	1.0	1.0	0.0
5118	Cafeteria	3.4	3.4	3.4	3.4	0.0
5119	Para-educators / Teacher Assistant					
	Special Education	14.0	14.0	14.0	13.0	-1.0
	Security	2.0	2.0	2.0	2.0	0.0
	In School Suspension ISS	1.0	1.0	1.0	1.0	0.0
	Library	1.0	1.0	1.0	1.0	0.0
	Total Para-educators/Teacher Asst	18.0	18.0	18.0	17.0	-1.0
5124	Building Substitutes	0.0	0.0	1.0	1.0	0.0
	TOTAL LOCAL FUNDED	91.6	90.6	91.1	90.1	-1.0

GRANT FUNDED

Position Description

5113	Psychologist	0.4	0.4	0.4	0.0	-0.4
5119	Para-educators / Teacher Assistant					
	Special Education	1.0	1.0	1.0	1.0	0.0
	Tutorial - Remedial Reading	0.0	0.0	0.0	0.0	0.0
5124	Building Substitutes	1.0	1.0	0.0	0.0	0.0
	TOTAL GRANT FUNDED	2.4	2.4	1.4	1.0	-0.4

SUPERVISION FUNDED *

Position Description

5113	Teachers					
	Occupational Therapist	0.2	0.2	0.2	0.2	0.0
	Behavior Analyst (BCBA)	0.2	0.2	0.2	0.2	0.0
	Psychologist	0.6	0.6	0.6	1.0	0.4
5120	Network Technicians	1.0	1.0	1.0	1.0	0.0
	TOTAL SUPERVISION FUNDED	2.0	2.0	2.0	2.4	0.4

Regional School District #4
 Chester - Deep River - Essex - Region 4
 Requested Budget for School Year 2024-2025
 RECAP

EXPENSES:		Approved Budget	Requested Budget	\$\$\$	%%%
Object Category	Object Description	2023-2024	2024-2025	Change	Change
100	Salaries	\$11,647,715	\$11,979,849	\$332,134	2.95%
200	Employee Benefits	\$3,576,714	\$3,500,659	-\$76,055	-1.86%
300	Purchased Services	\$621,613	\$732,115	\$110,502	19.04%
400	Purchased Property Services	\$1,164,174	\$1,355,564	\$191,390	17.23%
500	Other Purchased Services	\$3,004,899	\$3,881,032	\$876,132	30.49%
600	Supplies	\$909,651	\$925,103	\$15,453	2.07%
700	Property	\$57,240	\$15,565	-\$41,675	-55.34%
800	Other Objects	\$142,785	\$157,420	\$14,635	12.12%
TOTAL		\$21,124,790	\$22,547,307	\$1,422,517	6.73%

TRANSFERS/CAPITAL					
930	Cafeteria Subsidy	0	0	\$0	0.00%
930	Capital Projects	185,000	220,000	\$35,000	18.9%
930	Capital Fund - Future Projects	35,000	0	-\$35,000	-100.0%
930	Emergency/Contingency	0	0	\$0	0.00%
TOTAL TRANSFERS/CAPITAL		\$220,000	\$220,000	\$0	0.00%

REVENUE:					
Total Anticipated Revenue		409,816	599,893	\$190,077	46.38%

NET EXPENSES (Expenses less Revenue) \$20,934,974 \$22,167,414 \$1,232,440 5.89%

DEBT SERVICE:					
910	Debt Reduction (interest/principal)	909,600	1,079,105	\$169,505	18.64%
TOTAL DEBT SERVICE		909,600	1,079,105	169,505	18.64%

TOTAL EXPENDITURES \$22,254,390 \$23,846,412 \$1,592,022 7.15%
 (EXPENDITURES PLUS CAPITAL AND DEBT SERVICE)

TOTAL NET BILLINGS TO TOWNS \$21,844,574 \$23,246,519 \$1,401,945 6.42%
 (EXPENSES LESS REVENUE PLUS DEBT SERVICE)

TOTAL FUNDING REQUIRED OF TOWNS:					
TOWN'S SHARE OF ADM*		2023-2024	2024-2025	Change	Change
CHESTER		4,960,720	5,482,972	\$522,252	10.53%
DEEP RIVER		8,064,796	8,497,004	\$432,207	5.36%
ESSEX		8,819,058	9,266,544	\$447,486	5.07%
TOTAL		21,844,574	23,246,519	\$1,401,945	6.42%

