

**WEST CHESTER AREA SCHOOL DISTRICT**  
*Property & Finance Committee Meeting*  
**Monday - April 15, 2019**  
**6:30 p.m.**  
**Board Room A/B, Spellman Education Center**  
**782 Springdale Drive, Exton, PA 19341**

**REGULAR SESSION:**

**AGENDA**

- Approval of March 18, 2019 P&FC Minutes (see attached) Mr. Bevilacqua
- Review of Budget Forecast Model (see attached) Mr. Scully
- Review of West Chester Area School District 2019-20 Proposed Final Budget (see attached) Mr. Scully
- Approval of Resolution to Adopt Proposed Budget for the 2019-20 Fiscal Year (see attached) Mr. Scully
- Approval of Contract Award Peirce Modular Classrooms Mr. Campbell
- Approval of Contract Award, Renovations and Upgrades to Starkweather HVAC System Mr. Campbell

~~~~~

(Board & Public)

**Committee Protocol for Responding to Comments from the Public**

- 1. A community member will be called upon by the Committee Chair.**
- 2. If the comment can be answered quickly, or can be answered in order to clarify information, someone will respond.**
- 3. If a community member has a more detailed question about a topic, the committee chair may refer the person to the superintendent or appropriate administrator to make an appointment so the question can be answered in more detail.**

**Committee Meeting Minutes**  
**WEST CHESTER AREA SCHOOL DISTRICT**  
**March 18, 2019 – Property & Finance Committee**

*Attending Committee Members:* Mr. Gary Bevilacqua-Chair, Mr. Brian Gallen, Dr. Karen Herrmann, Dr. Kate Shaw

*Other Board Members,* Mr. Chris McCune, Mr. Randell Spackman, Mrs. Sue Tiernan

*Administration:* Mr. John Scully, Dr. James Scanlon, Mr. Justin Matys, Mr. Michael Wagman, Ms. Chong Lee

*Also Present:* Members of the public

| <b>Action or outcomes from the meeting: (Unless noted, all votes were 4-0.)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                         |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|
| The committee approved the February 19, 2019 Property & Finance Committee Minutes.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Mr. Bevilacqua          |
| <p>Mr. Scully reviewed the Budget Forecast Model. The 2018-19 changes to expense projections are decreases to student transportation costs of \$300,000; contracted Special Ed Aide \$150,000, Charter schools tuitions \$125,000, and curriculum proposals of \$5,000. The net projection changes for 2018-19 resulted in an increase in fund balance of \$580,000 which will be utilized to reduce the 2019-20 budget gap. The changes to the 2019-20 expense projections include reductions in salary and benefits in the amounts of \$91,292 and \$106,059 respectively, related to the removal of two positions related to the transitional program and one Middle School library aide position. Other 2019-20 expense reductions were to student transportation costs of \$150,000, alternative education of \$30,000, and Charter School tuitions of \$125,000. For 2019-20 revenue projections there was a reduction in current real estate revenue of \$11,236 and is the result of Delaware County's tax increase reducing below the ACT 1 limit. The forecast model focuses on Chester County's tax increase as it relates to an ACT 1 increase threshold. The changes to the 2019-20 projections and the utilization of the 2018-19 savings will reduce the 2019-20 budget gap by \$1,051,743. Mr. Scully reviewed the Financial Summary – All funds on page 35 of the model which shows a net gap in 2019-20 of \$1,560,000 assuming a tax increase up to the ACT 1 limit. Mr. Scully discussed the 2019-20 budget timeline and advised that a proposed final 2019-20 budget will be presented at the April P&amp;F committee meeting. This is an informational item and no Board action is required.</p> <p>On page 32 of the model, Mr. Wagman reviewed the revised projections for the 2018-19 Technology Capital projects. Included on the project list is a new \$70,000 Lighting grid project at the three high schools that will replace some dated equipment and fix safety issues at the High School TV Studios. The lighting project will be funded from saving on other line items on the 2018-19 Technology Capital Plan. This is an informational item and no Board action is required.</p> | Mr. Scully / Mr. Wagman |
| <p>Mr. Scully provided the Committee with the background and results of the Food Service RFP. The District was required to draft this RFP because the existing contract with Aramark expires June 30, 2019. Four food service management companies as well as Wayne Birster ("WCASD") of the WCASD Custodial Services department attended the pre-bid meeting, but Aramark was the only vendor to submit a proposal for food services. WCASD submitted a proposal for only the custodial component. The results of the bid were not uncommon. Throughout the state of Pennsylvania, many school districts had RFPs for food service management services this year and vendors appeared to be more interested in retaining existing clients rather than expanding their client base. Additionally, since details of the current food services are disclosed during the RFP process, the lack of responses to our RFP is an indication that the current food service program is successful. It is the RFP committee's recommendation to retain the service of our current vendor, Aramark, for our food service provider and to award the select custodial services portion to WCASD.</p> <ul style="list-style-type: none"> <li>• The cost of the custodial portion associated with the Aramark bid was \$129,624.</li> <li>• WCASD provided a bid for custodial services of \$130,785 with a 5% increase in each of the subsequent years.</li> </ul> <p>The following summarizes the specifics of the food service proposal from Aramark:</p> <ul style="list-style-type: none"> <li>• Aramark guaranteed a \$250,000 return in 2019-20 to the District Cafeteria fund. This is a significant increase over the current contractual guarantee.</li> <li>• Aramark guaranteed to return \$1,255,424 to the District Cafeteria fund over the period 2019-20 through 2023-24.</li> </ul> <p>The Committee recommends the approval of the Food Service portion of the RFP be awarded to Aramark and the select custodial services portion of the RFP be awarded to WCASD.</p>                                                                                                                                             | Mr. Scully              |
| <p><b>Items to be placed on board agenda 3/25/19:</b></p> <ul style="list-style-type: none"> <li>• Approval to award the RFP for food services to Aramark and the select custodial services to West Chester Area School District.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                         |
| <p><b>Items to discuss at a later date:</b></p> <ul style="list-style-type: none"> <li>• The Committee requested that a monthly update on the construction progress and timeline at each P&amp;F committee meeting.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                         |

**Next Meeting Date: Monday, April 15, 2019**

West Chester Area School District  
Operating Expense History and Forecast

|                                       | A         | X         | Y         | Z         | AA        | AB        | AC        | AD        | AE        | AF |
|---------------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|----|
| 1                                     | Actual    | Budget    | Actual    | Budget    | Projected | Estimated | Estimated | Estimated | Estimated |    |
| 2                                     | 2016-17   | 2017-18   | 2017-18   | 2018-19   | 2018-19   | 2019-20   | 2020-21   | 2021-22   | 2022-23   |    |
| 3 <b>Staff</b>                        | 145,153.0 | 153,294.9 | 149,824.5 | 159,270.1 | 157,871.6 | 165,265.4 | 171,090.5 | 176,580.2 | 182,076.5 |    |
| 4 <b>Total Salaries</b>               | 91,156.6  | 93,175.8  | 93,554.7  | 96,936.7  | 96,388.1  | 99,624.2  | 102,007.1 | 104,232.5 | 106,174.7 |    |
| 5 <b>Administration</b>               |           |           |           |           |           |           |           |           |           |    |
| 6 Reg Salaries                        | 8,029.5   | 8,100.7   | 8,235.3   | 8,422.3   | 8,294.3   | 8,780.4   | 8,991.1   | 9,206.9   | 9,427.8   |    |
| 7 <b>Teachers</b>                     |           |           |           |           |           |           |           |           |           |    |
| 8 Reg Salaries                        | 64,701.3  | 65,213.5  | 66,792.4  | 68,393.4  | 68,380.2  | 70,435.2  | 72,184.2  | 73,764.8  | 75,053.2  |    |
| 9 Extra Duty Pymnt.s                  | 950.6     | 1,032.8   | 979.6     | 1,089.4   | 944.4     | 1,000.5   | 1,025.3   | 1,047.8   | 1,066.1   |    |
| 10 Sabbatical Pymnts                  | 209.9     | 250.0     | 181.9     | 250.0     | 200.0     | 200.0     | 200.0     | 200.0     | 200.0     |    |
| 11 Subject Chair Pymnts               | 363.7     | 398.6     | 355.5     | 421.5     | 421.5     | 421.5     | 421.5     | 421.5     | 421.5     |    |
| 12 Severance Pymnts                   | 79.9      | 392.0     | 353.1     | 392.0     | 392.0     | 392.0     | 401.7     | 410.5     | 417.7     |    |
| 13 Supplemental Contracts             | 2,017.0   | 2,039.9   | 2,019.0   | 2,167.0   | 2,167.0   | 2,167.0   | 2,167.0   | 2,167.0   | 2,167.0   |    |
| 14 <b>Total Teachers</b>              | 68,322.4  | 69,326.8  | 70,681.6  | 72,713.3  | 72,505.1  | 74,616.1  | 76,399.8  | 78,011.6  | 79,325.4  |    |
| 15 <b>Technical</b>                   |           |           |           |           |           |           |           |           |           |    |
| 16 Reg Salaries                       | 3,694.7   | 3,503.0   | 3,569.3   | 3,501.3   | 3,688.9   | 3,804.2   | 3,895.5   | 3,989.0   | 4,084.7   |    |
| 17 <b>Office Clerical</b>             |           |           |           |           |           |           |           |           |           |    |
| 18 Reg Salaries                       | 5,983.9   | 6,208.2   | 5,745.7   | 6,162.4   | 6,087.4   | 6,266.2   | 6,416.5   | 6,570.5   | 6,728.2   |    |
| 19 <b>Crafts and Trades</b>           |           |           |           |           |           |           |           |           |           |    |
| 20 Reg Salaries                       | 5,126.1   | 6,037.2   | 5,322.9   | 6,137.5   | 5,812.5   | 6,157.4   | 6,304.2   | 6,454.6   | 6,608.5   |    |
| 21 <b>Benefits</b>                    |           |           |           |           |           |           |           |           |           |    |
| 23 Medical                            | 17,331.7  | 19,981.6  | 16,627.9  | 20,249.2  | 19,199.2  | 20,860.6  | 22,439.8  | 24,138.4  | 25,965.7  |    |
| 24 Dental                             | 1,103.1   | 1,296.5   | 1,184.1   | 1,352.2   | 1,352.2   | 1,426.9   | 1,488.3   | 1,552.3   | 1,619.0   |    |
| 25 Vision                             | 180.6     | 197.5     | 178.1     | 202.0     | 202.0     | 209.4     | 214.2     | 219.2     | 224.2     |    |
| 26 Prescription                       | 4,694.0   | 5,487.4   | 4,476.0   | 5,486.1   | 5,186.1   | 5,770.3   | 6,347.4   | 6,982.1   | 7,680.3   |    |
| 27 Social Security                    | 6,609.1   | 6,965.2   | 6,733.9   | 7,334.9   | 7,334.9   | 7,588.2   | 7,803.5   | 7,973.8   | 8,122.4   |    |
| 28 Retirement                         | 27,068.7  | 30,112.3  | 30,058.2  | 32,019.5  | 32,019.5  | 33,984.7  | 35,467.9  | 36,679.4  | 38,053.0  |    |
| 29 Tuition Reimbursement              | 442.4     | 567.1     | 443.2     | 600.0     | 600.0     | 600.0     | 600.0     | 600.0     | 600.0     |    |
| 30 Life & Disability                  | 331.1     | 465.4     | 361.6     | 474.5     | 474.5     | 540.0     | 552.9     | 565.0     | 575.5     |    |
| 31 Workers Comp/Unempl/Other          | 1,307.1   | 745.1     | 1,344.7   | 751.9     | 1,251.9   | 1,270.7   | 1,289.8   | 1,309.1   | 1,328.8   |    |
| 32 <b>Total Benefits</b>              | 59,068.0  | 65,818.0  | 61,407.8  | 68,470.3  | 67,620.3  | 72,250.9  | 76,203.7  | 80,019.3  | 84,168.9  |    |
| 33 (Less) cost sharing                | (5,071.6) | (5,698.9) | (5,138.0) | (6,136.9) | (6,136.9) | (6,609.7) | (7,120.3) | (7,671.8) | (8,267.0) |    |
| 34 <b>Net Benefits</b>                | 53,996.4  | 60,119.1  | 56,269.8  | 62,333.5  | 61,483.5  | 65,641.2  | 69,083.4  | 72,347.7  | 75,901.9  |    |
| 35 <b>Prof. &amp; Tech. Services</b>  | 18,965.1  | 18,156.9  | 18,183.6  | 20,546.8  | 20,146.8  | 22,287.8  | 24,000.6  | 25,869.2  | 27,908.7  |    |
| 37 Substitute Service                 | 1,933.7   | 2,158.0   | 2,034.1   | 2,244.2   | 2,244.2   | 2,464.4   | 2,538.4   | 2,614.5   | 2,692.9   |    |
| 38 Contracted Therapeutic Staff       | 1,736.1   | 1,977.7   | 1,850.3   | 2,225.0   | 2,125.0   | 2,054.7   | 2,260.2   | 2,486.2   | 2,734.8   |    |
| 39 Contracted Aides- Special Ed.      | 2,213.6   | 2,390.7   | 2,194.2   | 2,630.2   | 2,380.2   | 2,806.7   | 3,087.4   | 3,396.1   | 3,735.8   |    |
| 40 Contracted Aides- Other            | 126.7     | 257.3     | 392.3     | 325.0     | 275.0     | 394.2     | 433.6     | 476.9     | 524.6     |    |
| 41 Contracted Special Ed. Programs    | 3,887.2   | 3,686.8   | 3,787.5   | 3,777.8   | 3,777.8   | 4,467.6   | 4,914.3   | 5,405.8   | 5,946.4   |    |
| 42 Occupational/Physical Therapy      | 1,156.0   | 1,083.8   | 1,178.4   | 1,187.9   | 1,187.9   | 1,201.1   | 1,321.2   | 1,453.3   | 1,598.6   |    |
| 43 Due Process Hearings               | 1,344.1   | 721.0     | 823.3     | 1,000.0   | 1,000.0   | 1,000.0   | 1,100.0   | 1,210.0   | 1,331.0   |    |
| 44 Early Intervention                 | 348.7     | 344.4     | 242.5     | 267.8     | 267.8     | 244.9     | 269.4     | 296.4     | 326.0     |    |
| 45 Extended School Year               | 669.5     | 575.0     | 695.2     | 710.0     | 710.0     | 710.0     | 781.0     | 859.1     | 945.0     |    |
| 46 Alternative Education - IU         | 2,044.2   | 1,449.3   | 1,744.3   | 2,060.3   | 2,060.3   | 2,037.4   | 2,241.1   | 2,465.2   | 2,711.7   |    |
| 47 Alternative Education - APT        | 797.2     | 830.2     | 830.4     | 1,140.8   | 1,140.8   | 1,437.9   | 1,481.0   | 1,525.4   | 1,571.2   |    |
| 48 Tax Collection                     | 725.4     | 698.0     | 624.8     | 725.6     | 725.6     | 722.2     | 743.9     | 766.2     | 789.2     |    |
| 49 Legal                              | 396.4     | 419.0     | 311.8     | 523.0     | 523.0     | 593.0     | 610.8     | 629.1     | 648.0     |    |
| 50 Other                              | 1,586.1   | 1,565.6   | 1,474.4   | 1,729.2   | 1,729.2   | 2,153.8   | 2,218.4   | 2,284.9   | 2,353.5   |    |
| 51 <b>Purchased Property Services</b> | 4,002.5   | 4,488.0   | 3,675.1   | 4,005.1   | 4,005.1   | 4,056.8   | 4,178.5   | 4,303.8   | 4,432.9   |    |
| 53 Electricity                        | 1,787.6   | 1,892.0   | 1,671.6   | 1,743.0   | 1,743.0   | 1,788.0   | 1,841.6   | 1,896.9   | 1,953.8   |    |
| 54 Water/Sewer                        | 534.1     | 556.2     | 517.0     | 552.0     | 552.0     | 573.1     | 590.3     | 608.0     | 626.2     |    |
| 55 Trash Removal                      | 90.9      | 93.0      | 81.7      | 100.0     | 100.0     | 100.0     | 103.0     | 106.1     | 109.3     |    |
| 56 Space Rental                       | 164.0     | 190.5     | 185.1     | 193.3     | 193.3     | 200.3     | 206.3     | 212.5     | 218.9     |    |
| 57 Other                              | 1,425.8   | 1,756.2   | 1,219.7   | 1,416.8   | 1,416.8   | 1,395.4   | 1,437.3   | 1,480.4   | 1,524.8   |    |
| 58 <b>Other Services</b>              | 30,952.7  | 31,029.0  | 30,751.7  | 31,595.4  | 29,770.4  | 31,540.8  | 33,620.0  | 35,787.9  | 38,127.9  |    |
| 60 Charter Schools                    | 9,818.8   | 9,761.7   | 9,574.3   | 9,801.3   | 8,276.3   | 9,475.6   | 10,491.4  | 11,531.4  | 12,677.3  |    |
| 61 Tuition: Special Education         | 3,530.1   | 3,111.4   | 3,674.9   | 3,570.7   | 3,570.7   | 3,845.0   | 4,229.5   | 4,652.5   | 5,117.7   |    |
| 62 Tuition: CAT                       | 2,722.4   | 2,755.7   | 2,755.7   | 2,795.5   | 2,795.5   | 2,559.0   | 2,753.6   | 2,959.0   | 3,172.8   |    |
| 63 Tuition: Other Alt Ed Programs     | 96.0      | 152.0     | 172.3     | 135.6     | 135.6     | 188.0     | 197.4     | 207.3     | 217.6     |    |
| 64 Bussing: Public Schools            | 4,898.1   | 4,812.2   | 4,700.3   | 4,956.5   | 4,956.5   | 5,081.7   | 5,234.1   | 5,391.2   | 5,552.9   |    |
| 65 Bussing: Non-Public                | 4,422.4   | 4,659.5   | 4,409.5   | 4,699.3   | 4,399.3   | 4,452.5   | 4,586.1   | 4,723.7   | 4,865.4   |    |
| 66 Bussing: Special Ed                | 3,848.1   | 3,905.6   | 3,855.9   | 3,885.5   | 3,885.5   | 4,184.1   | 4,309.6   | 4,438.9   | 4,572.0   |    |
| 67 Bussing: Extracurricular           | 327.4     | 410.4     | 318.0     | 373.0     | 373.0     | 382.5     | 394.0     | 405.8     | 418.0     |    |
| 68 Insurance                          | 501.6     | 540.0     | 497.4     | 534.1     | 534.1     | 530.9     | 557.4     | 585.3     | 614.5     |    |
| 69 Telephone/Postage                  | 492.5     | 531.9     | 517.2     | 452.7     | 452.7     | 452.0     | 465.6     | 479.6     | 494.0     |    |
| 71 Other                              | 295.4     | 388.7     | 276.2     | 391.1     | 391.1     | 389.6     | 401.2     | 413.3     | 425.7     |    |
| 72 <b>Supplies</b>                    | 4,797.8   | 5,381.0   | 5,393.6   | 6,042.5   | 6,015.7   | 6,193.8   | 7,331.5   | 7,597.8   | 7,874.0   |    |
| 74 Heating/ Motor Pool Fuel           | 605.3     | 818.0     | 646.7     | 737.0     | 737.0     | 734.0     | 756.0     | 778.7     | 802.1     |    |
