

**West Windsor-Plainsboro  
Regional School District  
2007-2008 Budget  
First Draft Considerations**



**January 23, 2007**

West Windsor-Plainsboro Regional School District

# **2007-2008 Budget First Draft Considerations**

- **District-wide Considerations**
  - **Salaries/wages/stipends.**
  - **Growing enrollment.**
  - **Current legislative sessions/S1701**

West Windsor-Plainsboro Regional School District

# 2007-2008 Budget First Draft Considerations

- **High School North & High School South**

- Continued growth in enrollment.
- Additional Full-Time Equivalents.

Subject area teachers

2.6 FTE at North

0.4 FTE at South

West Windsor-Plainsboro Regional School District

# **2007-2008 Budget First Draft Considerations**

- **Community M.S. and Grover M.S.**
  - Under further review.
  
- **K-3 Elementary and 4-5 Schools**
  - Adjust within schools by grade.
  - Trim FTE where enrollment declines.

West Windsor-Plainsboro Regional School District

# 2007-2008 Budget First Draft Considerations

- **Special Services**
  - Realignment of services, instructional & administrative.
  - Holding tuition costs steady.
  - Maintains aides.
- **Athletics**
  - Maintain recent activity level.

West Windsor-Plainsboro Regional School District

# 2007-2008 Budget First Draft Considerations

- **Buildings and Grounds**
  - Impact of construction.
- **Transportation**
  - Build on the strong start in September 2006;  
impact of fuel costs and growing enrollment.
- **Technology**
  - Growing infrastructure demands.

West Windsor-Plainsboro Regional School District

# 2007-2008 Budget First Draft Considerations

- **Early Expectations**
  - Continued work on 2007-2008 budget.
  - Targeting an “average” budget increase.
  - Maintain capital outlay budget.
- **Additional Considerations**
  - Non-personnel costs to be held steady.
  - Health costs reflect move to SHBP.
  - Hold to the \$11,170,567 debt service promise.
  - Mercer Arts Charter approved.

# **2007-2008 Budget First Draft Considerations**

- Public Discussion
  - Each regular board meeting
  
- Public Hearing Date
  - March 27, 2007
  
- Budget Election Date
  - April 17, 2007

# **West Windsor-Plainsboro Regional School District 2007-2008 Budget**



**February 13, 2007**

West Windsor-Plainsboro Regional School District

# 2007-2008 Budget

- **District-wide Considerations**
  - **Salaries/wages/stipends/benefits.**
  - **Legislative Impact**
  - **Growing Enrollment.**
  - **Capital Outlay/Construction**

West Windsor-Plainsboro Regional School District

## 2007-2008 Budget

- **High Schools**
  - Add 3.0 FTEs with Increasing Enrollment.
- **Middle Schools**
  - Small Adjustments in FTEs.
- **Elementary Schools**
  - Small Adjustments & Trim Staff Where Enrollment Allows.

West Windsor-Plainsboro Regional School District

# 2007-2008 Budget

- **Special Services**
  - Extend Programs for Existing Students.
  - Solidify Supporting Program Changes
  
- **Athletics**
  - Status Quo in Programs.

West Windsor-Plainsboro Regional School District

# 2007-2008 Budget

- **Operations and Maintenance**
  - Adjust staffing with Referendum Program
  - Uncertain energy costs
  
- **Transportation**
  - Additional Routes
  - Higher Fuel Costs

West Windsor-Plainsboro Regional School District

# 2007-2008 Budget

- **Early Expectations**

- Continued Work on 2007-2008 Budget.
- Targeting a 4.3 to 4.5 % Increase Overall
- Submission to County Superintendent

- **Additional Considerations**

- Maintain Level of Capital Expenditure.

West Windsor-Plainsboro Regional School District

# General Expense(est)

	<u>2006-07</u>	<u>2007-08</u>
• Regular Instruction	\$44.8MM	\$46.8MM
• Co-Curricular/Athletics	2.3MM	2.4MM
• Special Services	20.2MM	21.2MM
• Student Support	5.6MM	6.0MM
• Improvement Instruction	2.9MM	3.0MM
• Administration	9.7MM	10.0MM
• Operations/Maint	11.6MM	12.0MM
• Transportation	7.8MM	8.2MM

West Windsor-Plainsboro Regional School District

# General Expense

- Employee Benefits

– 2007-08 Budget	\$23.5MM
– 2006-07 Budget	22.5MM
– 2005-06 Actual	19.1MM
– 2004-05 Actual	19.7MM
– 2003-04 Actual	16.1MM
– 2002-03 Actual	14.5MM
– 2001-02 Actual	12.6MM
– 2000-01 Actual	10.0MM

West Windsor-Plainsboro Regional School District

# Non-Operating Budget

- Capital Outlay \$1.5MM
- Adult School 0.0MM
- Special Revenue 1.9MM
- Debt Service 10.6MM

West Windsor-Plainsboro Regional School District

Tax Impact  
Equalized Valuation

	Plainsboro	West Windsor	Split %
• 2006	\$MM	\$MM	
• 2005	\$3,675MM	\$5,030MM	42.2/57.8
• 2004	\$3,341MM	\$4,412MM	43.1/56.9
• 2003	\$2,973MM	\$3,978MM	42.8/57.2
• 2002	2,366MM	3,651MM	39.3/60.7
• 2001	2,089MM	3,317MM	38.6/61.4
• 2000	1,783MM	2,869MM	38.3/61.7

West Windsor-Plainsboro Regional School District

Tax Levy

	Plainsboro	West Windsor
• 2006 e	\$	\$
• 2005	\$51,350,000	\$68,191,000
• 2004	47,086,000	66,932,000
• 2003	42,450,000	66,309,000
• 2002	39,651,000	63,323,000
• 2001	37,882,000	58,603,000

West Windsor-Plainsboro Regional School District

# Budget Process

- A year ago, BOE approval to go to County Superintendent on March 14, 2006
- 2007-08 County Superintendent approval at Meeting of March 13, 2007

# **West Windsor-Plainsboro Regional School District 2007-2008 Budget**



**February 27, 2007**

West Windsor-Plainsboro Regional School District

# Operating Budget

- 2007-08 \$133,184,296
- 2006-07 \$127,392,448
- 2005-06 \$121,405,186
- 2004-05 \$116,096,036
- 2003-04 \$111,095,707

4.6 % increase proposed

West Windsor-Plainsboro Regional School District

# Total Budget

- 2007-08 \$147,155,852  
\$147,655,852\*
- 2006-07 \$141,095,578  
\$141,580,578\*
- 2005-06 \$135,759,838  
\$136,243,776\*
- 2004-05 \$129,783,989
- 2003-04 \$124,277,972

4.3% increase/\*Cap Reserve

West Windsor-Plainsboro Regional School District

# General Expense

- Regular Instruction \$47.0MM, up 5.0%
- Co-Curricular/Athletics 2.4MM, up 3.8%
- Special Services 21.2MM, up 4.9%
- Student Support 6.0MM, up 6.2%
- Improvement Instruction 3.0MM, up 2.9%
- Administration 10.0MM, up 3.2%
- Operations/Maint 12.0MM, up 4.1%
- Transportation 8.2MM, up 4.8%

# General Expense

- Employee Benefits
  - 2007-08 Budget \$23.3MM
  - 2006-07 Budget 22.5MM
  - 2005-06 Actual 19.1MM
  - 2004-05 Actual 19.7MM
  - 2003-04 Actual 16.1MM
  - 2002-03 Actual 14.5MM
  - 2001-02 Actual 12.6MM
  - 2000-01 Actual 10.0MM

West Windsor-Plainsboro Regional School District

# Non-Operating Budget

- Capital Outlay \$1.5MM
- Adult School 0.0MM
- Special Revenue 1.9MM
- Debt Service 10.5MM

West Windsor-Plainsboro Regional School District

# 2007-2008 Budget

- **District-wide Considerations**
  - Salaries/wages/stipends/benefits.
  - Legislative Impact
  - Growing Enrollment.
  - Capital Outlay/Construction

West Windsor-Plainsboro Regional School District

# 2007-2008 Budget

- **High Schools**

- 2.6 Additional Full-Time Equivalents at North.