**Regional School District 4
Chester - Deep River - Essex - Region 4
Proposed Budget for 2023 - 2024**

Budget Allocation 2024 - 2025

Obj. #	Proposed Budget	Description	CHESTER 23.59%	DEEP RIVER 36.55%	ESSEX 39.86%	TOTAL 100.00%
100 - SALARIES:						
5111	738,359	Administration	174,151	269,883	294,325	738,359
5112	83,767	Department Coordinators Salary	19,757	30,618	33,391	83,767
5113	6,927,581	Teacher Salary	1,633,954	2,532,150	2,761,477	6,927,581
5114	410,471	Secretary Salary	96,815	150,034	163,622	410,471
5115	654,551	Custodian Salary	154,384	239,250	260,918	654,551
5116	121,974	Nurse Salary	28,769	44,584	48,621	121,974
5118	35,004	Food Service Administrator Salary	8,256	12,795	13,953	35,004
5118	14,524	Food Service Bookkeeper Salary	3,426	5,309	5,790	14,524
5118	151,646	Food Service Salary	35,768	55,429	60,449	151,646
5119	768,830	Para-Educator Salary	181,338	281,021	306,472	768,830
5123	239,850	Substitute Teacher	56,572	87,669	95,609	239,850
5124	500	Substitute Secretary	118	183	199	500
5124	6,250	Substitute Para-Educator	1,474	2,284	2,491	6,250
5124	1,100	Substitute Custodian	259	402	438	1,100
5124	3,500	Substitute Cafeteria	826	1,279	1,395	3,500
5133	13,791	Mentor	3,253	5,041	5,497	13,791
5133	176,257	Extra-Curricular	41,572	64,425	70,260	176,257
5133	329,900	Coach	77,811	120,584	131,505	329,900
5134	1,250	Secretary OT / BOE Clerk Salary	295	457	498	1,250
5135	12,000	Custodian Overtime	2,830	4,386	4,783	12,000
5138	6,000	Cafeteria Overtime	1,415	2,193	2,392	6,000
5195	5,000	Bldg Rental Reimb.	1,179	1,828	1,993	5,000
5198	1,277,744	Supervision District Salary	301,371	467,037	509,335	1,277,744
100	11,979,849	TOTAL SALARIES	2,825,592	4,378,841	4,775,416	11,979,849

**Regional School District 4
Chester - Deep River - Essex - Region 4
Proposed Budget for 2023 - 2024**

Budget Allocation 2024 - 2025

Obj. #	Proposed Budget	Description	CHESTER 23.59%	DEEP RIVER 36.55%	ESSEX 39.86%	TOTAL 100.00%
<u>200 - EMPLOYEE BENEFITS:</u>						
5210	2,231,202	Health Insurance	526,256	815,543	889,403	2,231,202
5212	0	Appropriation: Health Insurance Reserve	0	0	0	0
5214	12,341	Life Insurance	2,911	4,511	4,919	12,341
5222	248,731	MERF	58,666	90,915	99,149	248,731
5223	320,781	FICA/Medicare	75,660	117,251	127,870	320,781
5250	22,500	Unemployment Compensation	5,307	8,224	8,969	22,500
5260	87,011	Worker's Compensation	20,522	31,804	34,684	87,011
5291	33,610	Annuities	7,927	12,285	13,398	33,610
5298	544,483	Supervision District Fringe Benefits	128,423	199,018	217,042	544,483
200	3,500,659	TOTAL EMPLOYEE BENEFITS	825,673	1,279,551	1,395,435	3,500,659
<u>300 - PURCHASED & TECHNICAL SERVICES:</u>						
5321	6,200	Purchased Services	1,462	2,266	2,471	6,200
5322	97,640	Professional Development Programs	23,030	35,689	38,921	97,640
5330	209,908	Other Professional Services	49,509	76,725	83,674	209,908
5340	171,335	Technical Services	40,411	62,626	68,298	171,335
5398	247,033	Supervision District Purchased Svcs	58,266	90,295	98,472	247,033
300	732,115	TOTAL PURCHASED SERVICES	172,678	267,601	291,836	732,115
<u>400 - PURCHASED PROPERTY SERVICES:</u>						
5412	504,616	Electricity	119,020	184,446	201,151	504,616
5422	59,500	Snow Plowing	14,034	21,748	23,718	59,500
5430	473,645	Repairs & Maintenance	111,715	173,125	188,805	473,645
5440	299,356	Rentals	70,607	109,420	119,329	299,356
5498	18,446	Supervision District Purchased Prop Svcs	4,351	6,742	7,353	18,446
400	1,355,564	TOTAL PURCHASED PROPERTY SERVICES	319,726	495,482	540,356	1,355,564