| 75 Other Operations/Maint Sup. pbs    | 714.6     | 814.4     | 696.2     | 871.1     | 871.1     | 913.8     | 950.4     | 988.4     | 1,027.9   |    |
| 76 Educational                        | 1,828.6   | 2,039.1   | 1,870.3   | 2,145.6   | 2,123.9   | 2,240.8   | 2,330.4   | 2,423.7   | 2,520.6   |    |
| 77 Curriculum Proposals               | 881.4     | 1,001.2   | 1,123.1   | 1,172.2   | 1,167.2   | 996.8     | 1,933.8   | 1,991.9   | 2,051.6   |    |
| 78 Educational /Admin Software        | 680.8     | 556.2     | 1,006.0   | 970.3     | 970.3     | 1,140.9   | 1,186.5   | 1,234.0   | 1,283.3   |    |
| 79 Administration/Business            | 87.1      | 152.1     | 51.3      | 146.3     | 146.3     | 167.6     | 174.3     | 181.3     | 188.5     |    |
| 82 <b>Other Objects</b>               | 411.3     | 523.8     | 773.7     | 465.5     | 465.5     | 476.7     | 491.1     | 505.8     | 521.0     |    |
| 83 <b>Dues and Fees - Athletics</b>   | 170.7     | 131.5     | 160.5     | 131.5     | 131.5     | 131.5     | 131.5     | 131.5     | 131.5     |    |
| 84 <b>Property</b>                    | 650.3     | 489.2     | 294.8     | 313.3     | 313.3     | 439.6     | 452.8     | 466.4     | 480.4     |    |
| 88 Other Equipment                    | 650.3     | 489.2     | 294.8     | 313.3     | 313.3     | 439.6     | 452.8     | 466.4     | 480.4     |    |
| 89 <b>Debt Service</b>                | 24,085.4  | 25,491.8  | 24,855.9  | 25,773.4  | 25,605.9  | 26,500.5  | 27,093.3  | 27,476.1  | 27,621.2  |    |
| 91 Bond payments                      | 24,085.4  | 25,491.8  | 24,855.9  | 25,773.4  | 25,605.9  | 26,500.5  | 27,093.3  | 27,476.1  | 27,621.2  |    |
| 94 <b>Reserve</b>                     | 6,193.3   | 4,833.5   | 5,135.4   | 5,257.7   | 5,257.7   | 5,451.6   | 6,142.5   | 6,355.0   | 6,564.8   |    |
| 95 Budgetary Reserve                  | 6,193.3   | 4,833.5   | 5,135.4   | 5,257.7   | 5,257.7   | 5,451.6   | 6,142.5   | 6,355.0   | 6,564.8   |    |
| 96 Transfer to other funds            | 6,193.3   | 4,833.5   | 5,135.4   | 5,257.7   | 5,257.7   | 5,451.6   | 6,142.5   | 6,355.0   | 6,564.8   |    |
| 98 <b>TOTAL EXPENSE</b>               | 235,382.1 | 243,819.5 | 239,048.8 | 253,401.3 | 249,583.5 | 262,344.6 | 274,532.3 | 285,073.7 | 295,739.0 |    |

West Chester Area School District  
Revenue History and Forecast

|    | A                                                                 | AA               | AB               | AC               | AD               | AE               | AF               | AG               | AH               | AI               |
|----|-------------------------------------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
|    |                                                                   | Actual           | Budget           | Actual           | Budget           | Projected        | Estimated        | Estimated        | Estimated        | Estimated        |
|    |                                                                   | 2016-17          | 2017-18          | 2017-18          | 2018-19          | 2018-19          | 2019-20          | 2020-21          | 2021-22          | 2022-23          |
| 3  | <b>Local</b>                                                      | <b>194,494.6</b> | <b>197,290.4</b> | <b>199,598.7</b> | <b>203,745.4</b> | <b>205,770.4</b> | <b>208,747.9</b> | <b>230,631.2</b> | <b>236,535.5</b> | <b>249,625.2</b> |
| 4  | Real Estate                                                       | 161,225.7        | 166,762.3        | 167,778.9        | 172,785.5        | 173,410.5        | 177,290.5        | 198,744.4        | 204,212.5        | 216,858.9        |
| 5  | Current                                                           | 160,530.2        | 165,573.9        | 166,713.0        | 171,594.4        | 172,019.4        | 175,978.8        | 197,432.7        | 202,900.8        | 215,547.1        |
| 6  | Interim                                                           | 695.5            | 1,188.3          | 1,065.9          | 1,191.1          | 1,391.1          | 1,311.7          | 1,311.7          | 1,311.7          | 1,311.7          |
| 7  | Earned Income                                                     | 21,336.5         | 21,269.9         | 21,121.8         | 21,695.3         | 21,445.3         | 21,766.9         | 22,093.4         | 22,424.9         | 22,761.2         |
| 8  | Real Estate Transfer                                              | 6,115.0          | 4,101.3          | 4,983.5          | 4,308.4          | 4,658.4          | 4,394.5          | 4,482.4          | 4,572.1          | 4,663.5          |
| 9  | Delinquent Taxes                                                  | 3,479.8          | 3,008.8          | 2,738.7          | 3,008.8          | 2,858.8          | 2,858.8          | 2,858.8          | 2,858.8          | 2,858.8          |
| 10 | Investment Earnings                                               | 731.9            | 396.0            | 1,402.3          | 500.0            | 1,950.0          | 1,000.0          | 1,015.0          | 1,030.2          | 1,045.7          |
| 11 | Gate Receipts                                                     | 160.6            | 131.5            | 150.9            | 131.5            | 131.5            | 131.5            | 131.5            | 131.5            | 131.5            |
| 12 | Other                                                             | 1,445.0          | 1,620.6          | 1,452.7          | 1,316.0          | 1,316.0          | 1,305.6          | 1,305.6          | 1,305.6          | 1,305.6          |
| 13 |                                                                   |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| 14 | <b>State</b>                                                      | <b>37,616.0</b>  | <b>37,880.2</b>  | <b>39,204.6</b>  | <b>39,815.0</b>  | <b>40,079.7</b>  | <b>41,615.0</b>  | <b>41,967.2</b>  | <b>42,604.2</b>  | <b>43,179.9</b>  |
| 15 | Student Subsidies                                                 | 20,585.1         | 19,341.4         | 20,788.7         | 20,137.8         | 20,377.5         | 20,348.6         | 20,331.5         | 20,277.6         | 20,092.2         |
| 16 | Basic Instruction                                                 | 8,012.2          | 8,017.8          | 8,202.4          | 8,208.6          | 8,421.9          | 8,421.9          | 8,421.9          | 8,421.9          | 8,421.9          |
| 18 | Special Education                                                 | 5,902.9          | 5,679.6          | 6,454.1          | 6,202.9          | 6,229.4          | 6,202.9          | 6,202.9          | 6,202.9          | 6,202.9          |
| 20 | Tuition Private Home Place <sup>t</sup>                           | 236.2            | 180.0            | 191.4            | 290.0            | 290.0            | 290.0            | 290.0            | 290.0            | 290.0            |
| 21 | Transportation                                                    | 3,674.1          | 3,750.3          | 3,736.8          | 3,674.1          | 3,674.1          | 3,674.1          | 3,674.1          | 3,674.1          | 3,674.1          |
| 22 | Medical, Dental & Nurse                                           | 256.4            | 222.3            | 250.3            | 250.3            | 250.3            | 250.3            | 250.3            | 250.3            | 250.3            |
| 23 | Rent                                                              | 2,104.1          | 1,092.4          | 1,554.5          | 1,112.8          | 1,112.8          | 1,110.3          | 1,093.2          | 1,039.4          | 853.9            |
| 25 | Accountability/Ready to Learn Block Grants                        | 399.             | 399.1            | 399.1            | 399.1            | 399.1            | 399.1            | 399.1            | 399.1            | 399.1            |
| 27 | Teacher Subsidies                                                 | 17,030.9         | 18,538.7         | 18,415.8         | 19,677.2         | 19,677.2         | 20,786.5         | 21,635.7         | 22,326.6         | 23,087.7         |
| 28 | Social Security                                                   | 3,450.6          | 3,482.6          | 3,337.5          | 3,667.4          | 3,667.4          | 3,794.1          | 3,901.8          | 3,986.9          | 4,061.2          |
| 29 | Retirement                                                        | 13,580.3         | 15,056.1         | 15,078.3         | 16,009.7         | 16,009.7         | 16,992.4         | 17,733.9         | 18,339.7         | 19,026.5         |
| 30 | Other                                                             | -                | -                | -                | -                | 25.0             | 480.0            | -                | -                | -                |
| 31 |                                                                   |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| 32 | <b>Federal</b>                                                    | <b>3,290.7</b>   | <b>3,002.9</b>   | <b>3,371.7</b>   | <b>3,212.2</b>   | <b>3,443.9</b>   | <b>2,967.0</b>   | <b>2,933.9</b>   | <b>2,933.9</b>   | <b>2,933.9</b>   |
| 33 | Title I                                                           | 1,013.2          | 979.6            | 867.6            | 835.3            | 704.5            | 704.5            | 704.5            | 704.5            | 704.5            |
| 34 | Title II                                                          | 384.1            | 272.8            | 247.2            | 262.3            | 260.3            | 260.3            | 260.3            | 260.3            | 260.3            |
| 35 | IDEA                                                              | 1,333.6          | 1,193.7          | 1,318.1          | 1,315.6          | 1,315.6          | 1,333.4          | 1,305.6          | 1,305.6          | 1,305.6          |
| 36 | MA Direct Services/Time Study                                     | 467.1            | 440.0            | 803.0            | 690.0            | 1,000.0          | 500.0            | 500.0            | 500.0            | 500.0            |
| 37 | Other                                                             | 92.7             | 116.8            | 135.8            | 109.0            | 163.6            | 168.9            | 163.6            | 163.6            | 163.6            |
| 38 |                                                                   |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| 39 | <b>Local Taxes &amp; Subsidies</b>                                | <b>235,401.3</b> | <b>238,173.5</b> | <b>242,175.0</b> | <b>246,772.6</b> | <b>249,294.0</b> | <b>253,330.0</b> | <b>275,532.3</b> | <b>282,073.7</b> | <b>295,739.0</b> |
| 40 |                                                                   |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| 41 | <b>Beginning Fund Balance</b>                                     | <b>28,760.9</b>  | <b>25,092.0</b>  | <b>28,730.2</b>  | <b>28,064.5</b>  | <b>31,906.4</b>  | <b>31,616.9</b>  | <b>22,602.2</b>  | <b>23,602.2</b>  | <b>20,602.2</b>  |
| 42 | FB Adjustment                                                     |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| 43 | <b>Ending Fund Balance</b>                                        | <b>28,780.2</b>  | <b>19,446.0</b>  | <b>31,906.4</b>  | <b>21,435.8</b>  | <b>31,616.9</b>  | <b>22,602.2</b>  | <b>23,602.2</b>  | <b>20,602.2</b>  | <b>20,602.2</b>  |
| 44 |                                                                   |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| 45 | Designated/Committed Fund Balance for PSERS Increases (ending FB) | 1,117.0          | -                | -                | -                | -                | -                | -                | -                | -                |
| 46 | Designated/Committed Fund Balance for Health Care(ending FB)      | 4,159.9          | 4,159.9          | 4,159.9          | 4,159.9          | 4,159.9          | 4,159.9          | 4,159.9          | 4,159.9          | 4,159.9          |
| 47 | Designated/Committed Fund Balance for Future millage              | 7,227.4          | -                | 11,304.1         | -                | 10,014.7         | -                | -                | -                | -                |
| 48 | Designated/Committed Fund Balance for Alternative Education       | 500.0            | -                | 676.0            | 500.0            | 676.0            | 676.0            | 676.0            | 676.0            | 676.0            |
| 49 | Designated/Committed Fund Balance for Enrollment Growth           | -                | -                | -                | 1,000.0          | 1,000.0          | 2,000.0          | 3,000.0          | -                | -                |
| 50 | Designated/Committed Fund Balance for Athletic Fund               | 79.3             | 89.5             | 69.8             | 79.3             | 69.8             | 69.8             | 69.8             | 69.8             | 69.8             |
| 51 | <b>Beginning Unassigned Fund Balance</b>                          | <b>16,923.5</b>  | <b>15,196.6</b>  | <b>15,696.6</b>  | <b>15,196.6</b>  | <b>15,696.6</b>  | <b>15,696.6</b>  | <b>15,696.6</b>  | <b>15,696.6</b>  | <b>15,696.6</b>  |
| 52 | <b>Ending Unassigned Fund Balance</b>                             | <b>15,696.6</b>  | <b>15,196.6</b>  | <b>15,696.6</b>  | <b>15,696.6</b>  | <b>15,696.6</b>  | <b>15,696.6</b>  | <b>15,696.6</b>  | <b>15,696.6</b>  | <b>15,696.6</b>  |
| 53 |                                                                   |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| 54 | <b>Assumed use of FB</b>                                          | <b>(19.2)</b>    | <b>5,646.0</b>   | <b>(3,126.2)</b> | <b>6,628.7</b>   | <b>289.5</b>     | <b>9,014.7</b>   | <b>(1,000.0)</b> | <b>3,000.0</b>   |                  |

West Chester Area School District  
Forecast Millage Calculation

|    | A                                          | B | C | D | E              | F              | G | H              | I              | J              |
|----|--------------------------------------------|---|---|---|----------------|----------------|---|----------------|----------------|----------------|
| 1  |                                            |   |   |   |                |                |   |                |                |                |
| 2  |                                            |   |   |   | 2018-19        | 2019-20        |   | 2020-21        | 2021-22        | 2022-23        |
| 3  |                                            |   |   |   | Budget         | Budget         |   | Forecast       | Forecast       | Forecast       |
| 4  | Market Values                              |   |   |   |                |                |   |                |                |                |
| 5  | Chester County                             |   |   |   | 12,584,089     | 12,774,059     |   | 12,774,059     | 12,774,059     | 12,774,059     |
| 6  | Delaware County                            |   |   |   | 786,253        | 785,727        |   | 785,727        | 785,727        | 785,727        |
| 7  |                                            |   |   |   | 13,370,342     | 13,559,785     |   | 13,559,785     | 13,559,785     | 13,559,785     |
| 8  |                                            |   |   |   |                |                |   |                |                |                |
| 9  |                                            |   |   |   |                |                |   |                |                |                |
| 10 | Net amount to be raised from R/E taxes     |   |   |   | 171,474        | 175,979        |   | 197,433        | 202,901        | 215,547        |
| 11 | Gross tax to be levied                     |   |   |   | 177,693        | 182,361        |   | 204,593        | 210,260        | 223,365        |
| 12 |                                            |   |   |   |                |                |   |                |                |                |
| 13 | Equilization Between Counties              |   |   |   |                |                |   |                |                |                |
| 14 | Chester County %                           |   |   |   | 94.12%         | 94.21%         |   | 94.21%         | 94.21%         | 94.21%         |
| 15 | Delaware County %                          |   |   |   | 5.88%          | 5.79%          |   | 5.79%          | 5.79%          | 5.79%          |
| 16 |                                            |   |   |   |                |                |   |                |                |                |
| 17 | Chester Cnty Levy                          |   |   |   | 167,244        | 171,794        |   | 192,738        | 198,076        | 210,422        |
| 18 | Delaware Cnty Levy                         |   |   |   | 10,449         | 10,567         |   | 11,855         | 12,184         | 12,943         |
| 19 |                                            |   |   |   | 177,693        | 182,361        |   | 204,593        | 210,260        | 223,365        |
| 20 |                                            |   |   |   |                |                |   |                |                |                |
| 21 | Millage Calculation                        |   |   |   |                |                |   |                |                |                |
| 22 | Chester Cnty tax levy                      |   |   |   | 167,244        | 171,794        |   | 192,738        | 198,076        | 210,422        |
| 23 | Chester Cnty assessed value                |   |   |   | 7,862,002      | 7,902,002      |   | 7,942,002      | 7,982,002      | 8,022,002      |