- 0.4 Additional Full-Time Equivalents at South.

West Windsor-Plainsboro Regional School District

## **2007-2008 Budget**

- **Middle Schools**

- Small Adjustments in FTEs.

- **Elementary Schools**

- Small Adjustments & Trim Staff Where Enrollment Allows.

West Windsor-Plainsboro Regional School District

# 2007-2008 Budget

- **Special Services**
  - Extend Programs for Existing Students.
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West Windsor-Plainsboro Regional School District

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- **Operations and Maintenance**
  - Adjust staffing with Referendum Program
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- **Transportation**
  - Additional Routes
  - Higher Fuel Costs

West Windsor-Plainsboro Regional School District

# 2007-2008 Budget

- **Early Expectations**
  - Continued Work on 2007-2008 Budget.
  - A 4.6% Increase in Operating Budget & 4.3% Overall Increase
  - Submission to County Superintendent
- **Additional Considerations**
  - Maintain Level of Capital Expenditure.

West Windsor-Plainsboro Regional School District

Tax Impact  
Equalized Valuation

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• 2006	\$ MM	\$ MM	
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West Windsor-Plainsboro Regional School District

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West Windsor-Plainsboro Regional School District

# Budget Process

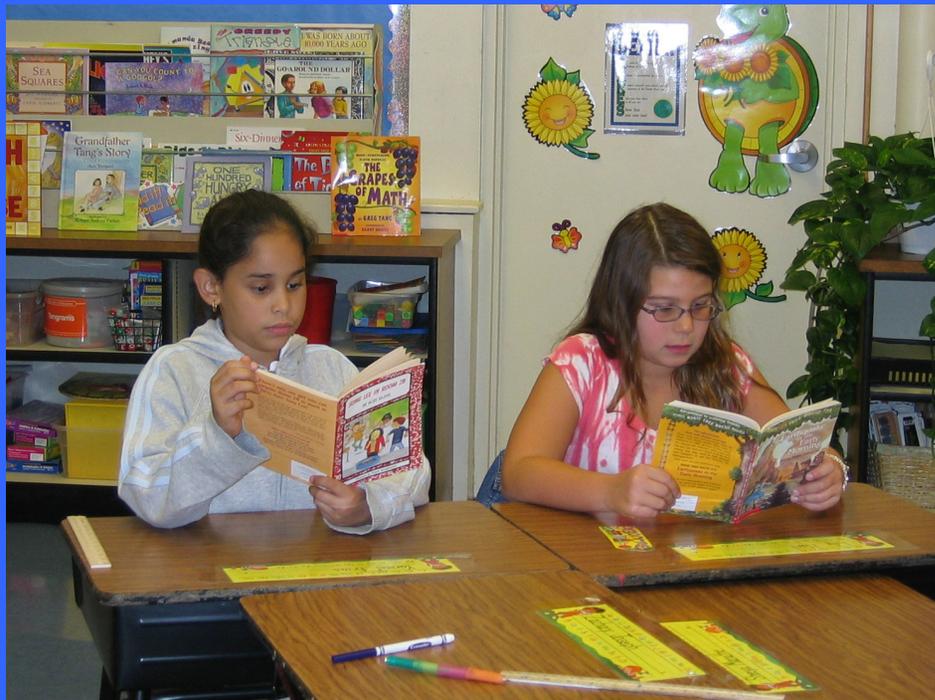
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**2007-2008**

# **K-5 Staffing Discussion**

# K-3/4-5 Elementary Schools



# K-3/4-5 Elementary Schools

- NJ ASK (Assessment of Skills and Knowledge) scores at or above the district factor group mean for proficient and advanced proficient.
- All elementary schools made Adequate Yearly Progress (AYP) for all disaggregated groups.
- Teachers and administrators work collaboratively on curriculum and professional development.



# MAURICE HAWK



## ◆ Current Enrollment (February 28, 2007)

<i>Grades:</i>	<i>Pupil Count</i>				<i>Total</i>		<i>Average</i>
	<i>WW</i>	<i>P</i>	<i>O-D</i>		<i>Pupils:</i>	<i>Sections:</i>	<i>Class Size</i>
<i>Kdg</i>	178	1	0		179	9	20
<i>Gr. 1</i>	213	2	0		215	10	22
<i>Gr. 2</i>	204	1	0		205	10	21
<i>Gr. 3</i>	185	0	0		185	10	19
<i>Total:</i>	780	4	0		784		

<i>Special Progs</i>	<i>All Pupils</i>	<i>H'Room Size</i>
0	179	19.9
6	221	22.1
9	214	21.4
5	190	19
	804	

## ◆ History and Projections

<i>School Year</i>	<i>Actual</i>	
	<i>2005-2006</i>	<i>2006-2007</i>
Total Enrollment	802	804

<i>Finance Committee Projections</i>	
<i>2007-2008</i>	<i>2008-2009</i>
823	824



# MAURICE HAWK



## ◆ 2007 – 2008 Principal's Hunch

<i>Grades:</i>	<i>Pupil Count</i>			<i>Total Pupils:</i>	<i>Sections:</i>	<i>Average Class Size</i>
	<i>WW</i>	<i>P</i>	<i>O-D</i>			
<i>Kdg</i>	182			182	9	20.2
<i>Gr. 1</i>	199			201	10	20.1
<i>Gr. 2</i>	217			225	10	22.5
<i>Gr. 3</i>	210			219	10	21.9
<i>Total:</i>	808			827		

<i>Special Progs</i>	<i>All Pupils</i>	<i>H'Room Size</i>
0	182	20.2
4	205 *	20.5
0	225	22.5
0	219	21.9
	829	

\* Includes six students from Wicoff K LLD program.



# TOWN CENTER



## ◆ Current Enrollment (February 28, 2007)

<i>Grades:</i>	<i>Pupil Count</i>			<i>Total Pupils:</i>	<i>Sections:</i>	<i>Average Class Size</i>
	<i>WW</i>	<i>P</i>	<i>O-D</i>			
<i>Kdg</i>	0	154	0	154	8	19.3
<i>Gr. 1</i>	1	177	0	178	9	19.8
<i>Gr. 2</i>	0	186	0	186	9	20.7
<i>Gr. 3</i>	0	163	0	163	9	18.1
<i>Total:</i>	1	680		681		

<i>Special Progs</i>	<i>All Pupils</i>	<i>H'Room Size</i>
0	154	19.3
2	180	20.0
8	194	21.6
9	172	19.1
	700	

## ◆ History and Projections

<i>School Year</i>	<i>Actual</i>	
	<i>2005-2006</i>	<i>2006-2007</i>
<b>Total Enrollment</b>	717	700

<i>Finance Committee Projections</i>	
<i>2007-2008</i>	<i>2008-2009</i>
693	677



# TOWN CENTER



## ◆ 2007 – 2008 Principal's Hunch

<i>Grades:</i>	<i>Pupil Count</i>			<i>Total Pupils:</i>	<i>Sections:</i>	<i>Average Class Size</i>
	<i>WW</i>	<i>P</i>	<i>O-D</i>			
<i>Kdg</i>		142		144▲	8	18.0
<i>Gr. 1</i>		168		170*	9	18.9
<i>Gr. 2</i>		174		182	9	20.2
<i>Gr. 3</i>		184		194	9	21.6
<i>Total:</i>		668		690		

<i>Special Progs</i>	<i>All Pupils</i>	<i>H'Room Size</i>
0	144	18.0
0	170	18.9
0	182	20.2
0	194	21.6
	690	
5	695	

Self-contained multiply disabled class.

