



# EAST TROY

## COMMUNITY SCHOOL DISTRICT

*Committed to the Growth & Success of Each Student, Each Year*

# BUDGET MANUAL

## 2016-2017

*Revised 6/7/16*

*“Be mindful that we are in the 22<sup>nd</sup> year of limits on our resources resulting in district-wide budgetary shortfalls...please scrutinize all budget requests to ensure a balance of efficiency and need.”*

### **Key Points/Things to Remember:**

- Zero-Based Budgeting – Departments and programs should budget only necessary items and are not allocated a fixed amount. Unnecessary items should be scrutinized and eliminated by the principal or department manager. Signature and detail are required with the Object Summary Form. A budget total from one year does not impact the next year, positively or negatively.
- As a fiscal year progresses - If budget savings are made in a department, building principals may work with staff to determine the best use, or District-wide needs may be addressed. Again, since budgeted amounts fluctuate from year to year, in no year should purchases be made to “spend the budget so that it is not cut next year.”
- Technology Purchases – Use the regular PO Form and submit to the Tech Supervisor. These purchases require technology and B&G approvals based on compatibility and capacity.
- Special Education Purchases – No special education items should be coded to building budgets. Fund 27 PO Forms Should be organized and reviewed by the Director of Special Education. Sales tax will not be reimbursed on direct employee purchases.
- Lunches will not be reimbursed for one-day conferences and seminars.
- If mileage reimbursement is being claimed for a trip originating or ending at your home, the mileage reimbursement must be reduced by your normal mileage to/from your home school in East Troy (only miles that exceed your normal trip to/from work are reimbursable).
- Direct employee reimbursements will not be made without the employee signature on the correct form.
- Sales tax should not be paid – we are a tax exempt organization; our form is on our website for use when ordering. Please take the extra time to remove the tax from the order so it is not your personal responsibility for payment.
- High School - Budget for expected revenues and expenditures from course fees, if applicable.
- Remodel/repair to Facilities Form due to building principal by Jan 31<sup>st</sup>.

**EAST TROY COMMUNITY SCHOOL DISTRICT  
Budget Manual**

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# EAST TROY COMMUNITY SCHOOL DISTRICT

## Budget Manual

*Mission: To ensure and provide 21st century learning, quality teaching, strong leadership, rigorous coursework, and community service opportunities while demonstrating efficiency and effectiveness for the betterment of the students and community.*

### **INTRODUCTION:**

In preparing for the budget, the District will continue to focus on attaining their goals and mission by allocating resources, which is measured in dollars. District administration, principals, program leaders, department heads, team leaders, supervisors, and all additional staff play an important role in the preparation of the annual budget.

The Board of Education and school administration recognizes the instability of the State of Wisconsin budget, and the uncertainty of funding to school districts within Wisconsin. East Troy Community School District will face some difficult decisions regarding possible reduction in resources. Although the goal of the district is to maintain funding for current services, the district will undoubtedly need to make adjustments to the budget throughout the process.

### **LEGAL BASIS FOR BUDGETING:**

According to state statute, the Board of Education must adopt a budget for a fiscal year beginning July 1 through June 30. Revenues and expenses are recorded in accordance with the Generally Accepted Accounting Procedures (GAAP) in order to receive the state equalized aid through the Department of Public Instruction, and to provide fiscal accountability to the residents of the East Troy community. The budget may be amended throughout the budgeting cycle, but expenditures must be made in compliance with the approved annual budget.

### **ZERO-BASED BUDGETING:**

Recently, the District initiated a transition from the modified site based management model to zero-based budgeting. The building/grade level budget will also use the zero-based approach. The building/grade level budgets will use the higher of the current year actual enrollments or the projected enrollments as the basis for justifying budgetary requests. Zero-based budgeting is designed to give an annual review to help fund our budget priorities and to see that our allocation of resources is changing to meet the needs of our mission statement.

For the zero-based approach, building/grade level budget leaders should detail individual student costs (i.e. individual subscription costs, supply needs, etc) multiplied times the number of projected students in each grade or class. Other budget areas should be itemized to as much detail is needed to defend funding requests. It is then up to the principal to analyze programs and make decisions of need for building/grade level budgets and to defend that need during subsequent stages in the budgeting process (administrative and Board reviews). As we transition to zero-based budgeting, departments, grade levels and building budgets may include contingency funds. However, the contingency funds must be defensible and include detail or rationale.