| 24 |                                            |   |   |   |                |                |   |                |                |                |
| 25 | <b>Chester County Millage</b>              |   |   |   | <b>21.2723</b> | <b>21.7406</b> |   | <b>24.2682</b> | <b>24.8153</b> | <b>26.2306</b> |
| 26 | <b>Previous Year Millage</b>               |   |   |   | <b>20.6841</b> | <b>21.2723</b> |   | <b>21.74</b>   | <b>24.27</b>   | <b>24.82</b>   |
| 27 |                                            |   |   |   |                |                |   |                |                |                |
| 28 | <b>Chester Cnty Mill Increase</b>          |   |   |   | <b>0.59</b>    | <b>0.47</b>    |   | <b>2.53</b>    | <b>0.55</b>    | <b>1.42</b>    |
| 29 | <b>% increase</b>                          |   |   |   | <b>2.8%</b>    | <b>2.2%</b>    |   | <b>11.6%</b>   | <b>2.3%</b>    | <b>5.7%</b>    |
| 30 | Delaware Cnty Tax levy                     |   |   |   | 10,449         | 10,567         |   | 11,855         | 12,184         | 12,943         |
| 31 | Delaware Cnty Assessed Value               |   |   |   | 649,993        | 647,545        |   | 648,045        | 648,545        | 649,045        |
| 32 |                                            |   |   |   |                |                |   |                |                |                |
| 33 | <b>Delaware County Millage</b>             |   |   |   | <b>16.0761</b> | <b>16.3185</b> |   | <b>18.2938</b> | <b>18.7860</b> | <b>19.9415</b> |
| 34 | <b>Previous Yr Millage</b>                 |   |   |   | <b>15.2086</b> | <b>16.0761</b> |   | <b>16.32</b>   | <b>18.29</b>   | <b>18.79</b>   |
| 35 |                                            |   |   |   |                |                |   |                |                |                |
| 36 | <b>Delaware Cnty Mill Increase</b>         |   |   |   | <b>0.87</b>    | <b>0.24</b>    |   | <b>1.98</b>    | <b>0.49</b>    | <b>1.16</b>    |
| 37 | <b>% increase</b>                          |   |   |   | <b>5.7%</b>    | <b>1.5%</b>    |   | <b>12.1%</b>   | <b>2.7%</b>    | <b>6.2%</b>    |
| 38 |                                            |   |   |   |                |                |   |                |                |                |
| 39 | <b>Multi County Millage re-balancing</b>   |   |   |   |                |                |   |                |                |                |
| 40 | Chester Cty Levy Rebalanced                |   |   |   | 167,396        |                |   |                |                |                |
| 41 | Delaware Cty Levy Rebalanced               |   |   |   | 10,296         |                |   |                |                |                |
| 42 |                                            |   |   |   | 177,692        |                |   |                |                |                |
| 43 |                                            |   |   |   |                |                |   |                |                |                |
| 44 | <b>Chester County Millage</b>              |   |   |   | <b>21.2723</b> | <b>21.7406</b> |   |                |                |                |
| 45 | <b>Chester County Millage Re-balanced</b>  |   |   |   | <b>21.2917</b> |                |   |                |                |                |
| 46 | <b>Chester Cnty Mill Increase</b>          |   |   |   |                | <b>0.47</b>    |   |                |                |                |
| 47 | <b>% increase</b>                          |   |   |   |                | <b>2.11%</b>   |   |                |                |                |
| 48 | <b>Act 1 Millage</b>                       |   |   |   |                | <b>21.7406</b> |   |                |                |                |
| 49 | <b>Millage from exceptions</b>             |   |   |   |                | -              |   |                |                |                |
| 50 |                                            |   |   |   |                |                |   |                |                |                |
| 51 |                                            |   |   |   |                |                |   |                |                |                |
| 52 | <b>Delaware County Millage</b>             |   |   |   | <b>16.0761</b> | <b>16.3185</b> |   |                |                |                |
| 53 | <b>Delaware County Millage Re-balanced</b> |   |   |   | <b>15.8408</b> |                |   |                |                |                |
| 54 | <b>Delaware Cnty Mill Increase</b>         |   |   |   |                | <b>0.48</b>    |   |                |                |                |
| 55 | <b>% increase</b>                          |   |   |   |                | <b>3.02%</b>   |   |                |                |                |
| 56 | <b>Act 1 Millage</b>                       |   |   |   |                | <b>16.3185</b> |   |                |                |                |
| 57 | <b>Millage from exceptions</b>             |   |   |   |                | -              |   |                |                |                |

# West Chester Area School District Analysis and Forecast of Taxable Real Estate

| CHESTER COUNTY  |               |                |       | DELAWARE COUNTY |               |                |  |
|-----------------|---------------|----------------|-------|-----------------|---------------|----------------|--|
| MILL VAL        | +/-<br>AMOUNT | +/-<br>PERCENT |       | MILL VAL        | +/-<br>AMOUNT | +/-<br>PERCENT |  |
| 2008-09         | \$7,600,651   | \$70,503       | 0.9%  | \$642,064       | \$14,899      | 2.3%           |  |
| 2009-10         | \$7,661,410   | \$60,759       | 0.8%  | \$646,433       | \$4,369       | 0.7%           |  |
| 2010-11         | \$7,629,110   | (\$32,300)     | -0.4% | \$637,594       | (\$8,839)     | -1.4%          |  |
| 2011-12         | \$7,623,696   | (\$5,414)      | -0.1% | \$636,866       | (\$729)       | -0.1%          |  |
| 2012-13         | \$7,631,886   | \$8,190        | 0.1%  | \$637,926       | \$1,061       | 0.2%           |  |
| 2013-14         | \$7,633,607   | \$1,721        | 0.0%  | \$637,639       | (\$287)       | 0.0%           |  |
| 2014-15         | \$7,646,298   | \$12,691       | 0.2%  | \$642,425       | \$4,786       | 0.7%           |  |
| 2015-16         | \$7,698,441   | \$52,143       | 0.7%  | \$647,335       | \$4,910       | 0.8%           |  |
| 2016-17         | \$7,728,556   | \$30,115       | 0.4%  | \$647,399       | \$64          | 0.0%           |  |
| 2017-18         | \$7,823,487   | \$94,931       | 1.2%  | \$647,287       | (\$112)       | 0.0%           |  |
| 10 YEAR AVERAGE |               | \$29,334       | 0.4%  |                 | \$4,846       | 0.3%           |  |
| 5 YEAR AVERAGE  |               | \$38,320       | 0.5%  |                 | \$1,872       | 0.3%           |  |
| 3 YEAR AVERAGE  |               | \$59,063       | 0.8%  |                 | \$1,621       | 0.3%           |  |

| CHESTER COUNTY     |           |               |                | DELAWARE COUNTY    |          |               |                |
|--------------------|-----------|---------------|----------------|--------------------|----------|---------------|----------------|
| COMMERCIAL         | MILL VAL  | +/-<br>AMOUNT | +/-<br>PERCENT | COMMERCIAL         | MILL VAL | +/-<br>AMOUNT | +/-<br>PERCENT |
| 2013-14            | 1,515,975 | (24,779)      | -1.63%         | 2013-14            | 8,533    | -             | 0.00%          |
| 2014-15            | 1,511,650 | (4,325)       | -0.29%         | 2014-15            | 8,533    | -             | 0.00%          |
| 2015-16            | 1,513,147 | 1,498         | 0.10%          | 2015-16            | 8,533    | -             | 0.00%          |
| 2016-17            | 1,528,020 | 14,873        | 0.97%          | 2016-17            | 8,533    | -             | 0.00%          |
| 2017-18            | 1,539,233 | 11,213        | 0.73%          | 2017-18            | 8,009    | (\$525)       | -6.55%         |
| 2018-19            | 1,562,748 | 23,515        | 1.50%          | 2018-19            | 8,009    | -             | 0.00%          |
| 2019-20            | 1,592,748 | 30,000        | 1.88%          | 2019-20            | 8,009    | -             | 0.00%          |
| 2020-21            | 1,622,748 | 30,000        | 1.85%          | 2020-21            | 8,009    | -             | 0.00%          |
| 2021-22            | 1,652,748 | 30,000        | 1.82%          | 2021-22            | 8,009    | -             | 0.00%          |
| 2022-23            | 1,682,748 | 30,000        | 1.78%          | 2022-23            | 8,009    | -             | 0.00%          |
| Average increase   |           |               | 0.87%          | Average increase   |          |               | -0.66%         |
| <b>RESIDENTIAL</b> |           |               |                | <b>RESIDENTIAL</b> |          |               |                |
| RESIDENTIAL        | MILL VAL  | +/-<br>AMOUNT | +/-<br>PERCENT | RESIDENTIAL        | MILL VAL | +/-<br>AMOUNT | +/-<br>PERCENT |
| 2013-14            | 6,066,876 | 31,657        | 0.52%          | 2013-14            | 629,106  | (287)         | -0.05%         |
| 2014-15            | 6,085,329 | 18,453        | 0.30%          | 2014-15            | 633,892  | 4,786         | 0.75%          |
| 2015-16            | 6,137,752 | 52,423        | 0.85%          | 2015-16            | 638,801  | 4,910         | 0.77%          |
| 2016-17            | 6,155,529 | 17,777        | 0.29%          | 2016-17            | 638,866  | 64            | 0.01%          |
| 2017-18            | 6,236,907 | 81,378        | 1.30%          | 2017-18            | 639,278  | 413           | 0.06%          |
| 2018-19            | 6,251,907 | 15,000        | 0.24%          | 2018-19            | 641,984  | 2,706         | 0.42%          |
| 2019-20            | 6,261,907 | 10,000        | 0.16%          | 2019-20            | 639,537  | (2,447)       | -0.38%         |
| 2020-21            | 6,271,907 | 10,000        | 0.16%          | 2020-21            | 640,037  | 500           | 0.08%          |
| 2021-22            | 6,281,907 | 10,000        | 0.16%          | 2021-22            | 640,537  | 500           | 0.08%          |
| 2022-23            | 6,291,907 | 10,000        | 0.16%          | 2022-23            | 641,037  | 500           | 0.08%          |
| Average increase   |           |               | 0.41%          | Average increase   |          |               | 0.18%          |
| <b>OTHER</b>       |           |               |                | <b>OTHER</b>       |          |               |                |
| OTHER              | MILL VAL  | +/-<br>AMOUNT | +/-<br>PERCENT | OTHER              | MILL VAL | +/-<br>AMOUNT | +/-<br>PERCENT |
| 2013-14            | 50,756    | (5,157)       | -10.16%        | 2013-14            | -        | -             | 0.00%          |
| 2014-15            | 49,319    | (1,437)       | -2.91%         | 2014-15            | -        | -             | 0.00%          |
| 2015-16            | 47,541    | (1,778)       | -3.74%         | 2015-16            | -        | -             | 0.00%          |
| 2016-17            | 45,006    | (2,535)       | -5.63%         | 2016-17            | -        | -             | 0.00%          |
| 2017-18            | 47,347    | 2,341         | 4.94%          | 2017-18            | -        | -             | 0.00%          |
| 2018-19            | 47,347    | -             | 0.00%          | 2018-19            | -        | -             | 0.00%          |
| 2019-20            | 47,347    | -             | 0.00%          | 2019-20            | -        | -             | 0.00%          |
| 2020-21            | 47,347    | -             | 0.00%          | 2020-21            | -        | -             | 0.00%          |
| 2021-22            | 47,347    | -             | 0.00%          | 2021-22            | -        | -             | 0.00%          |
| 2022-23            | 47,347    | -             | 0.00%          | 2022-23            | -        | -             | 0.00%          |
| Average increase   |           |               | -1.75%         | Average increase   |          |               | 0.00%          |
| <b>TOTAL</b>       |           |               |                | <b>TOTAL</b>       |          |               |                |
| TOTAL              | MILL VAL  | +/-<br>AMOUNT | +/-<br>PERCENT | TOTAL              | MILL VAL | +/-<br>AMOUNT | +/-<br>PERCENT |
| 2013-14            | 7,633,607 | 1,721         | 0.02%          | 2013-14            | 637,639  | (287)         | -0.04%         |
| 2014-15            | 7,646,298 | 12,691        | 0.17%          | 2014-15            | 642,425  | 4,786         | 0.74%          |
| 2015-16            | 7,698,441 | 52,143        | 0.68%          | 2015-16            | 647,335  | 4,910         | 0.76%          |
| 2016-17            | 7,728,556 | 30,115        | 0.39%          | 2016-17            | 647,399  | 64            | 0.01%          |
| 2017-18            | 7,823,487 | 94,931        | 1.21%          | 2017-18            | 647,287  | (112)         | -0.02%         |
| 2018-19            | 7,862,002 | 38,515        | 0.49%          | 2018-19            | 649,993  | 2,706         | 0.42%          |
| 2019-20            | 7,902,002 | 40,000        | 0.51%          | 2019-20            | 647,545  | (2,447)       | -0.38%         |
| 2020-21            | 7,942,002 | 40,000        | 0.50%          | 2020-21            | 648,045  | 500           | 0.08%          |
| 2021-22            | 7,982,002 | 40,000        | 0.50%          | 2021-22            | 648,545  | 500           | 0.08%          |
| 2022-23            | 8,022,002 | 40,000        | 0.50%          | 2022-23            | 649,045  | 500           | 0.08%          |
| Average increase   |           |               | 0.50%          | Average increase   |          |               | 0.17%          |

West Chester Area School District  
 Budget Forecast Model  
 2018-19 Projection Changes  
 April 2019

| <u>Expenses</u>       |                       |
|-----------------------|-----------------------|
| Benefits              | \$ (850,000)          |
| Prof & Tech Svcs      | \$ (250,000)          |
| <b>Total Expenses</b> | <b>\$ (1,100,000)</b> |

| <u>Revenues</u>       |             |
|-----------------------|-------------|
| <b>Total Revenues</b> | <b>\$ -</b> |

| <u>Fund Balance Analysis</u>                                      |                     |
|-------------------------------------------------------------------|---------------------|
| Increase in Fund Balance Designation for Future Millage Increases | \$ 1,100,000        |
| <b>Increase (Decrease) in Ending Fund Balance 6/30/19</b>         | <b>\$ 1,100,000</b> |

West Chester Area School District  
 Budget Forecast Model  
 2019-20 Projection Changes  
 April 2019

| <u>Expenses</u> |                     |
|-----------------|---------------------|
| Benefits        | \$ (888,047)        |
| Supplies        | \$ 2,507            |
| Total Expenses  | <u>\$ (885,540)</u> |

| <u>Revenues</u>                          |                    |
|------------------------------------------|--------------------|
| Current Real Estate Tax- Delaware County | \$ (95,654)        |
| Total Revenues                           | <u>\$ (95,654)</u> |

| <u>Budget Gap</u>    |              |
|----------------------|--------------|
| Change in Budget Gap | \$ (789,886) |

| <u>Fund Balance Analysis</u>                                                |                |
|-----------------------------------------------------------------------------|----------------|
| Increase in Beginning Fund Balance Designation for Future Millage Increases | \$ 1,100,000   |
| 2019-20 Use of Designation for Future Millage Increases                     | \$ (1,100,000) |
| Increase (Decrease) in Ending Fund Balance 6/30/20                          | <u>\$ -</u>    |



West Chester Area School District  
 Budget Forecast Model  
 2018-19 Projection Changes  
 March 2019

| <u>Expenses</u>              |                     |
|------------------------------|---------------------|
| Contracted Aides- Special Ed | \$ (150,000)        |
| Charter Schools              | \$ (125,000)        |
| Bussing- Non Public          | \$ (300,000)        |
| Curriculum Proposals         | \$ (5,000)          |
| <b>Total Expenses</b>        | <b>\$ (580,000)</b> |

| <u>Revenues</u>       |             |
|-----------------------|-------------|
| <b>Total Revenues</b> | <b>\$ -</b> |

| <u>Fund Balance Analysis</u>                                      |                   |
|-------------------------------------------------------------------|-------------------|
| Increase in Fund Balance Designation for Future Millage Increases | \$ 580,000        |
| <b>Increase (Decrease) in Ending Fund Balance 6/30/19</b>         | <b>\$ 580,000</b> |

West Chester Area School District  
 Budget Forecast Model  
 2019-20 Projection Changes  
 March 2019

| <u>Expenses</u>         |                     |
|-------------------------|---------------------|
| Salaries                | \$ (91,292)         |
| Benefits                | \$ (106,059)        |
| Alt Ed- IU              | \$ (30,000)         |
| Charter Schools         | \$ (125,000)        |
| Bussing- Public Schools | \$ (150,000)        |
| Total Expenses          | <u>\$ (502,351)</u> |

| <u>Revenues</u>                           |                    |
|-------------------------------------------|--------------------|
| Current Real Estate Tax - Delaware County | \$ (11,236)        |
| Subsidies- PSERS & SS                     | \$ (19,372)        |