\* Includes two students from Wicoff K LLD program.

▲ Includes four students from integrated pre-school.



# WICOFF



## ◆ Current Enrollment (February 28, 2007)

<i>Grades:</i>	<i>Pupil Count</i>				<i>Total</i>		<i>Average Class Size</i>
	<i>WW</i>	<i>P</i>	<i>O-D</i>		<i>Pupils:</i>	<i>Sections:</i>	
<i>Kdg</i>	0	81	0		81	4	20
<i>Gr. 1</i>	1	93	0		94	4	24
<i>Gr. 2</i>	2	92	0		94	4	24
<i>Gr. 3</i>	0	91	0		91	5	18
<i>Total:</i>	3	357	0		360		

<i>Special Progs</i>	<i>All Pupils</i>	<i>H'Room Size</i>
13	94	23.5
1	95	23.8
3	97	19.4
2	93	18.6
	379	

## ◆ History and Projections

<i>School Year</i>	<i>Actual</i>	
	<i>2005-2006</i>	<i>2006-2007</i>
<b>Total Enrollment</b>	362	409

<i>Finance Committee Projections</i>	
<i>2007-2008</i>	<i>2008-2009</i>
372	369



# WICOFF



## ◆ 2007 – 2008 Principal's Hunch

<i>Grades:</i>	<i>Pupil Count</i>			<i>Total Pupils:</i>	<i>Sections:</i>	<i>Average Class Size</i>
	<i>WW</i>	<i>P</i>	<i>O-D</i>			
<i>Kdg</i>		70		70	4	17.5
<i>Gr. 1</i>		79		81 *	4	20.3
<i>Gr. 2</i>		104		105	5	21.0
<i>Gr. 3</i>		104		107	5	21.4
<i>Total:</i>		357		363		

<i>Special Progs</i>	<i>All Pupils</i>	<i>H'Room Size</i>
13	83	20.8
0	81	20.3
0	105	21.0
0	107	21.4
	376	
32	408	

<i>Classes</i>	<i>Program</i>	<i>Students</i>
2	Pre-School	32



\* Includes two students from Wicoff K LLD program.

# DUTCH NECK

## ◆ *Current Enrollment (February 28, 2007)*

<i>Grades:</i>	<i>Pupil Count</i>				<i>Total</i>		<i>Average</i>
	<i>WW</i>	<i>P</i>	<i>O-D</i>		<i>Pupils:</i>	<i>Sections:</i>	
<i>Kdg</i>	147	0	0		147	8	18.4
<i>Gr. 1</i>	170	0	0		170	8	21.3
<i>Gr. 2</i>	170	1			171	8	21.4
<i>Gr. 3</i>	218	0			218	10	21.8
<i>Total:</i>	705	1	0		706		

<i>Special Progs</i>	<i>All Pupils</i>	<i>H'Room Size</i>
0	147	18.4
0	170	21.3
0	171	21.4
0	218	21.8
	706	

## ◆ *History and Projections*

<i>School Year</i>	<i>Actual</i>	
	<i>2005-2006</i>	<i>2006-2007</i>
<b>Total Enrollment</b>	677	706

<i>Finance Committee Projections</i>	
<i>2007-2008</i>	<i>2008-2009</i>
671	699



# DUTCH NECK



## ◆ 2007 – 2008 Principal's Hunch

<i>Grades:</i>	<i>Pupil Count</i>				<i>Total</i>		<i>Average Class Size</i>
	<i>WW</i>	<i>P</i>	<i>O-D</i>		<i>Pupils:</i>	<i>Sections:</i>	
<i>Kdg</i>	148				148	8	18.5
<i>Gr. 1</i>	188				188 *	10	18.8
<i>Gr. 2</i>	180				180	9	20.0
<i>Gr. 3</i>	180				180	8	22.5
<i>Total:</i>	696				696		

<i>Special Progs</i>	<i>All Pupils</i>	<i>H'Room Size</i>
0	148	18.5
0	188	18.8
0	180	20.0
0	180	22.5
0	696	
32	728	

<i>Classes</i>	<i>Programs</i>	<i>Students</i>
2	Pre-School	32



\* Includes three students from Wicoff K LLD program.

# MILLSTONE RIVER



## ◆ Current Enrollment (February 28, 2007)

<i>Grades:</i>	<i>Pupil Count</i>				<i>Total</i>		<i>Average</i> <i>Class Size</i>
	<i>WW</i>	<i>P</i>	<i>O-D</i>		<i>Pupils:</i>	<i>Sections:</i>	
<i>Gr 4</i>	78	335	0		413	17	24.3
<i>Gr.5</i>	95	287	0		382	17	22.5
<i>Total:</i>	173	622			795		

<i>Special Progs</i>	<i>All Pupils</i>	<i>H'Room Size</i>
25	438	25.8
29	411	24.2
	849	

## ◆ History and Projections

<i>School Year</i>	<i>Actual</i>		<i>Finance Committee Projections</i>	
	<i>2005-2006</i>	<i>2006-2007</i>	<i>2007-2008</i>	<i>2008-2009</i>
<b>Total Enrollment</b>	826	871	798	730

# MILLSTONE RIVER

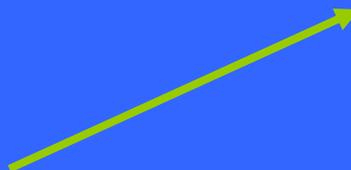


## ◆ 2007 – 2008 Principal's Hunch

<i>Grades:</i>	<i>Pupil Count</i>			<i>Total Pupils:</i>	<i>Sections:</i>	<i>Average Class Size</i>
	<i>WW</i>	<i>P</i>	<i>O-D</i>			
<i>Gr 4</i>		350		330	16	20.6
<i>Gr.5</i>		450		416	18	23.1
<i>Total:</i>		800		746		

<i>Special Progs</i>	<i>All Pupils</i>	<i>H'Room Size</i>
20	350	21.9
34	450	25.0
	800	
37	837	

<i>Classrooms</i>	<i>Program</i>	<i>Students</i>
1	MD	5
2	Autistic	10
	Pre-School	22





# VILLAGE SCHOOL



## ◆ Current Enrollment (February 28, 2007)

<i>Grades:</i>	<i>Pupil Count</i>				<i>Total Pupils:</i>	<i>Sections:</i>	<i>Average Class Size</i>
	<i>WW</i>	<i>P</i>	<i>O-D</i>				
<i>Gr 4</i>	338	0	0		338	14	24
<i>Gr.5</i>	347	0	0		347	14	25
<i>Total:</i>	685	0	0		685		

<i>Special Progs</i>	<i>All Pupils</i>	<i>H'Room Size</i>
6	344	24.6
12	359	25.6
	703	

## ◆ History and Projections

<i>School Year</i>	<i>Actual</i>	
	<i>2005-2006</i>	<i>2006-2007</i>
<b>Total Enrollment</b>	676	703