Below, is a chart showing the projected enrollment and building allocations for the 2016-2017 school year, based on the higher of this year's 3<sup>rd</sup> Friday Count and the 2016-2017 enrollment projection. Grade level detail is available from the building principals or business office.

Level	Zero-Based Enrollment Projection for 2016-17
Leona Doubek	288
Prairie View	408
Middle School	369
High School	550

These figures are administrative team estimates as of December 2015. To remain fiscally responsible to our community, the district must be aware of the possible changes in revenues and expenses. With the overall budget needs of our district, there is a possibility that zero-based requests may need to be reduced (even as late as the fall of 2016-2017). The State budget, staffing needs, revenue caps, new mandates, open enrollment, and state aid are just a few examples of subjects that could potentially affect the projected budget as we move through the spring, summer and fall of 2016.

The use of carryover fund accounting has been eliminated (use of fund balance). All foreseeable budgetary needs should be detailed during the budgeting process. Decisions will be made at the building, administrative and Board level to fund requests within the context of the district's overall budget needs and constraints.

## **RESPONSIBLE PARTIES IN DEVELOPING ANNUAL BUDGET:**

The following person(s) will be responsible for the development of the East Troy Community School District's Annual Budget:

- **Board of Education:** At the Annual Meeting, the Board of Education is to review and adopt an Advisory Budget which has been submitted by the District Administrator with the help of additional employees within the school district. This budget, with possible changes, will then be formally adopted in October along with the certification of the tax levy.
- **District Administrator:** According to School Board policy number 231, the District Administrator "shall annually prepare a budget for the Board of Education based on the educational needs of the district." The District Administrator is responsible to the Board of Education, students, employees, and the community of East Troy to prepare the Annual Budget.
- **Administrator of Business Services (Business Manager):** The Business Manager's role in the Annual Budget is to assist the District Administrator in completing the budget as well as the purchasing of supplies and objects needed in the operations of the school district. The Business Manager is also responsible for the proper accounting of revenues and expenditures using the Generally Accepted Accounting Principles (GAAP). In addition, the Business Manager prepares financial statements for the Department of Instruction and the independent financial audit.
- **School Building Principals:** Principals are to assist district administration in preparation of the budget, specifically, their building budgets. They are responsible for the efficient operation of the building or buildings under their supervision and are to implement the principals of zero-based budgeting (and scrutinizing all budgets and expenditures). Principals are to approve in Skyward or sign any purchase orders for uses of resources originating from their buildings. Principals are responsible to budget all expenses for their building(s), excluding salaries and benefits. This includes Objects 300 through 900. An additional explanation of these expenses can be found on page 3 of this manual. The date for presentation of building budgets to the Business Manager and the Board of Education can be found in Appendix A.
- **Program Leaders:** Examples of program leaders include the Athletic Director, Technology Coordinator, and the Director of Buildings and Grounds. Program leaders are responsible for creating and justifying the budget for their respective programs. Initially, program leaders must prepare and present the budget for their program to the Business Manager for review, the administrative team for initial approval, and finally to the Board of Education for adoption. Specific information related to program leaders can be found in Appendix A.
- **Department Heads/Team Leaders/Supervisors:** These employees are to assist the building principals in creating their building budget. Each department head/team leader/supervisor is to prepare a budget for his or her particular department. The department head/team leader/supervisor should complete the PURCHASE ORDER REQUEST FORM for goods and services needed in their department (use the Technology PO Form for all technology purchases). The principal should approve any capital expenditure deemed necessary. Ultimately, the building principal is responsible for the building budget. Therefore, the department heads, team leaders, and supervisors should follow the directions given by their principal, and complete all necessary forms by the requested deadlines.

## **BUDGET RESPONSIBILITIES:**

Expenses are either the responsibility of the District, the school building, or individual departments and programs. Monetary responsibilities are subject to change, therefore there may be deviations to the list below.