| Total Revenues                            | <u>\$ (30,608)</u> |

| <u>Budget Gap</u>    |              |
|----------------------|--------------|
| Change in Budget Gap | \$ (471,743) |

| <u>Fund Balance Analysis</u>                                                |              |
|-----------------------------------------------------------------------------|--------------|
| Increase in Beginning Fund Balance Designation for Future Millage Increases | \$ 580,000   |
| 2019-20 Use of Designation for Future Millage Increases                     | \$ (580,000) |
| Increase (Decrease) in Ending Fund Balance 6/30/20                          | <u>\$ -</u>  |

West Chester Area School District  
 Budget Forecast Model  
 2018-19 Projection Changes  
 February 2019

| <u>Expenses</u> |              |
|-----------------|--------------|
| Salaries        | \$ (150,000) |
| Total Expenses  | \$ (150,000) |

| <u>Revenues</u>     |            |
|---------------------|------------|
| Current Real Estate | \$ 425,000 |
| Investment Income   | \$ 250,000 |
| Total Revenues      | \$ 675,000 |

| <u>Fund Balance Analysis</u>                                      |            |
|-------------------------------------------------------------------|------------|
| Increase in Fund Balance Designation for Future Millage Increases | \$ 825,000 |
| Increase (Decrease) in Ending Fund Balance 6/30/19                | \$ 825,000 |

West Chester Area School District  
 Budget Forecast Model  
 2019-20 Projection Changes  
 February 2019

| <u>Expenses</u>       |                       |
|-----------------------|-----------------------|
| Salaries              | \$ (426,800)          |
| Benefits              | \$ (314,455)          |
| Prof & Tech Services  | \$ (240,000)          |
| Property              | \$ (30,700)           |
| <b>Total Expenses</b> | <b>\$ (1,011,955)</b> |

| <u>Revenues</u>       |                       |
|-----------------------|-----------------------|
| Subsidies- PSERS & SS | \$ (90,567)           |
| Other State Revenue   | \$ (921,388)          |
| <b>Total Revenues</b> | <b>\$ (1,011,955)</b> |

| <u>Budget Gap</u>    |      |
|----------------------|------|
| Change in Budget Gap | \$ - |

| <u>Fund Balance Analysis</u>                                                |              |
|-----------------------------------------------------------------------------|--------------|
| Increase in Beginning Fund Balance Designation for Future Millage Increases | \$ 825,000   |
| 2019-20 Use of Designation for Future Millage Increases                     | \$ (825,000) |
| <b>Increase (Decrease) in Ending Fund Balance 6/30/20</b>                   | <b>\$ -</b>  |

West Chester Area School District  
 Budget Forecast Model  
 2018-19 Projection Changes  
 January 2019

| <u>Expenses</u>        |                     |
|------------------------|---------------------|
| Salaries               | \$ (375,000)        |
| Charter School Tuition | \$ (250,000)        |
| Variable Rate Debt     | \$ (50,000)         |
| <b>Total Expenses</b>  | <b>\$ (675,000)</b> |

| <u>Revenues</u>       |                   |
|-----------------------|-------------------|
| Investment Income     | \$ 400,000        |
| Safe Schools Grant    | \$ 25,000         |
| <b>Total Revenues</b> | <b>\$ 425,000</b> |

| <u>Fund Balance Analysis</u>                                      |                     |
|-------------------------------------------------------------------|---------------------|
| Increase in Fund Balance Designation for Future Millage Increases | \$ 1,100,000        |
| <b>Increase (Decrease) in Ending Fund Balance 6/30/19</b>         | <b>\$ 1,100,000</b> |

West Chester Area School District  
 Budget Forecast Model  
 2019-20 Projection Changes  
 January 2019

| <u>Expenses</u>      |                     |
|----------------------|---------------------|
| Benefits- PSERS & SS | \$ (446,807)        |
| Charter Schools      | \$ (250,000)        |
| Supplies             | \$ 12,000           |
| Total Expenses       | <u>\$ (684,807)</u> |

| <u>Revenues</u>       |                     |
|-----------------------|---------------------|
| Subsidies- PSERS & SS | \$ (223,403)        |
| Total Revenues        | <u>\$ (223,403)</u> |

| <u>Budget Gap</u>    |              |
|----------------------|--------------|
| Change in Budget Gap | \$ (461,404) |

| <u>Fund Balance Analysis</u>                                                |                |
|-----------------------------------------------------------------------------|----------------|
| Increase in Beginning Fund Balance Designation for Future Millage Increases | \$ 1,100,000   |
| 2019-20 Use of Designation for Future Millage Increases                     | \$ (1,100,000) |
| Increase (Decrease) in Ending Fund Balance 6/30/20                          | <u>\$ -</u>    |

West Chester Area School District  
 Budget Forecast Model  
 2019-20 Projection Changes  
 December 2018

| <u>Expenses</u>             |                     |
|-----------------------------|---------------------|
| Salaries                    | \$ (161,053)        |
| Salaries- Headcount Changes | \$ 220,000          |
| Benefits- PSERS & SS        | \$ (323,388)        |
| Prof & Tech Svcs            | \$ 401,726          |
| Purchased Prop. Svcs        | \$ (68,483)         |
| Other Svcs.                 | \$ (175,646)        |
| Supplies                    | \$ (656,226)        |
| Other Objects               | \$ (2,729)          |
| Property                    | \$ 147,615          |
| Total Expenses              | <u>\$ (618,184)</u> |

| <u>Revenues</u>     |                   |
|---------------------|-------------------|
| Other Local Revenue | \$ (10,400)       |
| State Revenue       | \$ 562,483        |
| Federal Programs    | \$ 33,111         |
| Total Revenues      | <u>\$ 585,194</u> |

| <u>Budget Gap</u>    |                |
|----------------------|----------------|
| Change in Budget Gap | \$ (1,203,378) |

| <u>Fund Balance Analysis</u>                       |             |
|----------------------------------------------------|-------------|
| Increase (Decrease) in Ending Fund Balance 6/30/20 | <u>\$ -</u> |

West Chester Area School District  
 Budget Forecast Model  
 2018-19 Projection Changes  
 November 2018

| <u>Expenses</u>        |                     |
|------------------------|---------------------|
| Charter School Tuition | \$ (400,000)        |
| Supplies- Educational  | \$ (19,126)         |
| <b>Total Expenses</b>  | <b>\$ (419,126)</b> |

| <u>Revenues</u>       |                   |
|-----------------------|-------------------|
| Interim Taxes         | \$ 200,000        |
| Transfer Taxes        | \$ 200,000        |
| Earned Income Taxes   | \$ (250,000)      |
| Interest Income       | \$ 550,000        |
| Federal Programs      | \$ (78,320)       |
| <b>Total Revenues</b> | <b>\$ 621,680</b> |

| <u>Fund Balance Analysis</u>                                      |                     |
|-------------------------------------------------------------------|---------------------|
| Increase in Fund Balance Designation for Future Millage Increases | \$ 1,040,806        |
| <b>Increase (Decrease) in Ending Fund Balance 6/30/19</b>         | <b>\$ 1,040,806</b> |



West Chester Area School District  
 Budget Forecast Model  
 2019-20 Projection Changes  
 November 2018

| <u>Expenses</u>             |                     |
|-----------------------------|---------------------|
| Salaries                    | \$ (267,881)        |
| Salaries- Headcount Changes | \$ 1,207,307        |
| Benefits- Headcount Changes | \$ 1,027,377        |
| Charter School Tuitions     | \$ (300,000)        |
| CAT Tuitions                | \$ (441,310)        |
| Supplies- Educational       | \$ (99,701)         |
| <b>Total Expenses</b>       | <b>\$ 1,125,792</b> |

| <u>Revenues</u>                              |                   |
|----------------------------------------------|-------------------|
| Earned Income Taxes                          | \$ (253,712)      |
| Interest Income                              | \$ 238,760        |
| State Subsidy- Headcount Changes: PSERS & SS | \$ 256,194        |
| State Subsidy- Other                         | \$ 650,688        |
| Federal Programs                             | \$ (78,320)       |
| <b>Total Revenues</b>                        | <b>\$ 813,610</b> |

| <u>Budget Gap</u>    |            |
|----------------------|------------|
| Change in Budget Gap | \$ 312,182 |

| <u>Fund Balance Analysis</u>                                                |                     |
|-----------------------------------------------------------------------------|---------------------|
| Increase in Beginning Fund Balance Designation for Future Millage Increases | \$ 1,040,806        |
| Increase in Designation for Enrollment Growth                               | \$ 1,000,000        |
| 2019-20 Use of Designation for Future Millage Increases                     | \$ (1,040,806)      |
| <b>Increase (Decrease) in Ending Fund Balance 6/30/20</b>                   | <b>\$ 1,000,000</b> |

West Chester Area School District  
 Budget Forecast Model  
 2018-19 Projection Changes  
 October 2018

| <u>Expenses</u>               |                     |
|-------------------------------|---------------------|
| Salaries- Elem. Summer School | \$ (71,800)         |
| Charter School Tuition        | \$ (750,000)        |
| Supplies- Elem. Summer School | \$ (2,600)          |
| Debt Service                  | \$ (117,548)        |
| <b>Total Expenses</b>         | <b>\$ (941,948)</b> |

| <u>Revenues</u>       |                   |
|-----------------------|-------------------|
| Transfer Tax          | \$ 150,000        |
| MA Revenue            | \$ 310,000        |
| <b>Total Revenues</b> | <b>\$ 460,000</b> |

| <u>Fund Balance Analysis</u>                                      |                     |
|-------------------------------------------------------------------|---------------------|
| Increase in Fund Balance Designation for Future Millage Increases | \$ 1,401,948        |
| <b>Increase (Decrease) in Ending Fund Balance 6/30/19</b>         | <b>\$ 1,401,948</b> |

West Chester Area School District  
 Budget Forecast Model  
 2019-20 Projection Changes  
 October 2018

| <u>Expenses</u>        |                     |
|------------------------|---------------------|
| Charter School Tuition | \$ (500,000)        |
| Debt Service           | \$ (72,013)         |
| <b>Total Expenses</b>  | <b>\$ (572,013)</b> |

| <u>Revenues</u>       |                   |
|-----------------------|-------------------|
| MA Revenue            | \$ 150,000        |
| <b>Total Revenues</b> | <b>\$ 150,000</b> |

| <u>Budget Gap</u>    |              |
|----------------------|--------------|
| Change in Budget Gap | \$ (722,013) |

| <u>Fund Balance Analysis</u>                                                |                |
|-----------------------------------------------------------------------------|----------------|
| Increase in Beginning Fund Balance Designation for Future Millage Increases | \$ 1,401,948   |
| 2019-20 Use of Designation for Future Millage Increases                     | \$ (1,401,948) |
| <b>Increase (Decrease) in Ending Fund Balance 6/30/20</b>                   | <b>\$ -</b>    |

West Chester Area School District  
 Budget Forecast Model  
 2017-18 Projection Changes  
 September 2018

| <u>Expenses</u>       |                 |
|-----------------------|-----------------|
| Prof. & Tech Services | \$ 2,550        |
| Other Services        | \$ (445)        |
| Supplies              | \$ 162          |
| Other Objects         | \$ 769          |
| Total Expenses        | <u>\$ 3,036</u> |

| <u>Revenues</u> |                  |
|-----------------|------------------|
| Local Revenue   | \$ 100,296       |
| Federal Revenue | \$ (508)         |
| Total Revenues  | <u>\$ 99,788</u> |

| <u>Fund Balance Analysis</u>                                                 |                  |
|------------------------------------------------------------------------------|------------------|
| Increase (Decrease) in Fund Balance Designation for Future Millage Increases | <u>\$ 96,752</u> |
| Increase (Decrease) in Ending Fund Balance 6/30/18                           | \$ 96,752        |

West Chester Area School District  
 Budget Forecast Model  
 2018-19 Projection Changes  
 September 2018

| <u>Expenses</u>                  |             |
|----------------------------------|-------------|
| Change in Average Teacher Salary |             |
| Budgeted teacher salary          | \$ 72,481   |
| Actual teacher salary            | \$ 72,467   |
| Decreased avg. teacher salary    | \$ (14)     |
| Number of teachers               | 943.60      |
| Increase in teacher attrition    | \$ (13,210) |
| Salaries- Facilities             | \$ 61,465   |
| Total Expenses                   | \$ 48,255   |

| <u>Revenues</u>     |          |
|---------------------|----------|
| Special Ed. Subsidy | \$ 5,743 |
| Total Revenues      | \$ 5,743 |

| <u>Fund Balance Analysis</u>                                                |             |
|-----------------------------------------------------------------------------|-------------|
| Increase in Beginning Fund Balance Designation for Future Millage Increases | \$ 96,752   |
| Decrease in Fund Balance Designation for Future Millage Increases           | \$ (42,512) |
| Increase (Decrease) in Ending Fund Balance 6/30/19                          | \$ 54,240   |

West Chester Area School District  
 Budget Forecast Model  
 2017-18 Projection Changes  
 August 2018

| <u>Expenses</u>             |                       |
|-----------------------------|-----------------------|
| Salaries                    | \$ (243,498)          |
| Benefits                    | \$ (1,689,265)        |
| Prof. & Tech Services       | \$ (362,456)          |
| Purchased Property Services | \$ (662,812)          |
| Other Services              | \$ (501,127)          |
| Supplies                    | \$ 122,552            |
| Other Objects               | \$ 253,522            |
| Dues & Fees- Athletics      | \$ 28,957             |
| Property                    | \$ (181,907)          |
| Debt Service                | \$ 21,564             |
| <b>Total Expenses</b>       | <b>\$ (3,214,470)</b> |

| <u>Revenues</u>       |                   |
|-----------------------|-------------------|
| Local Revenue         | \$ 211,592        |
| State Revenue         | \$ 431,163        |
| Federal Revenue       | \$ (112,152)      |
| <b>Total Revenues</b> | <b>\$ 530,603</b> |

| <u>Fund Balance Analysis</u>                                                 |                     |
|------------------------------------------------------------------------------|---------------------|
| Increase (Decrease) in Fund Balance Designation for Alternative Education    | \$ 176,000          |
| Increase (Decrease) in Fund Balance Designation for Athletic Fund            | \$ (9,568)          |
| Increase (Decrease) in Fund Balance Designation for Future Millage Increases | \$ 3,578,641        |
| <b>Increase (Decrease) in Ending Fund Balance 6/30/18</b>                    | <b>\$ 3,745,073</b> |

West Chester Area School District  
 Budget Forecast Model  
 2018-19 Projection Changes  
 August 2018

| <u>Expenses</u> |      |
|-----------------|------|
| Total Expenses  | \$ - |

| <u>Revenues</u>     |              |
|---------------------|--------------|
| Delinquent Taxes    | \$ (150,000) |
| Investment Earnings | \$ 250,000   |
| Basic Ed. Subsidy   | \$ 213,249   |
| Special Ed. Subsidy | \$ 20,778    |
| Total Revenues      | \$ 334,027   |

| <u>Fund Balance Analysis</u>                                                |              |
|-----------------------------------------------------------------------------|--------------|
| Increase in Beginning Fund Balance Designation for Alternative Education    | \$ 176,000   |
| (Decrease) in Beginning Fund Balance Designation for Athletic Fun           | \$ (9,568)   |
| Increase in Beginning Fund Balance Designation for Future Millage Increases | \$ 3,578,641 |
| Increase in Fund Balance Designation for Future Millage Increases           | \$ 334,027   |
| Increase (Decrease) in Ending Fund Balance 6/30/19                          | \$ 4,079,100 |

**West Chester Area School District**  
**Budget Forecast Model**  
**Key Expense Assumptions**

|    | A                                                                             | B | C              | D                             | E                             | F              | G              |
|----|-------------------------------------------------------------------------------|---|----------------|-------------------------------|-------------------------------|----------------|----------------|
| 5  | <b>Staff Changes / Student Enrollment</b>                                     |   |                |                               |                               |                |                |
| 6  |                                                                               |   |                |                               | <b>Enrollment Assumptions</b> |                |                |
| 7  |                                                                               |   | <b>2018-19</b> | <b>2019-20</b>                | <b>2020-21</b>                | <b>2021-22</b> | <b>2022-23</b> |
| 8  | KG                                                                            |   | 919            | 881                           | 948                           | 832            | 832            |