<i>Finance Committee Projections</i>	
<i>2007-2008</i>	<i>2008-2009</i>
689	682



# VILLAGE SCHOOL

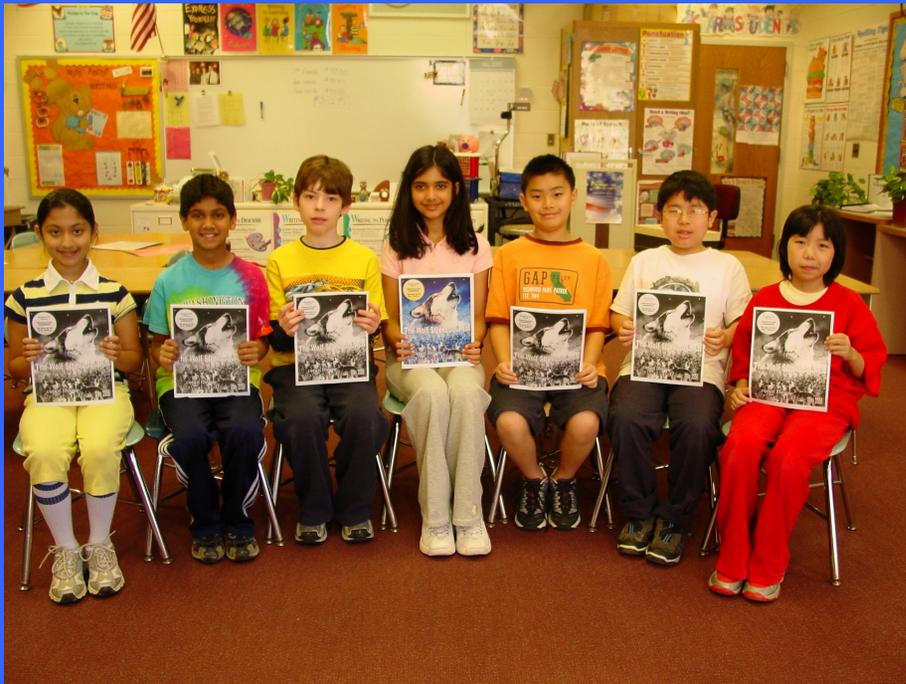


## ◆ 2007 – 2008 Principal's Hunch

<i>Grades:</i>	<i>Pupil Count</i>			<i>Total Pupils:</i>	<i>Sections:</i>	<i>Average Class Size</i>
	<i>WW</i>	<i>P</i>	<i>O-D</i>			
<i>Gr 4</i>		342		342	14	24.4
<i>Gr.5</i>		346		346	14	24.7
<i>Total:</i>		688		688		

<i>Special Progs</i>	<i>All Pupils</i>	<i>H'Room Size</i>
6	348	24.9
6	352	25.1
	700	

# K-3/4-5 Elementary Schools



# West Windsor-Plainsboro Regional School District



# West Windsor-Plainsboro Regional School District



# West Windsor-Plainsboro Regional School District

## ***2007-2008 Budget Discussion***

- ***Community Middle School***

- ***Grover Middle School***

# West Windsor-Plainsboro Regional School District

## ***GEPA***

The state Grade Eight Proficiency Assessment (GEPA) focuses on knowledge and skills needed for future success in high school and beyond.

Results: 98 % passed in Language Arts Literacy; 96.3 % passed in Mathematics; and 99 % passed in Science.

# West Windsor-Plainsboro Regional School District

## ***NJASK7***

Administered to Grade 7 students, the New Jersey Assessment of Skills and Knowledge measures the ability and progress of students in mastering the knowledge and skills defined by the New Jersey Core Curriculum Content Standards. Results: 98.7 % passed in Language Arts, and 93.8 % passed in Mathematics.

# West Windsor-Plainsboro Regional School District

## ***NJASK6***

Administered to Grade 6 students, the New Jersey Assessment of Skills and Knowledge measures the ability and progress of students in mastering the knowledge and skills defined by the New Jersey Core Curriculum Content Standards. Results: 97.5 % passed in Language Arts, and 96.5% passed in Mathematics.

# West Windsor-Plainsboro Regional School District

## COMMUNITY MIDDLE SCHOOL STUDENT ENROLLMENT

2006-2007: 1168    2005-2006: 1121

**Grade 6: 384**

**Grade 7: 401**

**Grade 8: 383**

# West Windsor-Plainsboro Regional School District

## GROVER MIDDLE SCHOOL STUDENT ENROLLMENT

2006-2007: 1184 2005-2006: 1182

**Grade 6: 386**

**Grade 7: 400**

**Grade 8: 398**

# West Windsor-Plainsboro Regional School District

## ● ENROLLMENT PROJECTIONS

**Community Middle School**

2007-2008: 1182

**Grover Middle School**

2007-2008: 1183

# West Windsor-Plainsboro Regional School District

## ● CLASS SIZES

### Community M.S.

2004-2005: 18.0

2005-2006: 17.8

2006-1007:

### Grover M.S.

2004-2005: 21.0

2005-2006: 21.5

2006-2007:

# West Windsor-Plainsboro Regional School District

## ● CURRENT STAFF

Community M.S.

159.07

94.59 (Teachers)

Grover M.S.

156.30

95.90 (Teachers)

# West Windsor-Plainsboro Regional School District

## ● PROPOSED STAFFING NEEDS

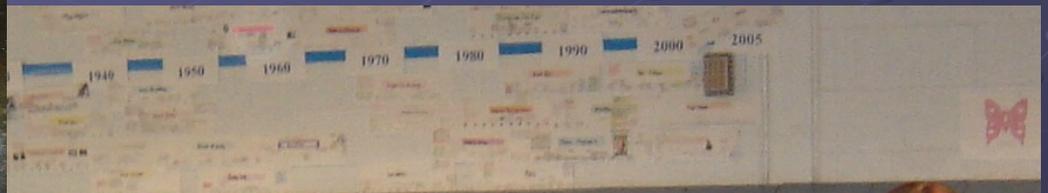
COMMUNITY MIDDLE SCHOOL

ADDITIONAL 0.8 FTE

GROVER MIDDLE SCHOOL

ADDITIONAL 0 FTE

# West Windsor-Plainsboro Regional School District



# West Windsor-Plainsboro Regional School District



# West Windsor-Plainsboro Regional School District



# West Windsor-Plainsboro Regional School District

## ***2007-2008 Budget Discussion***



***•High School North***

***•High School South***

# West Windsor-Plainsboro Regional School District

## ✦ HIGH SCHOOL ACCOMPLISHMENTS

95 percent attend college.

SAT Scores:

– WW-P: 578/612/576  
(Critical Reading/Math/Verbal)

– New Jersey: 496/515/496

– Nation: 503/518/497

Percentage taking SAT: 99 percent

# West Windsor-Plainsboro Regional School District

## ◆ HIGH SCHOOL ACCOMPLISHMENTS

- According to *New Jersey Monthly*, HSN is the considered the top high school in the state and HSS is the fifth best in New Jersey.
- Class of 2006: 72 Bloustein Distinguished Scholars.
- Class of 2007: 42 National Merit Semifinalists; 77 National Merit Letters of Commendation; and 3 National Achievement Scholars.