**Regional School District 4
Chester - Deep River - Essex - Region 4
Proposed Budget for 2023 - 2024**

Budget Allocation 2024 - 2025

Obj. #	Proposed Budget	Description	CHESTER 23.59%	DEEP RIVER 36.55%	ESSEX 39.86%	TOTAL 100.00%
<u>500 - OTHER PURCHASED SERVICES:</u>						
5510	116,823	Transportation Voc Ed	27,554	42,701	46,568	116,823
5511	494,134	Out-of-District Transportation	116,547	180,614	196,972	494,134
5515	22,650	Field Trips	5,342	8,279	9,029	22,650
5516	107,066	Athletic Transportation	25,253	39,134	42,679	107,066
5517	23,336	Late Bus	5,504	8,530	9,302	23,336
5520	122,281	Comprehensive Insurance	28,841	44,696	48,744	122,281
5530	15,500	Communications	3,656	5,666	6,179	15,500
5540	3,500	Advertising	826	1,279	1,395	3,500
5560	47,636	Magnet & VoAg Tuition	11,236	17,412	18,989	47,636
5561	2,384,733	Out-of-District Tuition	562,468	871,661	950,604	2,384,733
5580	24,350	Travel & Conference	5,743	8,900	9,706	24,350
5598	519,023	Supervision District Other Purch Service	122,418	189,712	206,893	519,023
500	3,881,032	TOTAL OTHER PURCHASED SERVICES	915,388	1,418,584	1,547,060	3,881,032
<u>600 - SUPPLIES:</u>						
5610	89,598	General Supplies	21,133	32,750	35,716	89,598
5611	334,661	Instructional Supplies	78,934	122,324	133,403	334,661
5613	59,000	Maintenance Supplies	13,916	21,566	23,519	59,000
5623	750	Bottled Gas	177	274	299	750
5624	264,791	Heating Fuel	62,454	96,785	105,551	264,791
5626	9,000	Gasoline	2,123	3,290	3,588	9,000
5641	89,771	Textbooks & Workbooks	21,174	32,813	35,785	89,771
5642	16,807	Library & Professional Books	3,964	6,143	6,700	16,807
5698	60,726	Supervision District Supplies	14,323	22,196	24,207	60,726
600	925,103	TOTAL SUPPLIES	218,197	338,141	368,765	925,103

**Regional School District 4
Chester - Deep River - Essex - Region 4
Proposed Budget for 2023 - 2024**

Budget Allocation 2024 - 2025

Obj. #	Proposed Budget	Description	CHESTER 23.59%	DEEP RIVER 36.55%	ESSEX 39.86%	TOTAL 100.00%
700 - PROPERTY:						
5730	15,565	Equipment	3,671	5,689	6,205	15,565
5798	-	Supervision District Equipment	0	0	0	0
700	15,565	TOTAL EQUIPMENT	3,671	5,689	6,205	15,565
800 - OTHER OBJECTS:						
5810	151,989	Dues & Fees	35,848	55,555	60,586	151,989
5898	5,431	Supervision District Other Objects	1,281	1,985	2,165	5,431
800	157,420	TOTAL OTHER OBJECTS	37,129	57,540	62,751	157,420
900 - CAPITAL						
5930	-	Capital Reserve Account	0	0	0	0
	220,000	Capital Projects	51,890	80,414	87,697	220,000
900	220,000	TOTAL CAPITAL	51,890	80,414	87,697	220,000
	22,767,307	TOTAL	5,369,944	8,321,843	9,075,520	22,767,307
	22,767,307	GRAND TOTAL	5,369,944	8,321,843	9,075,520	22,767,307
	1,079,105	Debt Service	254,520	394,431	430,154	1,079,105
	23,846,412	Total Expenditures	5,624,464	8,716,275	9,505,673	23,846,412
	599,893	Revenues	141,492	219,271	239,130	599,893
	23,246,519	Net Billings to Town	5,482,972	8,497,004	9,266,544	23,246,519



Regional School District 4
 Chester – Deep River – Essex – Region 4
 Requested Budget for School Year 2024-2025

REVENUE

Revenue Source	Actual 2018-2019	Actual 2019-2020	Actual 2020-2021	Estimated 2021-2022	Actual 2021-2022	Estimated 2022-2023	Actual 2022-2023	Estimated 2023-2024	Estimated 2024-2025	\$ Change
INTERGOVERNMENTAL	274,499	247,112	247,112	280,581	326,243	486,399	317,728	388,216	592,293	204,077
Excess Cost	263,851	239,290	239,290	153,560	314,064	474,220	304,018	376,037	579,293	203,256
Adult Education	10,648	7,822	7,822	7,822	12,179	12,179	13,710	12,179	13,000	821
Transportation Reimb	0	0	0	0	0	0	0	0	0	0
OOD Tuition	0	0	0	0	0	0	0	0	0	0
ESSER II Grant 21-22	0	0	0	119,199	0	0	0	0	0	0
INTEREST INCOME	375	736	375	100	0	100	-151	100	100	0
OTHER INCOME										
Miscellaneous Income	2,000	2,000	2,000	2,000	0	2,000	0	0	0	0
Student Tuition-In	0	0	0	0	33,000	0	33,000	16,500	0	(16,500)
Building Rental Income	0	0	0	3,000	13,966	5,000	17,409	5,000	7,500	2,500
Total Revenue	274,874	247,848	249,487	285,681	373,209	493,499	367,986	409,816	599,893	190,077
Total Reduction Of Billings	274,874	247,848	249,487	285,681	373,209	493,499	367,986	409,816	599,893	190,077