| 9  | 1st to 5th Grade                                                              |   | 4,519          | 4,587                         | 4,599                         | 4,773          | 4,759          |
| 10 | Grades 6-8                                                                    |   | 2,790          | 2,833                         | 2,899                         | 2,857          | 2,857          |
| 11 | Grades 9-12                                                                   |   | 3,866          | 3,875                         | 3,905                         | 3,887          | 3,885          |
| 12 | <b>Total</b>                                                                  |   | 12,094         | 12,176                        | 12,351                        | 12,349         | 12,333         |
| 13 | Elementary Student-Teacher Ratio                                              |   | 24.43          | 24.43                         | 24.43                         | 24.43          | 24.43          |
| 14 | Secondary Student-Teacher Ratio                                               |   | 17.5           | 17.5                          | 17.5                          | 17.5           | 17.5           |
| 15 | <b>Staff Change / Student Enrollment</b>                                      |   | <b>0.00</b>    | <b>0.00</b>                   | <b>0.00</b>                   | <b>0.00</b>    | <b>0.00</b>    |
| 26 |                                                                               |   |                |                               |                               |                |                |
| 27 |                                                                               |   |                |                               |                               |                |                |
| 28 | <b>Salary Increases (based on Act 1 Index)</b>                                |   |                | <b>% Increase Assumptions</b> |                               |                |                |
| 29 |                                                                               |   | <b>2019-20</b> | <b>2020-21</b>                | <b>2021-22</b>                | <b>2022-23</b> |                |
| 30 | Administration                                                                |   | 2.30%          | 2.40%                         | 2.40%                         | 2.40%          | 2.40%          |
| 31 | Teachers                                                                      |   | 2.76%          | 3.16%                         | 2.85%                         | 2.40%          | 2.40%          |
| 32 | Non-Bargaining                                                                |   | 2.30%          | 2.40%                         | 2.40%                         | 2.40%          | 2.40%          |
| 33 | Support Staff                                                                 |   | 2.30%          | 2.40%                         | 2.40%                         | 2.40%          | 2.40%          |
| 34 | Crafts/Trades                                                                 |   | 2.30%          | 2.40%                         | 2.40%                         | 2.40%          | 2.40%          |
| 35 |                                                                               |   |                |                               |                               |                |                |
| 36 | Miscellaneous                                                                 |   | <b>2019-20</b> | <b>2020-21</b>                | <b>2021-22</b>                | <b>2022-23</b> |                |
| 37 | Teacher Attrition (vacancies)                                                 |   | 750,000        | 750,000                       | 750,000                       | 750,000        |                |
| 38 | Teacher Attrition (turnover)                                                  |   | 500,000        | 500,000                       | 500,000                       | 500,000        |                |
| 39 |                                                                               |   |                |                               |                               |                |                |
| 40 |                                                                               |   |                |                               |                               |                |                |
| 41 | <b>Benefits - 200</b>                                                         |   |                | <b>% Increase Assumptions</b> |                               |                |                |
| 42 |                                                                               |   | <b>2019-20</b> | <b>2020-21</b>                | <b>2021-22</b>                | <b>2022-23</b> |                |
| 43 | Medical                                                                       |   | 7.57%          | 7.57%                         | 7.57%                         | 7.57%          |                |
| 44 | Dental                                                                        |   | 4.30%          | 4.30%                         | 4.30%                         | 4.30%          |                |
| 45 | Vision                                                                        |   | 2.30%          | 2.30%                         | 2.30%                         | 2.30%          |                |
| 46 | Prescription                                                                  |   | 10.00%         | 10.00%                        | 10.00%                        | 10.00%         |                |
| 47 | Social Security                                                               |   | 7.65%          | 7.65%                         | 7.65%                         | 7.65%          |                |
| 48 | <b>PSERS</b>                                                                  |   | <b>34.29%</b>  | <b>34.77%</b>                 | <b>35.19%</b>                 | <b>35.84%</b>  |                |
| 49 | Tuition- Teachers                                                             |   | \$500,000      | \$500,000                     | \$500,000                     | \$500,000      |                |
| 50 | Tuition- Non Teachers                                                         |   | \$100,000      | \$100,000                     | \$100,000                     | \$100,000      |                |
| 51 | Life & Disability                                                             |   | 0.00%          | 0.00%                         | 0.00%                         | 0.00%          |                |
| 52 | W/C, Unemp & Other                                                            |   | 1.50%          | 1.50%                         | 1.50%                         | 1.50%          |                |
| 53 |                                                                               |   |                |                               |                               |                |                |
| 54 | Monthly Board Premium Costs                                                   |   |                |                               |                               |                |                |
| 55 | Medical                                                                       |   | \$1,611.19     | \$1,733.16                    | \$1,864.36                    | \$2,005.49     |                |
| 56 | Dental                                                                        |   | \$96.70        | \$100.85                      | \$105.19                      | \$109.71       |                |
| 57 | Vision                                                                        |   | \$14.68        | \$15.02                       | \$15.36                       | \$15.72        |                |
| 58 | Prescription                                                                  |   | \$396.35       | \$435.99                      | \$479.59                      | \$527.54       |                |
| 59 | Life/AD&D (cost per \$1,000)                                                  |   | \$0.14         | \$0.14                        | \$0.14                        | \$0.14         |                |
| 60 |                                                                               |   |                |                               |                               |                |                |
| 61 | Assumes increases in salary related benefits proportional to salary increases |   |                |                               |                               |                |                |



**West Chester Area School District**  
**Budget Forecast Model**  
**Key Expense Assumptions**

|     | A                                                                                                                                                  | B                                   | C                | D                             | E                | F                | G              |
|-----|----------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|------------------|-------------------------------|------------------|------------------|----------------|
| 62  |                                                                                                                                                    |                                     |                  |                               |                  |                  |                |
| 63  |                                                                                                                                                    |                                     |                  |                               |                  |                  |                |
| 64  |                                                                                                                                                    |                                     |                  |                               |                  |                  |                |
| 65  | <b>Professional and Technical Services - 300</b>                                                                                                   |                                     |                  | <b>% Increase Assumptions</b> |                  |                  |                |
| 66  |                                                                                                                                                    |                                     |                  | <b>2019-20</b>                | <b>2020-21</b>   | <b>2021-22</b>   | <b>2022-23</b> |
| 67  |                                                                                                                                                    | Special Education Services          |                  | 10.00%                        | 10.00%           | 10.00%           | 10.00%         |
| 68  |                                                                                                                                                    | Other categories                    |                  | 3.00%                         | 3.00%            | 3.00%            | 3.00%          |
| 69  |                                                                                                                                                    |                                     |                  |                               |                  |                  |                |
| 70  |                                                                                                                                                    |                                     |                  |                               |                  |                  |                |
| 71  | <b>Purchased Property Services - 400</b>                                                                                                           |                                     |                  | <b>% Increase Assumptions</b> |                  |                  |                |
| 72  |                                                                                                                                                    |                                     |                  | <b>2019-20</b>                | <b>2020-21</b>   | <b>2021-22</b>   | <b>2022-23</b> |
| 73  |                                                                                                                                                    | Electricity                         |                  | 3.00%                         | 3.00%            | 3.00%            | 3.00%          |
| 74  |                                                                                                                                                    | Trash Collection                    |                  | 3.00%                         | 3.00%            | 3.00%            | 3.00%          |
| 75  |                                                                                                                                                    | Other categories                    |                  | 3.00%                         | 3.00%            | 3.00%            | 3.00%          |
| 76  |                                                                                                                                                    |                                     |                  |                               |                  |                  |                |
| 77  | <b>Other Purchased Services - 500</b>                                                                                                              |                                     |                  | <b>% Increase Assumptions</b> |                  |                  |                |
| 78  |                                                                                                                                                    |                                     |                  | <b>2019-20</b>                | <b>2020-21</b>   | <b>2021-22</b>   | <b>2022-23</b> |
| 79  |                                                                                                                                                    | Special Ed Tuitions                 |                  | 10.00%                        | 10.00%           | 10.00%           | 10.00%         |
| 80  |                                                                                                                                                    | Insurances                          |                  | 5.00%                         | 5.00%            | 5.00%            | 5.00%          |
| 81  |                                                                                                                                                    | Bussing                             |                  | 3.00%                         | 3.00%            | 3.00%            | 3.00%          |
| 82  |                                                                                                                                                    | Telephone and Postage               |                  | 3.00%                         | 3.00%            | 3.00%            | 3.00%          |
| 83  |                                                                                                                                                    | Other Categories                    |                  | 3.00%                         | 3.00%            | 3.00%            | 3.00%          |
| 84  |                                                                                                                                                    | Charter School Enrollment:          |                  |                               |                  |                  |                |
| 85  |                                                                                                                                                    | Regular Ed                          | 438              | 451                           | 465              | 479              |                |
| 86  |                                                                                                                                                    | Special Ed                          | 108              | 113                           | 119              | 125              |                |
| 87  |                                                                                                                                                    | Charter School Tuition Rate:        |                  |                               |                  |                  |                |
| 88  |                                                                                                                                                    | Regular Ed                          | \$13,883         | \$14,299                      | \$14,728         | \$15,170         |                |
| 89  |                                                                                                                                                    | Special Ed                          | \$32,521         | \$35,773                      | \$39,350         | \$43,285         |                |
| 90  |                                                                                                                                                    | CAT Enrollment:                     |                  |                               |                  |                  |                |