# West Windsor-Plainsboro Regional School District

## HIGH SCHOOL NORTH STUDENT ENROLLMENT

2006-2007: 1441      2005-2006: 1406



**Grade 8: 380 (CMS)**

**Grade 9: 393**

**Grade 10: 376**

**Grade 11: 331**

**Grade 12: 341**

# West Windsor-Plainsboro Regional School District

## HIGH SCHOOL SOUTH STUDENT ENROLLMENT

2006-2007: 1620    2005-2006: 1602

**Grade 8: 399 (GMS)**

**Grade 9: 398**

**Grade 10: 412**

**Grade 11: 409**

**Grade 12: 401**



# West Windsor-Plainsboro Regional School District

## ◆ ENROLLMENT PROJECTIONS

**High School North**

2007-2008: 1511

**High School South**

2007-2008: 1615



# West Windsor-Plainsboro Regional School District

## ◆ CLASS SIZES (by Language Arts classes)

### High School North

2004-2005: 21

2005-2006: 20.6

2006-2007: 21.0

### High School South

2004-2005: 22

2005-2006: 21.2

2006-2007: 21.0



# West Windsor-Plainsboro Regional School District

## ✦ CURRENT STAFF

High School North

186.39

89.00 (Teachers)

High School South

172.09

106.12 (Teachers)

(including 4.62 ESL)

# West Windsor-Plainsboro Regional School District

## ✦ PROPOSED STAFFING NEEDS

HIGH SCHOOL NORTH

ADDITIONAL 2.6 FTE

HIGH SCHOOL SOUTH

ADDITIONAL 0.4 FTE



# West Windsor-Plainsboro Regional School District



## WHERE TO VOTE: Polls are open from 7 a.m. to 9 p.m.

### WEST WINDSOR

- Polling District No. 1** Polling place at Grover Middle School, 10 Southfield Road, Princeton Junction, New Jersey, in the School District for legal voters residing within Mercer General District No(s) 1 and 11.
- Polling District No. 2** Polling place at Village School, 601 New Village Road, Princeton Junction, New Jersey, in the School District for legal voters residing within Mercer General District No(s) 6, 8, 12, 13, 15, and 16.
- Polling District No. 3** Polling place at Maurice Hawk Elementary School, 303-305 Clarksville Road, Princeton Junction, New Jersey, in the School District for legal voters residing within Mercer General District No(s) 2, 4, 5, 7, and 10..
- Polling District No. 4** Polling place at Grover Middle School, 10 Southfield Road, Princeton Junction, New Jersey, in the School District for legal voters residing within Mercer General District No(s) 3, 9, and 14.

### PLAINSBORO

- Polling District No. 5-8** Polling place at the Plainsboro Municipal Building for legal voters residing within Middlesex General District No(s) 1-12.



## Annual School Election

APRIL 17, 2007

Polls are open from 7 a.m. to 9 p.m.

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REGIONAL SCHOOL DISTRICT  
P.O. Box 505  
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Princeton Junction NJ 08550  
www.ww-p.org

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Stan Katz  
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Larry Shanok  
Assistant Superintendent, Finance/Board Secretary  
Victoria Kniewel, EdD  
Assistant Superintendent, Curriculum & Instruction  
Thomas A. Smith, EdD  
Assistant Superintendent, Pupil Services/Planning  
Alicia Boyko  
Director, Human Resources  
Russell Schumacher  
Special Assistant for Labor Relations  
Gerri Hutner  
Director, Communications

\*\*\*ECRWSS\*\*\*  
RESIDENT CUSTOMER  
(Deliver to Residences Only)

**DATED MATERIAL**

# Budget Bulletin

## District School Board Election

Residents of Plainsboro and West Windsor Townships will choose three Board members on April 17, 2007. On the nine-member School Board, five seats are designated for West Windsor residents and four seats are designated for Plainsboro residents. All seats are for three-year terms. In this election year, one seat is open in Plainsboro Township and two seats are available in West Windsor Township. In Plainsboro Township, incumbent Ellen Walsh is running for the open seat and in West Windsor Township, Brett Boal, Jay Bryant, Michael Donnelly, Robert Johnson (incumbent), and Hemant Marathe (incumbent) are running for the two available positions.

### Special Question

The special question asks residents to reconsider the way the townships allocate school taxes. The proposal is to allocate taxes on a per-pupil basis, which would have each township pay its share for the exact number of students living in each township. The proposal has the support of township officials, and will lessen the yearly tax fluctuation in each township. If approved, the allocation method would begin with the 2008-2009 school year.

### What Changes Are in the Budget?

- Three additional high school teaching positions due to growing enrollment.
- Additional teaching allocations for middle school due to increased enrollment.
- Expanded pre-K classes; these will be integrated pre-school programs for special needs students and general education students for 3 and 4 year olds.
- Funding for a variety of district-wide capital projects.
- Maintenance of all athletic programs and co-curricular activities.
- Increases in contractual salary costs, energy, and utilities.
- Increased transportation costs for increasing enrollment and higher fuel costs.
- Moderate 4.3 percent increase over last year's budget.

## Budget FAQs

### Q: Why do I pay for the schools?

Funding for public schools in New Jersey comes from property taxes and government aid to education. Government aid offers a very small percentage of the overall budget and most of the funding comes from local property taxes.

### Q: Do we receive state aid?

WW-P receives state aid for special education and transportation needs, and a small amount of state aid for regular education. It appears that state aid for the 2007-2008 budget year will increase by 3 percent. This funding will be used to offset the tax burden to residents.

### Q: How do you prepare the budget?

When preparing a budget, we focus attention on the achievement of students and academic rigor. We want to ensure that we maintain a quality of services and efficiency of services, and we anticipate those factors that are normally part of the budget: salary, benefits, transportation, energy, and the staff and supplies needed to run a school district.

### Q: Will we have more students next year?

Next year, we anticipate an increase in student enrollment. We have planned for this and have kept class size and teacher: student ratios stable.

### Q: Will we increase the number of staff?

We have reviewed student enrollment at all levels. At the high school level, enrollment has increased and we are adding three full-time teachers. We are also adding one middle school teacher due to increasing enrollment.

### Q: In addition to new students and staff, why is the budget increasing?

Increases in the upcoming budget reflect contractual salary adjustments, transportation costs, and state-mandated special education programs. In addition, we have allocated monies for capital projects.

### Q: How do you contain costs?

The administration has worked hard to lessen and control costs. To achieve cost containment, the administration reviews all cost areas to tighten spending. Staffing in support of teaching and administration drives the majority of the budget and it is our responsibility to review enrollment figures and the accompanying need for staff to ensure that we budget properly. Also, we have expanded the integrated pre-school program, which will allow students who would attend an out-of-district program to stay in WW-P; by keeping students in the district, we save the high cost of tuition and transportation.



# Budget Bulletin

West Windsor-Plainsboro Regional School District

## District Snapshot

### GRADUATES GOING TO COLLEGE

95 percent

### STUDENTS TAKING THE SAT I

99 percent

### SAT I RESULTS

#### (Critical Reading/Math/Writing)

District: 578/612/576

State: 496/515/496

National: 503/518/497

### AP TESTS

89 percent had Grades of 3 or higher, with 611 students taking 1,265 exams.

### NATIONAL MERIT SCHOLARS

Semifinalists: 42

Letters of Commendation: 77

National Achievement Scholars: 3

Class of 2006 Bloustein Distinguished Scholars: 72

### HSPA

The state High School Proficiency Assessment measures the reading, writing, and mathematical skills that high school graduates need to function politically, economically, and socially. Results: 99.5% passed in Language Arts Literacy and 98.7% passed in Mathematics.

### GEPA

The state Grade Eight Proficiency Assessment focuses on knowledge and skills needed for future success in high school and beyond. Results: 98% passed in Language Arts Literacy; 96.3% passed in Mathematics; and 99% passed in Science.