### **District Responsibilities**

- Staff—Salaries and Benefits
- Textbooks—new upon formal adoption by School Board
- District paper and copying expenditures

### **School Building Responsibilities**

- General supplies—pens, pencils, paper clips, rubber bands, glue, staplers, staples, markers, tape, tape dispensers, etc.
- Printer cartridges/toner for printers shared by the building departments/programs
- Standard classroom furniture and fixtures
- Replacement textbooks
- All 300-900 objects that may be shared by the building departments/programs
- Laminating expenditures

### **Department/Program Responsibilities**

- All 300-900 objects not considered a general supply or shared by the building

## **PURCHASES:**

Purchase order requests for the next school year may be completed prior to the end of the current school year during the months of April, May and June. These purchases will arrive before the start of the next school year. In addition, purchases can be made at any time throughout the school year with appropriate approvals. Staff members should not be placing orders directly with vendors, instead, staff should follow the procedure of submission. Purchases during the year are to be made using the PURCHASE ORDER REQUEST FORM

(Appendix D) (use the Technology PO Form or online via Skyward requisitions for all technology purchases). It is this form, properly completed with a building administration signature, which directs the business office to generate a purchase order.

It is this purchase order that will direct the vendor to provide the school with the goods or services that are needed. This form also allows the department head/team leader/supervisor to track the receipt of the order and make payment on the invoice. Please do not call and place an order without proper procedure as payment for these purchases is not guaranteed. There may be times when a purchase order will not work. When this occurs, please consult your principal for the best course of action. If an employee chooses to purchase through a vendor that has not been qualified with the Business Office, the employee will be notified to change vendors or the vendor may be added to the system via the Business Office.

Direct employee reimbursement can be an option for purchasing items that cannot be purchased with a purchase order. However, reimbursements cannot be made without proper authorization and sales taxes are not reimbursable. Tax-exempt forms are available on the District Website.

## **DOCUMENTS:**

The appendixes located in this Budget Manual contain worksheets needed to prepare and complete the budget. These include:

1. **OBJECT SUMMARY SHEET** (Appendix C): This document is completed by all program leaders, department heads, team leaders, and supervisors. It should be submitted to the principal for review. This document summarizes your department plans on one sheet of paper. In this Budget Manual you will find the different objects codes and descriptions needed when completing this form. Please read all carefully to be sure you are using the correct object.
2. **PURCHASE ORDER REQUEST FORM** (Appendix D): This form or utilizing Skyward is used to submit your request to the principal of your building for signature, and then submitted to the Business Manager for approval and purchase. Please fill out one form for each vendor per order. This form may be used throughout the year to make purchases. Please use the attached Technology PO Form for all technology purchases.
3. **EXPENSE REIMBURSEMENT FORM**: This form is also attached and may be used to reimburse staff for direct reimbursable purchases. Reimbursements require administrative authorization and original receipts. Effective July 1, 2008 the I.R.S. mandates that there will be NO reimbursement of sales taxes on any reimbursable purchase AND no meals will be reimbursed unless the staff member has an overnight stay (i.e. lunch during a one-day conference is not reimbursable).

Many District forms are available in electronic type-ready form on the District Website.

## **GETTING STARTED:**

Each staff member plays a role in the budget process. To make this process run smoothly, there are a few hints and reminders.

1. Please read this manual completely to fully understand your individual role and responsibilities.
2. Complete all forms in a timely manner, and meet deadlines.
3. Disregard all past allocations and build a budget based on future need using a zero-based budgeting approach. You will need to justify all budget line items to your principal or supervisor prior to approval.
4. Follow the Budget Calendar, which is located in this Budget Manual.
5. In addition, complete the following items:
  - a. Determine department/programs goals in an effort to identify proper expenditures.
  - b. Please use a zero-based budgeting thought process in building department and program budgets. Identify all expenditures in detail and eliminate any items that are not absolutely necessary to the success of your area. Your building principal will scrutinize your budget and assist you in eliminating unnecessary items.
  - c. Identify on the OBJECT SUMMARY FORM, Appendix C, the expenditures projected for your department or program.
  - d. Complete a PURCHASE ORDER REQUEST FORM, Appendix D or online via Skyward requisitions, for items needed to start the next school year by the end of May.
  - e. Submit all forms to the building principal on time.
  - f. Attend any and all meetings regarding the budgeting process and cycle.