| 91  |                                                                                                                                                    | Full Time                           | 115              | 121                           | 127              | 133              |                |
| 92  |                                                                                                                                                    | Academic                            | 20               | 21                            | 22               | 23               |                |
| 93  |                                                                                                                                                    | CAT Tuition Rate:                   |                  |                               |                  |                  |                |
| 94  |                                                                                                                                                    | Full Time                           | \$20,501         | \$20,993                      | \$21,497         | \$22,013         |                |
| 95  |                                                                                                                                                    | Academic                            | \$9,922          | \$10,160                      | \$10,404         | \$10,654         |                |
| 96  |                                                                                                                                                    |                                     |                  |                               |                  |                  |                |
| 97  | <b>Supplies - 600</b>                                                                                                                              |                                     |                  | <b>% Increase Assumptions</b> |                  |                  |                |
| 98  |                                                                                                                                                    |                                     |                  | <b>2019-20</b>                | <b>2020-21</b>   | <b>2021-22</b>   | <b>2022-23</b> |
| 99  |                                                                                                                                                    | Educational/Admin Supplies&Software |                  | 4.00%                         | 4.00%            | 4.00%            | 4.00%          |
| 100 |                                                                                                                                                    | Gas and Oil                         |                  | 3.00%                         | 3.00%            | 3.00%            | 3.00%          |
| 101 |                                                                                                                                                    | Admin and Other Categories          |                  | 4.00%                         | 4.00%            | 4.00%            | 4.00%          |
| 102 |                                                                                                                                                    | <b>Curriculum Proposal Amount</b>   | <b>1,877,524</b> | <b>1,933,850</b>              | <b>1,991,865</b> | <b>2,051,621</b> |                |
| 103 |                                                                                                                                                    |                                     |                  |                               |                  |                  |                |
| 104 | <b>Property - 700</b>                                                                                                                              |                                     |                  | <b>% Increase Assumptions</b> |                  |                  |                |
| 105 |                                                                                                                                                    |                                     |                  | <b>2019-20</b>                | <b>2020-21</b>   | <b>2021-22</b>   | <b>2022-23</b> |
| 106 |                                                                                                                                                    | Equipment Purchases                 |                  | 3.00%                         | 3.00%            | 3.00%            | 3.00%          |
| 107 |                                                                                                                                                    | Technology Equipment *              |                  | 3.00%                         | 3.00%            | 3.00%            | 3.00%          |
| 108 | * Technology Equipment for 06-07,07-08 and 08-09 is paid out of capital projects fund and beginning 2009-10 it is paid out of capital reserve fund |                                     |                  |                               |                  |                  |                |
| 109 |                                                                                                                                                    |                                     |                  |                               |                  |                  |                |
| 110 |                                                                                                                                                    |                                     |                  |                               |                  |                  |                |
| 111 | <b>800 Other Object Dues and Fees</b>                                                                                                              |                                     |                  | <b>% Increase Assumptions</b> |                  |                  |                |
| 112 |                                                                                                                                                    |                                     |                  | <b>2019-20</b>                | <b>2020-21</b>   | <b>2021-22</b>   | <b>2022-23</b> |
| 113 |                                                                                                                                                    |                                     |                  | 3.00%                         | 3.00%            | 3.00%            | 3.00%          |

|    | A                                                                                                   | B              | C              | D              | E              |
|----|-----------------------------------------------------------------------------------------------------|----------------|----------------|----------------|----------------|
| 1  | <b>West Chester Area School District Budget Forecast Model</b><br><b><u>Revenue Assumptions</u></b> |                |                |                |                |
| 2  |                                                                                                     |                |                |                |                |
| 3  |                                                                                                     |                |                |                |                |
| 4  |                                                                                                     |                |                |                |                |
| 5  | <b><u>Local</u></b>                                                                                 |                |                |                |                |
|    |                                                                                                     | <b>2019-20</b> | <b>2020-21</b> | <b>2021-22</b> | <b>2022-23</b> |
| 6  | Collection Factor                                                                                   | 96.50%         | 96.50%         | 96.50%         | 96.50%         |
| 7  | Interim Taxes                                                                                       | 0.00%          | 0.00%          | 0.00%          | 0.00%          |
| 8  | Earned Income tax                                                                                   | 1.50%          | 1.50%          | 1.50%          | 1.50%          |
| 9  | Transfer Tax                                                                                        | 2.00%          | 2.00%          | 2.00%          | 2.00%          |
| 10 | Delinquent Taxes                                                                                    | 0.00%          | 0.00%          | 0.00%          | 0.00%          |
| 11 | Investment Earnings                                                                                 | 1.50%          | 1.50%          | 1.50%          | 1.50%          |
| 12 | Other                                                                                               | 0.00%          | 0.00%          | 0.00%          | 0.00%          |
| 13 |                                                                                                     |                |                |                |                |
| 14 | <b><u>State</u></b>                                                                                 |                |                |                |                |
|    |                                                                                                     | <b>2019-20</b> | <b>2020-21</b> | <b>2021-22</b> | <b>2022-23</b> |
| 15 | Basic Education                                                                                     | 0.0%           | 0.0%           | 0.0%           | 0.0%           |
| 16 | Special Education                                                                                   | 0.0%           | 0.0%           | 0.0%           | 0.0%           |
| 17 | Special Ed Contingency                                                                              | \$ -           | \$ -           | \$ -           | \$ -           |
| 18 | Transportation                                                                                      | 0.0%           | 0.0%           | 0.0%           | 0.0%           |
| 19 | Rent                                                                                                | \$ 1,110,285   | \$ 1,093,234   | \$ 1,039,356   | \$ 853,928     |
| 20 | Charter School (Reimb Rate)                                                                         | 0.0%           | 0.0%           | 0.0%           | 0.0%           |
| 21 | Social Security (Reimb Rate)                                                                        | 50.0%          | 50.0%          | 50.0%          | 50.0%          |
| 22 | Retirement (Reimb Rate)                                                                             | 50.0%          | 50.0%          | 50.0%          | 50.0%          |
| 23 | Other                                                                                               | 0.0%           | 0.0%           | 0.0%           | 0.0%           |
| 24 |                                                                                                     |                |                |                |                |
| 25 | <b><u>Federal</u></b>                                                                               |                |                |                |                |
|    |                                                                                                     | <b>2019-20</b> | <b>2020-21</b> | <b>2021-22</b> | <b>2022-23</b> |
| 26 | Title I                                                                                             | \$ 704,467     | \$ 704,467     | \$ 704,467     | \$ 704,467     |
| 27 | Title II                                                                                            | \$ 260,260     | \$ 260,260     | \$ 260,260     | \$ 260,260     |
| 28 | IDEA                                                                                                | \$ 1,305,640   | \$ 1,305,640   | \$ 1,305,640   | \$ 1,305,640   |
| 29 | Medical Access                                                                                      | \$ 500,000     | \$ 500,000     | \$ 500,000     | \$ 500,000     |
| 30 | Other                                                                                               | \$ 163,552     | \$ 163,552     | \$ 163,552     | \$ 163,552     |
| 31 |                                                                                                     |                |                |                |                |
| 32 | <b><u>Other</u></b>                                                                                 |                |                |                |                |
|    |                                                                                                     | <b>2019-20</b> | <b>2020-21</b> | <b>2021-22</b> | <b>2022-23</b> |
| 33 | To Cap Res                                                                                          | 4.0%           | 4.0%           | 4.0%           | 4.0%           |

West Chester Area School District  
Assumptions for Salaries

| <b>Additional Headcount Expenses</b> | <b>2018-19<br/>Budget</b> | <b>2018-19<br/>Projected</b> | <b>2019-20<br/>Forecast</b> | <b>2020-21<br/>Forecast</b> | <b>2021-22<br/>Forecast</b> | <b>2022-23<br/>Forecast</b> |
|--------------------------------------|---------------------------|------------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| <b>Administrators</b>                |                           |                              |                             |                             |                             |                             |
| Average New Hire Salary              | \$122,823                 |                              | \$125,648                   | \$128,663                   | \$131,751                   | \$134,913                   |
| Additional Headcount                 | 1.00                      |                              | 2.00                        | -                           | -                           | -                           |
| Additional Salary Expense            | \$80,000                  |                              | \$360,000                   | \$0                         | \$0                         | \$0                         |
| <b>Teacher</b>                       |                           |                              |                             |                             |                             |                             |
| Average New Hire Salary              | \$55,568                  | \$52,496                     | \$56,515                    | \$57,919                    | \$59,187                    | \$60,221                    |
| Average Teacher Salary               | \$73,212                  | \$72,467                     | \$73,703                    | \$76,499                    | \$78,174                    | \$79,539                    |
| Headcount Change (Enrollment)        | 12.00                     |                              | 10.80                       | -                           | -                           | -                           |
| Headcount Change (Curricular)        | -                         |                              | -                           | -                           | -                           | -                           |
| Change Salary Expense                | \$658,000                 |                              | \$889,060                   | \$0                         | \$0                         | \$0                         |
| <b>Non-Bargaining</b>                |                           |                              |                             |                             |                             |                             |
| Average New Hire Salary              | \$66,519                  |                              | \$68,049                    | \$69,682                    | \$71,354                    | \$73,067                    |
| Additional Headcount                 | -                         |                              | 1.00                        | -                           | -                           | -                           |
| Additional Salary Expense            | \$30,000                  |                              | \$24,200                    | \$0                         | \$0                         | \$0                         |
| <b>Support Staff</b>                 |                           |                              |                             |                             |                             |                             |
| Average New Hire Salary              | \$25,985                  |                              | \$26,583                    | \$27,221                    | \$27,874                    | \$28,543                    |
| Additional Headcount                 | -                         |                              | 2.00                        | -                           | -                           | -                           |