### NJASK7

Administered to Grade 7 students, the New Jersey Assessment of Skills and Knowledge measures the ability and progress of students in mastering the knowledge and skills defined by the New Jersey Core Curriculum Content Standards. Results: 98.7% passed in Language Arts, and 93.8% passed in Mathematics.

### NJASK6

Administered to Grade 6 students, the New Jersey Assessment of Skills and Knowledge measures the ability and progress of students in mastering the knowledge and skills defined by the New Jersey Core Curriculum Content Standards. Results: 97.5% passed in Language Arts, and 96.5% passed in Mathematics.

### NJASK5

Administered to Grade 5 students, the New Jersey Assessment of Skills and Knowledge measures the ability and progress of students in mastering the knowledge and skills defined by the New Jersey Core Curriculum Content Standards. Results: 98.5% passed in Language Arts, and 96.4% passed in Mathematics.

### NJASK4

Administered to Grade 4 students, the New Jersey Assessment of Skills and Knowledge measures the ability and progress of students in mastering the knowledge and skills defined by the New Jersey Core Curriculum Content Standards. Results: 96.2% passed in Language Arts, 96.0% passed in Mathematics, and 97.1% passed in Science.

### NJASK3

Administered to Grade 3 students, the New Jersey Assessment of Skills and Knowledge measures the ability and progress of students in mastering the knowledge and skills defined by the New Jersey Core Curriculum Content Standards. Results: 97.8% passed in Language Arts and 98.7% passed in Mathematics.



## Budget Message to the Community

Community values are the guiding principles embedded in the educational program of the West Windsor-Plainsboro Regional School District. The importance we all place on education is the groundwork upon which the Board of Education builds a budget to support the programs, activities, and professional development of the school system.

The Board of Education is keenly aware of the economic realities surrounding budget preparation. Yet, it is our duty to present to the voters a reasonable budget that allows for an efficient and valuable educational experience for all of our students. The process of building a budget begins in the fall of each school year. Budget managers – those individuals responsible for specific areas within the budget – review past expenses and prepare estimates for continuing programs with new initiatives, and propose cost-saving measures. This information is reviewed by the superintendent and his administrative team, and the Board of Education evaluates all the proposals at its public meetings.

For the 2007-2008 proposed budget, we are adding teaching positions due to increased student enrollment. We

anticipate increasing teaching positions by three at the high school level and one at the middle school level. We also are proud to announce that there will be no program reductions or cuts in athletics or co-curricular activities. The Board of Education believes that our students are enriched by this array of athletic teams and co-curricular clubs and activities throughout each school year.

Also, we are expanding the pre-school program, which was started last year. Currently, we have two integrated pre-school classes for special needs students and regular education students; through tuition monies, we are able to support the new programs that allow special needs students to remain in their home district. We offer an excellent program and contain costs, especially for transportation.

In addition to our planning, we have been informed that the state is increasing our state aid portion of the budget. This additional 3 percent will help alleviate the burden to taxpayers.

The budget that goes before the voters on April 17, 2007, is requesting your approval for a moderate 4.3 percent increase from the current school budget. The budget totals \$147,155,853. Increases can be found in our general expenses for regular instruction, improvement of instruction, co-curricular and athletics activities, and student support. In addition, there is funding for capital projects. For 2007-2008, we face increasing costs in a number of areas: transportation, fuel, and Special Education along with increases in our negotiated staff contracts.

The Board of Education of the West Windsor-Plainsboro Regional School District appreciates your continued interest in our excellent school system and it is our joint responsibility to ensure a continued high quality of education.

The school election and budget vote takes place on Tuesday, April 17, 2007, and polls are open from 7:00 a.m. until 9:00 p.m. Please mark your calendar for this important vote.

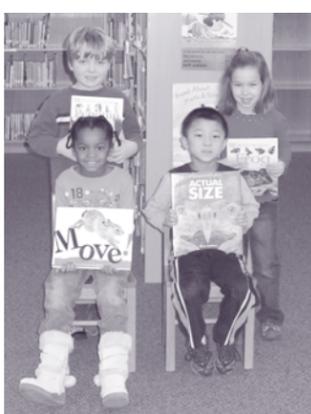


## Don't Forget To Vote on the Special Question

There is a special question on the ballot for this election, which has the potential to change the method of allocating school taxes for our regional school district. This question, which has no effect on the first question regarding approval of the 2007-2008 proposed budget, must be approved by voters in both townships.

In October 2005, the school district and township officials met with executives of Mercer County to begin the conversation about changing the method used for the allocation of taxes. Since that time, the Board of Education has discussed this issue with Town Council and Township Committee members, and all parties agreed to move the discussion to the ballot.

Currently, the two townships allocate taxes based upon equalized valuations of properties in the two municipalities. Every year, the state of New Jersey estimates the total market value of properties in each municipality. This



information is known as the "equalized valuation." Equalized valuations are based on a long-established process of actual sale prices, and are recomputed annually. In essence, this complex formula for a regionalized school district is based upon property assessment and tax ratios.



The special question on the ballot is asking residents to reconsider the way the townships currently allocate school taxes. The proposal is to allocate taxes on a per-pupil basis, which would have each township pay its share for the exact number of students living in each township. The proposal has the support of township officials, and will lessen the yearly tax fluctuation in each township. If approved, the allocation method would begin with the 2008-2009 school year.

As a school district that crosses county lines, we work with Mercer County and Middlesex County, and the financial support of the schools comes from both Plainsboro Township and West Windsor Township. To change the method of appropriating taxes (from the current system to a per-pupil basis), please vote on the special question. The school election and budget vote takes place on Tuesday, April 17, 2007, and polls are open from 7:00 a.m. until 9:00 p.m.

## WHERE THE CLASS OF 2006 ATTENDS COLLEGE

College Choices (Number attending is based upon where final transcript was mailed.)



Albert List College of Jewish Studies (1)  
American Intercontinental University South Florida (1)  
American University (7)  
Arcadia University (1)  
Arizona State University (3)  
Art Institute of Philadelphia (1)  
Auburn University (1)  
Babson College (1)  
Bard College (1)  
Bentley College (1)  
Berkeley College of NJ (1)  
Binghamton University (2)  
Bloomfield College (1)  
Boston College (2)  
Boston University (12)  
Brandeis University (2)  
Brigham Young University (1)  
Brookdale Community College (2)  
Brown University (1)  
Bryn Mawr College (1)  
Burlington County College (1)  
Cabrini College (2)  
California Institute of Technology (2)  
Carnegie Mellon (7)  
Case Western Reserve (2)  
Catholic University (2)  
Centenary College (3)  
Central Pennsylvania College (1)  
Clarkson University (1)  
Clemson University (1)  
Colburn School of Performing Arts (1)  
Colgate University (6)  
College of William and Mary (1)  
Colorado State University (1)  
Columbia University (1)  
Connecticut College (1)  
Cooper Union (2)  
Cornell University (6)  
Crown College (1)  
Culinary Institute of America (2)  
Dartmouth College (8)  
Delaware County Community College (1)  
Delaware Valley College (1)  
DePauw University (1)  
DeSales University (1)  
Dickinson College (1)  
Drew University (3)  
Drexel University (148)  
Duke University (3)  
Duquesne University (1)  
East Carolina University (1)  
Elizabethtown College (1)  
Elon University (2)