## **CONCLUSION:**

If any staff member has questions or concerns as to the budget process and cycle, please feel free to contact your department head, team leader, supervisor, program leader, building principal, or a member of the district administrative team.

Dr. Chris Hibner	District Administrator	HIBCHR@easttroy.k12.wi.us	642-6710 x1222
Daphne Kohnke	Director of Instruction	KOHDAP@easttroy.k12.wi.us	642-6710 x1227
Kathy Zwirgzdas	Business Manager	ZWIKAT@easttroy.k12.wi.us	642-6710 x1223
Katherine Harder	Director of Special Education/Assessment Coordinator	HARKAT@easttroy.k12.wi.us	642-6720 x3223
Lindsey Harris	Elementary School Principal (Doubek)	HARLIN@easttroy.k12.wi.us	642-6730 x2222
Mark Weerts	Elementary School Principal (Prairie View)	WEEMAR@easttroy.k12.wi.us	642-6720 x3222
Peter Syens	Middle School Principal	SYEPET@easttroy.k12.wi.us	642-6740 x4222
Rick Penniston	High School Principal	PENRIC@easttroy.k12.wi.us	642-6760 x5222

## EAST TROY COMMUNITY SCHOOL DISTRICT Budgeting Codes

Completion of the budgeting forms and purchase order requests include using a coding system. Below is an explanation of the coding system, which is based upon the Wisconsin Uniform Financial Accounting Requirements (WUFAR).

<u>XX</u>	<u>XXX</u>	<u>XXX</u>	<u>XXX XXX</u>
Fund	Building (Location)	Item Category (Object)	Department (Function)

EXAMPLE: 10 – 400 – 472 – 132 000			
10 (Fund)	400 (Location)	472 (Object)	132 000 (Function)
This represents an expenditure taken from the general fund, at the high school, for workbooks in the Business Education dept.			

Those items that appear **BOLD** in the following tables are those most commonly used.

FUNDS		
<b>10</b>	<b>General Fund</b>	Majority of district transactions occur here, unless there is another specific fund related to the transaction.
<b>27</b>	<b>Special Education</b>	Fund is used to account for special education and related services.
50	Food Service	Fund is used to record revenues and expenses related to food service activities.

LOCATIONS				
100	Elementary Schools	100 - Doubek	103 - Prairie View	104 - Combined
200	Middle School			
400	High School			
800	District-Wide			

OBJECTS: PURCHASED SERVICES		
Purchased services include amounts paid for personal services rendered by personnel who are usually NOT ON THE PAYROLL of the District, and other services which the district may obtain from private agencies. While a product may or may not result from the transaction, the primary reason for the purchase is the service provided.		
<b>310</b>	<b>Personal Services</b>	Personal services, by their nature, can be performed only by human beings, usually with specialized knowledge and skills. Examples include consultants, athletic officials, contest judges, assembly speakers, and the like.
<b>313</b>	<b>Repair of Equipment</b>	This code is used for the repair/maintenance of equipment used in the classroom.
<b>342</b>	<b>Employee Travel</b>	Payments for the travel expenses of district employees on district business, including mileage, meals, lodging, and incidentals, should be coded here.
<b>353</b>	<b>Postage</b>	Expenditures for postage.
<b>355</b>	<b>Telephone</b>	Expenditures for telephone line charges and long distance calls.

### OBJECTS: NON-CAPITAL

Expenditures for all supplies, materials, and non-capital equipment items are recorded here, including freight and handling costs. Supplies and materials normally are used up or consumed in the educational process. A supply is normally expendable; that is, it is usually more economical to buy one than repair it. Tools purchased individually (not in sets) are considered non-capital objects and should be recorded in the appropriate accounts.