| Additional Salary Expense            | \$0                       |                              | \$69,184                    | \$0                         | \$0                         | \$0                         |
| <b>Crafts/Trades</b>                 |                           |                              |                             |                             |                             |                             |
| Average New Hire Salary              | \$40,749                  |                              | \$41,686                    | \$42,687                    | \$43,711                    | \$44,760                    |
| Additional Headcount                 | -                         |                              | 5.50                        | -                           | -                           | -                           |
| Additional Salary Expense            | \$0                       |                              | \$130,223                   | \$0                         | \$0                         | \$0                         |

|                                                    | <b>2018-19<br/>Budget</b> | <b>2018-19<br/>Projected</b> | <b>2019-20<br/>Forecast</b> | <b>2020-21<br/>Forecast</b> | <b>2021-22<br/>Forecast</b> | <b>2022-23<br/>Forecast</b> |
|----------------------------------------------------|---------------------------|------------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| <b>Teacher Staffing Changes Detail</b>             |                           |                              |                             |                             |                             |                             |
| Salary before Attrition                            | 69,460,397                |                              | 70,796,091                  | 73,434,229                  | 75,014,819                  | 76,303,175                  |
| Attrition - (vacancies)                            | 750,000                   |                              | 750,000                     | 750,000                     | 750,000                     | 750,000                     |
| Estimated Attrition (turnover)                     | 975,000                   |                              | 500,000                     | 500,000                     | 500,000                     | 500,000                     |
| Increase with Attrition                            | 67,735,397                | 68,380,187                   | 69,546,091                  | 72,184,229                  | 73,764,819                  | 75,053,175                  |
| Increase with Attrition                            |                           |                              | 1.71%                       | 2.48%                       | 2.19%                       | 1.75%                       |
| Staffing changes                                   | 658,000                   | -                            | 889,060                     | -                           | -                           | -                           |
| Teacher Salary (with attrition & staffing changes) | 68,393,397                | 68,380,187                   | 70,435,151                  | 72,184,229                  | 73,764,819                  | 75,053,175                  |
| Increase with Attrition & Staffing Changes         |                           |                              | 3.01%                       | 2.48%                       | 2.19%                       | 1.75%                       |

West Chester Area School District  
Assumptions for Salaries

| <b>TOTAL SALARY EXPENSE</b>          |                   |                   |                   |                    |                    |                    |
|--------------------------------------|-------------------|-------------------|-------------------|--------------------|--------------------|--------------------|
|                                      | 2018-19           | 2018-19           | 2019-20           | 2020-21            | 2021-22            | 2022-23            |
|                                      | Budget            | Projected         | Forecast          | Forecast           | Forecast           | Forecast           |
| Admin Staff                          | 8,422,301         | 8,294,301         | 8,780,364         | 8,991,093          | 9,206,879          | 9,427,844          |
| <b>Total Administration Salaries</b> | <b>8,422,301</b>  | <b>8,294,301</b>  | <b>8,780,364</b>  | <b>8,991,093</b>   | <b>9,206,879</b>   | <b>9,427,844</b>   |
| Teacher Staff Salaries               | 68,393,397        | 68,380,187        | 70,435,151        | 72,184,229         | 73,764,819         | 75,053,175         |
| Extra Duty Pymnts (123)              | 1,089,413         | 944,413           | 1,000,456         | 1,025,300          | 1,047,750          | 1,066,050          |
| Sabbatical Pymnts (124)              | 250,000           | 200,000           | 200,000           | 200,000            | 200,000            | 200,000            |
| Subject Chair Pymnts (125)           | 421,496           | 421,496           | 421,496           | 421,496            | 421,496            | 421,496            |
| Severance Pymnts (127)               | 392,000           | 392,000           | 392,000           | 401,734            | 410,531            | 417,701            |
| Supplemental Contracts (135)         | 2,167,000         | 2,167,000         | 2,167,000         | 2,167,000          | 2,167,000          | 2,167,000          |
| <b>Total Teaching Salaries</b>       | <b>72,713,306</b> | <b>72,505,096</b> | <b>74,616,103</b> | <b>76,399,759</b>  | <b>78,011,596</b>  | <b>79,325,422</b>  |
| Reg Salaries (141)                   | 3,498,455         | 3,687,920         | 3,803,212         | 3,894,489          | 3,987,957          | 4,083,668          |
| Overtime (143)                       | 2,800             | 1,000             | 1,000             | 1,000              | 1,000              | 1,000              |
| <b>Technical</b>                     | <b>3,501,255</b>  | <b>3,688,920</b>  | <b>3,804,212</b>  | <b>3,895,489</b>   | <b>3,988,957</b>   | <b>4,084,668</b>   |
| Reg Salaries (151)                   | 2,920,205         | 2,920,205         | 2,944,642         | 3,015,313          | 3,087,681          | 3,161,785          |
| Overtime (153)                       | 51,633            | 51,633            | 58,636            | 60,043             | 61,484             | 62,960             |
| Library/Office Aides (154),(155)     | 460,477           | 460,477           | 508,980           | 521,196            | 533,704            | 546,513            |
| Technology Aides (158)               | 422,668           | 422,668           | 422,300           | 432,435            | 442,814            | 453,441            |
| Instructional Aides (191)            | 2,251,047         | 2,176,047         | 2,274,981         | 2,329,581          | 2,385,490          | 2,442,742          |
| Instructional Aides OT (193)         | 56,320            | 56,320            | 56,620            | 57,979             | 59,370             | 60,795             |
| <b>Office Clerical</b>               | <b>6,162,350</b>  | <b>6,087,350</b>  | <b>6,266,159</b>  | <b>6,416,547</b>   | <b>6,570,544</b>   | <b>6,728,237</b>   |
| Reg Salaries Oper & Maint(161)       | 5,140,650         | 4,815,650         | 5,193,306         | 5,317,945          | 5,445,576          | 5,576,270          |
| Temporary salaries (162)             | 100,000           | 100,000           | 75,000            | 76,800             | 78,643             | 80,531             |
| Overtime (163)                       | 193,700           | 193,700           | 185,500           | 189,952            | 194,511            | 199,179            |
| Severance (167)                      | 40,000            | 40,000            | 40,000            | 40,000             | 40,000             | 40,000             |
| Reg Salaries Technology (168)        | 663,126           | 663,126           | 663,589           | 679,515            | 695,823            | 712,523            |
| <b>Crafts and Trades</b>             | <b>6,137,476</b>  | <b>5,812,476</b>  | <b>6,157,395</b>  | <b>6,304,212</b>   | <b>6,454,554</b>   | <b>6,608,503</b>   |
| <b>Total Salary Expense</b>          | <b>96,936,688</b> | <b>96,388,143</b> | <b>99,624,233</b> | <b>102,007,100</b> | <b>104,232,529</b> | <b>106,174,673</b> |
| <b>% Increase</b>                    |                   | -0.57%            | 3.36%             | 2.39%              | 2.18%              | 1.86%              |

| POSITIONS                                         | Func | Acct | Prog | 2018-19 Actual |               |               |              | Total         | 2019-20 Budget |               |               |              | Total         | Addition/Reductions to 2019-20 Budget |               |             |              |             |
|---------------------------------------------------|------|------|------|----------------|---------------|---------------|--------------|---------------|----------------|---------------|---------------|--------------|---------------|---------------------------------------|---------------|-------------|--------------|-------------|
|                                                   |      |      |      | ELM<br>Elem    | MID<br>Middle | HS<br>High    | OTH<br>Other |               | ELM<br>Elem    | MID<br>Middle | HS<br>High    | OTH<br>Other |               | ELM<br>Elem                           | MID<br>Middle | HS<br>High  | OTH<br>Other | Total       |
| <b>School Administration</b>                      |      |      |      |                |               |               |              |               |                |               |               |              |               |                                       |               |             |              |             |
| Superintendent                                    | 2360 | 111  | 52   | -              | -             | -             | 1.00         | 1.00          | -              | -             | -             | 1.00         | 1.00          | -                                     | -             | -           | -            | -           |
| Asst Supt of Curriculum and Instruction           | 2260 | 111  | 53   | -              | -             | -             | 1.00         | 1.00          | -              | -             | -             | 1.00         | 1.00          | -                                     | -             | -           | -            | -           |
| Pupil Services Director                           | 2111 | 111  | 18   | -              | -             | -             | 1.00         | 1.00          | -              | -             | -             | 1.00         | 1.00          | -                                     | -             | -           | -            | -           |
| Pupil Services Supervisor                         | 2119 | 111  | 18   | -              | -             | -             | 1.00         | 1.00          | -              | -             | -             | 1.00         | 1.00          | -                                     | -             | -           | -            | -           |
| Social Studies/ Fine Arts Supervisor              | 2260 | 111  | 20   | -              | -             | -             | 1.00         | 1.00          | -              | -             | -             | 1.00         | 1.00          | -                                     | -             | -           | -            | -           |
| Social Work Coordinator                           | 2160 | 111  | 18F  | -              | -             | -             | 1.00         | 1.00          | -              | -             | -             | 1.00         | 1.00          | -                                     | -             | -           | -            | -           |
| Equity / ELD / World Language Supervisor          | 2260 | 111  | 02   | -              | -             | -             | 1.00         | 1.00          | -              | -             | -             | 1.00         | 1.00          | -                                     | -             | -           | -            | -           |
| Language Arts Supervisor                          | 2260 | 111  | 06   | -              | -             | -             | 1.00         | 1.00          | -              | -             | -             | 1.00         | 1.00          | -                                     | -             | -           | -            | -           |
| Mathematics Supervisor                            | 2260 | 111  | 15   | -              | -             | -             | 1.00         | 1.00          | -              | -             | -             | 1.00         | 1.00          | -                                     | -             | -           | -            | -           |
| Science / FCS / Tech Ed / Health & PE Supervisor  | 2260 | 111  | 19   | -              | -             | -             | 1.00         | 1.00          | -              | -             | -             | 1.00         | 1.00          | -                                     | -             | -           | -            | -           |
| Assessment / Re-evaluation Supervisor             | 2260 | 111  | 50E  | -              | -             | -             | 1.00         | 1.00          | -              | -             | -             | 1.00         | 1.00          | -                                     | -             | -           | -            | -           |
| Instructional Technology Coordinator              | 2270 | 111  | 10   | -              | -             | -             | 2.00         | 2.00          | -              | -             | -             | 4.00         | 4.00          | -                                     | -             | -           | -            | -           |
| Secondary Director of Education                   | 2360 | 111  | 52B  | -              | -             | -             | 1.00         | 1.00          | -              | -             | -             | 1.00         | 1.00          | -                                     | -             | -           | 2.00         | 2.00        |
| Elementary Director of Education                  | 2360 | 111  | 52E  | -              | -             | -             | 1.00         | 1.00          | -              | -             | -             | 1.00         | 1.00          | -                                     | -             | -           | -            | -           |
| Principals and Asst. Principals                   | 2380 | 111  | 40   | 10.00          | 9.00          | 12.00         | -            | 31.00         | 10.00          | 9.00          | 12.00         | -            | 31.00         | -                                     | -             | -           | -            | -           |
| Business Affairs Director / Asst. Director        | 2511 | 111  | 55   | -              | -             | -             | 2.00         | 2.00          | -              | -             | -             | 2.00         | 2.00          | -                                     | -             | -           | -            | -           |
| Facilities & Operations Director / Asst. Director | 2611 | 111  | 71   | -              | -             | -             | 1.00         | 1.00          | -              | -             | -             | 1.00         | 1.00          | -                                     | -             | -           | -            | -           |
| Technology Director                               | 2821 | 111  | 10   | -              | -             | -             | 1.00         | 1.00          | -              | -             | -             | 1.00         | 1.00          | -                                     | -             | -           | -            | -           |
| Human Resources Director / Asst. Director         | 2831 | 111  | 54   | -              | -             | -             | 2.00         | 2.00          | -              | -             | -             | 2.00         | 2.00          | -                                     | -             | -           | -            | -           |
| IT Services Coordinator                           | 2840 | 111  | 50Z  | -              | -             | -             | 1.00         | 1.00          | -              | -             | -             | 1.00         | 1.00          | -                                     | -             | -           | -            | -           |
| Athletic Director                                 | 3200 | 111  | 30S  | -              | -             | 3.00          | -            | 3.00          | -              | -             | 3.00          | -            | 3.00          | -                                     | -             | -           | -            | -           |
| Special Education Supervisors                     | 1291 | 111  | 21   | -              | -             | -             | 3.00         | 3.00          | -              | -             | -             | 3.00         | 3.00          | -                                     | -             | -           | -            | -           |
| APT Coordinator                                   | 1291 | 111  | 21L  | -              | -             | -             | -            | -             | -              | -             | -             | -            | -             | -                                     | -             | -           | -            | -           |