Georgia Institute of Technology (3)  
Gettysburg College (3)  
Grove City College (1)  
Guilford College (1)  
Hamilton College (1)  
Hampton University (1)  
Hartwick College (1)  
Harvard University (2)  
Haverford College (1)  
Hobart & William Smith Colleges (1)  
Hofstra University (3)  
Immaculata University (1)  
Indiana University (3)  
Iona College (1)  
Ithaca College (1)  
James Madison University (2)  
John Jay College (1)  
Johns Hopkins University (4)  
Johnson & Wales (6)  
Johnson State College (1)  
Julliard School (1)  
Katherine Gibbs (1)  
Kean University (1)  
King's College (1)  
Lafayette College (2)  
LaSalle University (2)  
Lebanon Valley College (1)  
Lehigh University (9)  
Lock Haven University (1)  
Long Island University (1)  
Loyola College (2)  
Manatee Community College (1)  
Manhattan College (5)  
Manipal Academy (1)  
Marist College (1)  
Martha Graham School of Contemporary Dance (1)  
Maryland Institute College of Art (2)  
Marymount Manhattan College (1)  
Massachusetts Inst. of Technology (1)  
McGill University (2)  
Mercer County Community College (57)  
Miami University (1)  
Michigan State University (1)  
Middlesex County Community College (8)  
Monmouth University (2)  
Montclair State University (5)  
Mount Holyoke College (1)  
Mount Saint Mary's University (1)  
Mountain State University (3)  
Muhlenberg College (4)  
New England College (1)  
New York University (13)  
Niagara University (1)  
Northeastern University (7)  
Northwestern University (1)  
Notre Dame (1)  
NJ Institute of Technology (2)  
Ohio State University (1)  
Ohio University (1)  
Parsons School of Design (1)  
Penn State-Abington (1)  
Penn State-Altoona (5)  
Penn State-Berks College (1)  
Penn State-University Park (17)  
Princeton University (11)  
Purdue University (2)  
Queen's University-Kingston (1)  
Quinnipiac University (1)  
Ramapo College (1)  
Rensselaer Polytechnic (1)  
Rhode Island School of Design (2)  
Rider University (13)  
Rochester Inst. of Technology (2)  
Rowan University (4)  
Rutgers-Camden (1)  
Rutgers-New Brunswick (92)  
Rutgers-Newark (1)

Saint Joseph's University (8)  
Saint Petersburg College (2)  
Salisbury University (6)  
Savannah College of Art & Design (2)  
Schenectady County Community College (1)  
School of the Museum of Fine Arts (1)  
School of Visual Arts (2)  
Seton Hall University (1)  
Siena College (1)  
Simmons College (1)  
Smith College (1)  
St. John's College (1)  
St. John's University (2)  
St. Olaf College (1)  
Stanford University (2)  
Stevens Inst. of Technology (3)  
Stony Brook University (1)  
SUNY-Albany (1)  
Susquehanna University (1)  
Syracuse University (6)  
Tarrant County Junior College (1)  
Temple University (4)  
The College of New Jersey (13)  
Towson University (2)  
Tufts University (2)



Tulane University (2)  
University of California-Berkeley (1)  
University of California-LA (1)  
University of Central Florida (1)  
University of Chicago (1)  
University of Connecticut (3)  
University of Delaware (7)  
University of Florida (1)  
University of Hartford (1)  
University of Illinois-Urbana-Champaign (7)  
University of Maryland-College Park (12)  
University of Massachusetts-Amherst (1)  
University of Miami (4)  
University of Michigan (3)  
University of New Hampshire (1)  
University of New Hampshire-Manchester (1)  
University of NC-Charlotte (2)  
University of Pennsylvania (4)  
University of Pittsburgh (5)  
University of Richmond (2)  
University of Rochester (1)  
University of San Diego (1)  
University of San Francisco (1)  
University of the Sciences (2)  
University of Scranton (2)  
University of South Carolina (3)  
University of South Florida (2)  
University of Southern California (1)  
University of Tampa (1)  
University of Vermont (3)  
University of Virginia (1)  
University of Wisconsin (3)  
Ursinus College (1)  
U.S. Military Academy (1)  
Villa Julie College (1)  
Villanova University (9)  
Wake Forest University (5)  
Warren Wilson College (1)  
Washington & Lee (1)  
Washington College (1)  
Washington University-St. Louis (3)  
Wellesley College (2)  
West Chester University (4)  
Westfield State College (1)  
Westminster Choir College of Rider University (2)  
Westminster College (2)  
Wheaton College (1)  
Widener University (3)  
Worcester Polytechnic Institute (1)  
Yale University (1)

## Tax Impact in Plainsboro & West Windsor Townships

School taxes for Plainsboro and West Windsor are distributed between the townships in proportion to the total market value of their taxable properties. For the 2007-2008 school year, the state estimates that the share of the total taxable property value for Plainsboro will be 40.54 percent and total taxable property value for West Windsor will be 59.46 percent. Hence, taxes will be divided between the two townships according to these percentages. [Last year, the calculation was 42.2 percent for Plainsboro and 57.8 percent for West Windsor.] Interestingly, it should be noted that the percentage of students from Plainsboro is 41.6 percent with 58.4 percent from West Windsor, reflecting a close alignment with the percentage of taxes we will receive from each of the townships.

Every year, the state of New Jersey estimates the total market value of properties in each municipality. This information is known as the "equalized valuation." Equalized valuations are based on a long-established process of actual sale prices, and are recomputed annually. Within each township, taxes are distributed in

proportion to the assessed value of each property, as determined by local authorities. Assessed value is not the same as market value, and as such, market appreciation, new construction, assessment practices and updates, and other factors cause each township's total valuation to change, but not necessarily at equal rates.

Expressed in terms of dollars per \$100 of assessed value, actual school tax rates in the two townships differ. The tax rates also can be expressed in terms of dollars per \$100 of equalized, or market, value. As a school district that crosses county lines, we work with Mercer County and Middlesex County and all property valuations are set by the county and the state – not the school district. The difference in the amount of ratio changes results in a 1.7 percent increase in equalized valuation in West Windsor Township compared to a 1.7 percent decrease in equalized valuation in Plainsboro Township. This difference in the amount of change in the equalized value will create a disparity in the tax impacts between the two townships.

### What is my Tax Impact?

#### PLAINSBORO

The proposed budget would decrease the tax rate 0.8 percent, for a decrease of 1.2 cents per \$100 of assessed property value. For a home assessed at the township average of \$402,000, this would be a decrease of \$47. The Plainsboro tax rate would be \$1.440 per \$100; for the owner of a home at the township average, the school taxes are estimated to be \$5,791.

#### WEST WINDSOR

The proposed budget would increase the tax rate 5.5 percent, for an increase of 6.2 cents for \$100 of assessed property value. For a home valued at the township average of \$574,800, this would be an increase of \$356. The West Windsor tax rate would be \$1.197 per \$100; for the owners of a home at the township average, the school taxes are estimated to be \$6,881.