<b>411</b>	<b>General Supplies</b>	This category includes classroom, athletic, office, library, and custodial supplies. Small tools and kitchen tools should also be recorded here.
<b>413</b>	<b>Computer Supplies</b>	Include here blank diskettes, tape, or other consumable computer supplies. Computer paper should be placed under Object 417.
415	Food (only for FACE dept.)	Food used in the instructional programs. Food includes meat, vegetables, baked goods, milk and milk products, beverages, candy, etc. Food is intended for human consumption, whether in prepared condition or not at the time of purchase.
416	Medical Supplies (only for nurse & athletic use)	Medical supplies include disposable items for use in diagnosing and/or treating physical or dental conditions, such as tongue depressors, bandages, gauze, cold packs, cotton, iodine, and the like. Trained medical personnel use this object.
420	Apparel	Items intended to be worn on the human body. Athletic uniforms and protective equipment including goggles, shoulder pads, helmets, etc. are included here.
<b>431</b>	<b>Audiovisual Media</b>	Expenditures for audiovisual media materials (not equipment) used in the instructional program, such as films, maps, globes, charts, records, pre-recorded cassettes, pre-recorded video tapes, filmstrips, study prints, posters, and similar items.
432	Library Books (Library/IMC accounts only)	Include here books which are purchased in limited quantities (i.e. not enough to provide one to each student in a class), AND which are usually kept in a central location, such as a library or IMC. The cost of rebinding and repair of library books is also recorded here.
<b>433</b>	<b>Newspapers</b>	Daily or weekly newspapers purchased either singly or by subscription.
<b>434</b>	<b>Periodicals</b>	Any magazines or recurring issued publications purchased singly or by subscription.
<b>435</b>	<b>Computer Software Programs</b>	Computer software includes pre-programmed <u>instructional</u> software, and documents associated with computers, such as manuals, operating systems, and application programs which are rented or purchased. Also included are the annual or one-time license fees for <u>instructional</u> computer programs.
<b>439</b>	<b>Other Media</b>	Include here any reference materials, in book form or on CD ROM, including encyclopedias, pamphlets, bulletins, and manuals. May be single reference books or sets of books.
<b>440</b>	<b>Non-Capital Equipment</b>	Items that have the characteristic of equipment, but with a small unit cost (less than \$300) should be recorded here. Examples of such equipment include containers, desks, building furnishings, measuring devices, tools, and implements.
<b>450</b>	<b>Resale Items</b>	Non-capital items purchased specifically for resale for various purposes and connected with a specific function are recorded here. Technology education and art supplies for which the department is reimbursed by the students are examples of items for resale.
460	Equipment Components	Items used to repair or upgrade equipment should be recorded here. Include computer components such as modems, drives, boards, etc. acquired as individual items and incorporated into the unit.
<b>471</b>	<b>Textbooks</b>	Include here payments for the addition and replacement of textbooks. Rebinding, repair, and freight are included in this object. These should represent books, other than library and reference that are purchased as standard work for instructional use by pupils. Workbooks are not recorded here, but in Object 472.
<b>472</b>	<b>Workbooks</b>	Purchased usually with a textbook, and often disposable.
480	Non-Instructional Computer Software	Pre-programmed computer application used for purposes other than <u>instructional</u> . Included here is software for operating local or wide area networks, library catalogs, and circulation systems, as well as software or site licenses that extend user access to other software. <b>This code (480) can only be used with 20000 functions.</b>

### OBJECTS: CAPITAL

Capital objects include items of permanent or enduring nature that cost \$300 or more and which are of value for a period longer than the fiscal year in which they are acquired, and which are usually easier and cheaper to repair than replace.

<b>551</b>	<b>Addition of Equipment</b>	Record here the addition of equipment.
<b>561</b>	<b>Replacement of Equipment</b>	Record here the expenditures for equipment, including vehicles, which are meant to replace existing equipment that will not increase total inventory.
<b>571</b>	<b>Equipment Rental</b>	Record here the securing of equipment for temporary use.
<b>940</b>	<b>Dues and Fees</b>	Includes dues and fees of various kinds. Student association fees, conference fees, and forensic dues should be recorded here. Fees for field trips that are not being reimbursed with collected funds from students should be recorded here.

**FUNCTIONS**

110 000	Undifferentiated-Elementary	161 337	Newspaper
110 100	First Grade	161 339	Forensics
110 200	Second Grade	162 000	Co-Curricular-Athletic
110 300	Third Grade	162 105	Girls Basketball
110 400	Fourth Grade	162 107	Cheerleading
110 450	Fourth & Fifth Grade PBL	162 112	Girls Golf
110 500	Fifth Grade	162 116	Girls Soccer
111 000	Kindergarten	162 117	Softball
112 000	4 Year Old Kindergarten	162 118	Girls Tennis
120 000	General Secondary	162 121	Volleyball
120 900	Read 180	162 124	Swimming
121 000	Art	162 125	Gymnastics
122 000	English	162 204	Boys Baseball
122 100	Reading	162 205	Boys Basketball
123 000	Foreign Language	162 210	Football
124 000	Math	162 212	Boys Golf
125 000	General Music (Elem. Only)	162 216	Boys Soccer
125 400	Vocal Music	162 218	Boys Tennis
125 500	Band/Instrumental Music	162 222	Wrestling
126 000	Science	162 308	Cross Country
126 900	Robotics	162 319	Track
127 000	Social Studies	172 000	REACH (Gifted and Talented)
129 100	Computer Education	212 000	Social Worker
131 000	Agriculture	213 000	Guidance
132 000	Business Education	213 200	Give Me 5
134 000	Health Occupations	213 500	Learning Center
135 000	Family & Consumer Education	214 000	Nursing
136 000	Technology Education	215 000	Psychological Services
139 200	Work Experience	219 100	PBIS
141 000	Health	219 200	Section 504
143 000	Physical Education	221 300	Instructional Staff Training
152 000	Early Childhood	222 200	Library/IMC
156 600	Speech and Language	222 300	Audiovisual
158 000	General Special Education	240 000	Building Administration
161 322	National Honor Society	266 000	Technology Services

## Budget Manual: Appendix A

### PROGRAM LEADER AND BUILDING PRINCIPAL TIMELINES:

The Board of Education will review the budget based on a function review (i.e. your program or department will be reviewed individually). Listed below are the dates in which the individual program budget should be to the Business Manager at the Business Office for review.

PROGRAM BUDGET	RESPONSIBLE PARTY	DATE DUE IN BUSINESS OFFICE
<i>Building Department/Grade Level</i>	<i>Dept. Heads/Team Leaders</i>	<i>Feb 28 to Principal</i>
Athletics	John Stockowitz	March 1
Health Services	Sandy Schubert	March 1
Maintenance and Operations	Robert Ellis	March 1
Special Education	Kate Harder	March 1
Building Budgets	Lindsey Harris     Pete Syens Mark Weerts     Rick Penniston	March 28
Technology	Justin Modrak	March 28
Transportation	Kathy Zwirgzdas	March 28
Curriculum and Instruction	Daphne Kohnke	March 31
All Other Areas Of Funds 10/27	Chris Hibner Kathy Zwirgzdas	March 31
<b>Current Budget Spending Completion Date*</b>	<b>All Staff</b>	<b>April 1</b>
All Other Funds: 50, 30, 70, 80	Chris Hibner Kathy Zwirgzdas	May 1

\*All purchase order requests in. Further expenses will be made on an as needed basis for special end of year items, generate a list of those expenses to principals.

## Budget Manual: Appendix B

### RESPONSIBLE PARTIES IN PREPARING ANNUAL BUDGET

<b>PROGRAM BUDGET</b>	<b>RESPONSIBLE PARTY</b>	<b>TITLE</b>
Elementary School	Mark Weerts Lindsey Harris	Prairie View Elementary Principal Leona Doubek Elementary Principal
Middle School	Peter Syens	Middle School Principal
High School	Rick Penniston	High School Principal
Athletics	John Stockowitz	Athletic Director
Curriculum and Instruction and Special Projects and Grants	Daphne Kohnke	Director of Curriculum and Instruction
Exceptional Needs	Katherine Harder	Special Education Director
Food Service	Susan Brunner	Director of Food Service
Health Services	Sandy Schubert	District Nurse
Maintenance and Operations	Robert Ellis	Director of Buildings and Grounds
Technology	Justin Modrak	Technology Coordinator
District Office, Debt Service, Salaries and Benefits, Insurance, Additional Support Services, and all additional budgets not listed	Kathy Zwirgzdas	Business Manager