## Proposed Budget Expenses

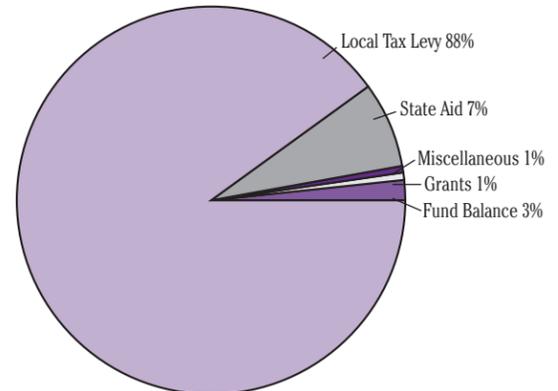
	2007-2008 Proposed Budget \$	2006-2007 Approved Budget \$	Percentage Difference %
<b>Regular Instruction</b>			
TOTAL	46,625,428	44,454,769	4.88
Salaries for teachers, classroom instructional aides, and substitute teachers; extra duty stipends for extra duty positions; equipment; teaching supplies; replacement textbooks; and new teaching staff.			
<b>Co-curricular Activities and Athletics</b>			
Co-curricular	726,599	679,328	6.96
Athletics	1,687,436	1,646,280	2.50
TOTAL	2,414,035	2,325,608	3.80
Co-curricular programs, salaries, and supplies; athletic program for high schools and middle schools, including supplies, equipment, trainers, coaches, and officials.			
<b>Special Education</b>			
Instruction	9,612,058	9,027,642	6.47
Tuition	6,466,023	6,319,830	2.31
Child Study Team	3,083,539	2,889,745	6.71
Other Support Services	2,034,884	1,965,886	3.51
TOTAL	21,196,504	20,203,103	4.92
Salaries for special education teachers and instructional aides, supplies, and textbooks; funds for out-of-district programs as required by individual education programs (IEPs); salaries for child study teams (school psychologists, learning consultants, and social workers), and contracted services for student evaluations.			
<b>Student Support Services</b>			
Health Services	1,374,839	1,304,311	5.41
Guidance	3,034,769	2,837,605	6.95
Library/Media	1,566,974	1,484,197	5.58
TOTAL	5,976,582	5,626,113	6.23
Salaries for supervisors, nurses, guidance counselors, media specialists, and librarians; and supplies.			
<b>Improvement of Instruction &amp; Professional Development</b>			
Improvement of Instruction and Professional Development	3,026,325	2,940,313	2.93
Salaries for supervisors and assistant superintendent for curriculum and instruction; curriculum development; professional development; consultants; evaluations of instructional programs; and tuition reimbursement.			
<b>Administration</b>			
General Administration	1,676,371	1,660,060	0.98
School Administration	6,383,643	6,097,103	4.70
Business/Technology/Other Support Services)	2,312,869	2,237,419	3.37
TOTAL	10,372,883	9,994,582	3.79
General/Business: Central office staff salaries, related expenses such as telephones, legal services, audits, membership fees, election expenses, postage, professional fees, legal advertisements, liability insurance, office supplies, materials, strategic planning expenses, School Board expenses, finance office, accounts payable, human resources, payroll, and technology administration.			
School: School administration salaries; secretarial support; office supplies; materials; and professional memberships.			
<b>Operations &amp; Maintenance</b>			
Operations and Maintenance	12,039,143	11,560,520	4.14
Salaries for custodial and maintenance personnel to maintain ten schools and the central office, transportation, and special services office; maintenance of school grounds and playing fields; equipment; and utilities.			
<b>Student Transportation</b>			
Transportation	8,186,726	7,814,040	4.77
Costs for busing students between home and school, and after-school activities on contracted buses as well as district-owned buses; including administrative and bus driver salaries; supplies; fuel; and maintenance, costs for contracted bus services.			
<b>Employee Benefits</b>			
Employee Benefits	23,346,671	22,473,400	3.89
Health insurance; social security contributions; pension contributions; worker's compensation insurance; and sick leave benefits.			
<b>Capital Outlay</b>			
Capital Outlay	1,500,000	1,500,000	0.00
Purchase and repair of district equipment and facilities.			
<b>Adult School</b>			
GED and ESL	10,937	10,548	3.69
<b>Special Revenue - Grants</b>			
Grants	1,935,715	1,935,715	0.00
<b>Debt Service</b>			
Debt Service	10,524,904	10,256,867	2.61
<b>TOTAL BUDGET</b>			
Total Budget*	147,155,853	141,580,578	4.30

## Proposed Budget Revenue

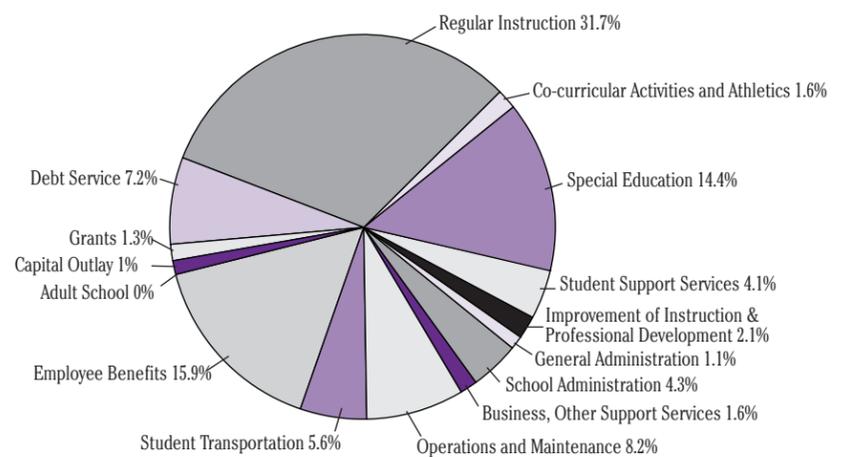
	2007-2008 Proposed Budget \$	2006-2007 Approved Budget \$	Percentage Difference %
Fund Balance	4,615,032	1,988,996	131.90
Local Tax Levy	130,099,540	126,455,250	2.49
State and Federal Aid	10,080,318	9,790,369	2.96
Miscellaneous	2,860,963	2,860,963	0.00
GRAND TOTAL	147,655,853	141,580,578	4.30

\*Does not include reserve account deposit.

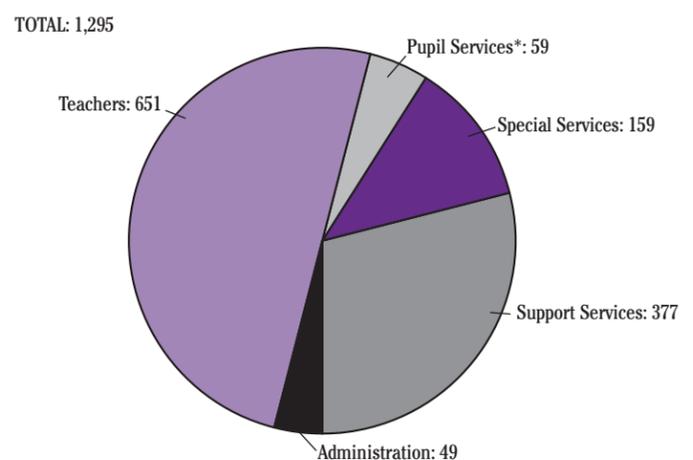
## Where the Money Comes From



## Where the Money Goes



## School District Workforce



\* Pupil Services: Guidance Counselors, SACs, Student Manager, Media Specialists, Nurses, and Athletic Personnel.

## MISSION STATEMENT

The mission of the West Windsor-Plainsboro Regional School District, valuing our tradition of excellence, is to develop all of our students as passionate, confident, lifelong learners who have competence and strength of character to realize their aspirations and thoughtfully contribute to a diverse and changing world.

## CORE VALUES

We believe that continuous learning is essential for individual fulfillment and for the advancement of society.

We believe that every individual has intrinsic worth.

We believe that embracing diversity enriches and empowers our community.

We believe that honesty, integrity, and trust are cornerstones for continuing excellence.

We believe that people reach their highest potential when challenged to believe it is possible.

We believe that openness to change is essential to progress and future viability.