| <b>School Administration Total</b>                |      |      |      | <b>10.00</b>   | <b>9.00</b>   | <b>15.00</b>  | <b>25.00</b> | <b>59.00</b>  | <b>10.00</b>   | <b>9.00</b>   | <b>15.00</b>  | <b>27.00</b> | <b>61.00</b>  | -                                     | -             | -           | <b>2.00</b>  | <b>2.00</b> |
| <b>Teachers</b>                                   |      |      |      |                |               |               |              |               |                |               |               |              |               |                                       |               |             |              |             |
| Full Day KG                                       | 1110 | 121  | 08F  | 40.00          | -             | -             | -            | 40.00         | 40.00          | -             | -             | -            | 40.00         | -                                     | -             | -           | -            | -           |
| 1st Grade                                         | 1110 | 121  | 09   | 43.00          | -             | -             | -            | 43.00         | 44.00          | -             | -             | -            | 44.00         | 1.00                                  | -             | -           | -            | 1.00        |
| 2nd Grade                                         | 1110 | 121  | 09   | 38.00          | -             | -             | -            | 38.00         | 39.00          | -             | -             | -            | 39.00         | 1.00                                  | -             | -           | -            | 1.00        |
| 3rd Grade                                         | 1110 | 121  | 09   | 37.00          | -             | -             | -            | 37.00         | 38.00          | -             | -             | -            | 38.00         | 1.00                                  | -             | -           | -            | 1.00        |
| 4th Grade                                         | 1110 | 121  | 09   | 36.00          | -             | -             | -            | 36.00         | 37.00          | -             | -             | -            | 37.00         | 1.00                                  | -             | -           | -            | 1.00        |
| 5th Grade                                         | 1110 | 121  | 09   | 36.00          | -             | -             | -            | 36.00         | 36.00          | -             | -             | -            | 36.00         | -                                     | -             | -           | -            | -           |
| Art                                               | 1110 | 121  | 01   | 9.70           | 7.10          | 7.60          | -            | 24.40         | 9.70           | 7.10          | 7.60          | -            | 24.40         | -                                     | -             | -           | -            | -           |
| ELD                                               | 1110 | 121  | 02   | 12.50          | 3.40          | 3.20          | -            | 19.10         | 12.50          | 3.40          | 3.20          | -            | 19.10         | -                                     | -             | -           | -            | -           |
| Eng/Lang Arts                                     | 1110 | 121  | 06   | -              | 25.20         | 34.30         | -            | 59.50         | -              | 26.20         | 35.30         | -            | 61.50         | -                                     | 1.00          | 1.00        | -            | 2.00        |
| World Language                                    | 1110 | 121  | 07   | -              | 9.30          | 25.30         | -            | 34.60         | -              | 9.30          | 25.30         | -            | 34.60         | -                                     | -             | -           | -            | -           |
| Instructional Coaches                             | 1110 | 121  | 09   | 10.00          | -             | -             | -            | 10.00         | 10.00          | -             | -             | -            | 10.00         | -                                     | -             | -           | -            | -           |
| Computer/Tech Ed                                  | 1110 | 121  | 10   | -              | 5.00          | -             | -            | 5.00          | -              | 5.00          | -             | -            | 5.00          | -                                     | -             | -           | -            | -           |
| Health                                            | 1110 | 121  | 11A  | -              | 9.43          | 6.85          | -            | 16.28         | -              | 9.43          | 6.85          | -            | 16.28         | -                                     | -             | -           | -            | -           |
| Math                                              | 1110 | 121  | 15   | -              | 28.80         | 38.10         | -            | 66.90         | -              | 29.80         | 38.10         | -            | 67.90         | -                                     | 1.00          | -           | -            | 1.00        |
| Phys Ed                                           | 1110 | 121  | 17A  | 10.62          | 6.77          | 13.15         | 1.00         | 31.54         | 10.62          | 6.77          | 13.15         | 1.50         | 32.04         | -                                     | -             | -           | 0.50         | 0.50        |
| Science                                           | 1110 | 121  | 19   | -              | 22.00         | 41.85         | -            | 63.85         | -              | 23.00         | 41.85         | -            | 64.85         | -                                     | 1.00          | -           | -            | 1.00        |
| Social Studies                                    | 1110 | 121  | 20   | -              | 21.80         | 37.30         | -            | 59.10         | -              | 21.80         | 37.30         | -            | 59.10         | -                                     | -             | -           | -            | -           |
| Reading Specialist/Teacher                        | 1110 | 121  | 06B  | 22.10          | 14.13         | 3.00          | -            | 39.23         | 22.10          | 14.13         | 3.00          | -            | 39.23         | -                                     | -             | -           | -            | -           |
| Music -Vocal                                      | 1110 | 121  | 16A  | 9.80           | 3.40          | 2.60          | -            | 15.80         | 9.80           | 3.40          | 2.60          | -            | 15.80         | -                                     | -             | -           | -            | -           |
| Music -Instrumental                               | 1110 | 121  | 16B  | 10.00          | 8.00          | 4.20          | -            | 22.20         | 10.00          | 8.00          | 4.20          | -            | 22.20         | -                                     | -             | -           | -            | -           |
| TITLE 1 (federal prog)                            | 1190 | 121  | 35   | 3.90           | -             | -             | -            | 3.90          | 3.90           | -             | -             | -            | 3.90          | -                                     | -             | -           | -            | -           |
| <b>Total</b>                                      |      |      |      | <b>318.62</b>  | <b>164.33</b> | <b>217.45</b> | <b>1.00</b>  | <b>701.40</b> | <b>322.62</b>  | <b>167.33</b> | <b>218.45</b> | <b>1.50</b>  | <b>709.90</b> | <b>4.00</b>                           | <b>3.00</b>   | <b>1.00</b> | <b>0.50</b>  | <b>8.50</b> |
| Fam and Cons Science                              | 1340 | 121  | 12   | -              | 7.20          | 6.00          | -            | 13.20         | -              | 7.20          | 6.00          | -            | 13.20         | -                                     | -             | -           | -            | -           |
| Industrial Arts                                   | 1350 | 121  | 13   | -              | 6.00          | 3.80          | -            | 9.80          | -              | 6.00          | 3.80          | -            | 9.80          | -                                     | -             | -           | -            | -           |
| Business Education                                | 1360 | 121  | 03   | -              | -             | 5.80          | -            | 5.80          | -              | -             | 5.80          | -            | 5.80          | -                                     | -             | -           | -            | -           |
| Marketing                                         | 1320 | 121  | 04   | -              | -             | -             | -            | -             | -              | -             | -             | -            | -             | -                                     | -             | -           | -            | -           |
| <b>Total</b>                                      |      |      |      | <b>-</b>       | <b>13.20</b>  | <b>15.60</b>  | <b>-</b>     | <b>28.80</b>  | <b>-</b>       | <b>13.20</b>  | <b>15.60</b>  | <b>-</b>     | <b>28.80</b>  | <b>-</b>                              | <b>-</b>      | <b>-</b>    | <b>-</b>     | <b>-</b>    |

| POSITIONS                                                           | Func | Acct | Prog | 2018-19 Actual |               |               |              |               | 2019-20 Budget |               |               |              |               | Addition/Reductions to 2019-20 Budget |               |             |              |       |              |             |
|---------------------------------------------------------------------|------|------|------|----------------|---------------|---------------|--------------|---------------|----------------|---------------|---------------|--------------|---------------|---------------------------------------|---------------|-------------|--------------|-------|--------------|-------------|
|                                                                     |      |      |      | ELM<br>Elem    | MID<br>Middle | HS<br>High    | OTH<br>Other | Total         | ELM<br>Elem    | MID<br>Middle | HS<br>High    | OTH<br>Other | Total         | ELM<br>Elem                           | MID<br>Middle | HS<br>High  | OTH<br>Other | Total |              |             |
| Special Education (general)                                         | 1291 | 121  | 21   | -              | -             | -             | 6.00         | 6.00          | -              | -             | -             | 6.00         | 6.00          | -                                     | -             | -           | -            | -     | -            | -           |
| Autistic                                                            | 1233 | 121  | 21C  | 6.50           | 3.00          | 2.50          | -            | 12.00         | 7.50           | 4.00          | 2.50          | -            | 14.00         | 1.00                                  | 1.00          | -           | -            | -     | -            | 2.00        |
| Emotional Support                                                   | 1231 | 121  | 21C  | 2.00           | 1.00          | 3.50          | -            | 6.50          | 2.00           | 1.00          | 3.50          | -            | 6.50          | -                                     | -             | -           | -            | -     | -            | -           |
| Transitional Program                                                | 1231 | 121  | 21L  | -              | -             | -             | -            | -             | -              | -             | -             | -            | -             | -                                     | -             | -           | -            | -     | -            | -           |
| APT Program                                                         | 1231 | 121  | 21L  | -              | -             | -             | -            | -             | -              | -             | -             | -            | -             | -                                     | -             | -           | -            | -     | -            | -           |
| Life Skills                                                         | 1211 | 121  | 21F  | 2.50           | 2.00          | 1.00          | -            | 5.50          | 2.50           | 2.00          | 1.00          | -            | 5.50          | -                                     | -             | -           | -            | -     | -            | -           |
| Learn Supp/ Life Skills                                             | 1241 | 121  | 21F  | 26.00          | 17.70         | 21.00         | -            | 64.70         | 26.00          | 18.00         | 21.00         | -            | 65.00         | -                                     | 0.30          | -           | -            | -     | -            | 0.30        |
| Multiple Disabilities                                               | 1270 | 121  | 21J  | 2.00           | -             | -             | -            | 2.00          | 2.00           | -             | -             | -            | 2.00          | -                                     | -             | -           | -            | -     | -            | -           |
| Speech & Language Therapist                                         | 1225 | 121  | 21   | -              | -             | -             | 13.00        | 13.00         | -              | -             | -             | 13.00        | 13.00         | -                                     | -             | -           | -            | -     | -            | -           |
| Gifted Program Teachers                                             | 1243 | 121  | 21A  | 7.00           | 3.70          | 4.80          | 0.50         | 16.00         | 7.00           | 3.70          | 4.80          | 0.50         | 16.00         | -                                     | -             | -           | -            | -     | -            | -           |
| <b>Total</b>                                                        |      |      |      | <b>46.00</b>   | <b>27.40</b>  | <b>32.80</b>  | <b>19.50</b> | <b>125.70</b> | <b>47.00</b>   | <b>28.70</b>  | <b>32.80</b>  | <b>19.50</b> | <b>128.00</b> | <b>1.00</b>                           | <b>1.30</b>   | -           | -            | -     | -            | <b>2.30</b> |
| Guidance Counselors                                                 | 2120 | 121  | 18B  | 10.00          | 9.00          | 18.00         | -            | 37.00         | 10.00          | 9.00          | 18.00         | -            | 37.00         | -                                     | -             | -           | -            | -     | -            | -           |
| Certified Nurses                                                    | 2440 | 121  | 18D  | 7.80           | 3.00          | 3.00          | 1.00         | 14.80         | 7.80           | 3.00          | 3.00          | 1.00         | 14.80         | -                                     | -             | -           | -            | -     | -            | -           |
| Psychologists                                                       | 2140 | 121  | 18C  | 9.60           | 3.00          | 3.00          | -            | 15.60         | 9.60           | 3.00          | 3.00          | -            | 15.60         | -                                     | -             | -           | -            | -     | -            | -           |
| Librarian                                                           | 2250 | 121  | 14   | 10.00          | 3.00          | 3.00          | -            | 16.00         | 10.00          | 3.00          | 3.00          | -            | 16.00         | -                                     | -             | -           | -            | -     | -            | -           |
| <b>Total</b>                                                        |      |      |      | <b>37.40</b>   | <b>18.00</b>  | <b>27.00</b>  | <b>1.00</b>  | <b>83.40</b>  | <b>37.40</b>   | <b>18.00</b>  | <b>27.00</b>  | <b>1.00</b>  | <b>83.40</b>  | -                                     | -             | -           | -            | -     | -            | -           |
| Athletic Trainer                                                    | 3200 | 121  | 30S  | -              | -             | 3.00          | -            | 3.00          | -              | -             | 3.00          | -            | 3.00          | -                                     | -             | -           | -            | -     | -            | -           |
| Audio Visual                                                        | 2220 | 121  | 14A  | -              | -             | 1.30          | -            | 1.30          | -              | -             | 1.30          | -            | 1.30          | -                                     | -             | -           | -            | -     | -            | -           |
| <b>Total</b>                                                        |      |      |      | -              | -             | <b>4.30</b>   | -            | <b>4.30</b>   | -              | -             | <b>4.30</b>   | -            | <b>4.30</b>   | -                                     | -             | -           | -            | -     | -            | -           |
| <b>Teacher Total</b>                                                |      |      |      | <b>402.02</b>  | <b>222.93</b> | <b>297.15</b> | <b>21.50</b> | <b>943.60</b> | <b>407.02</b>  | <b>227.23</b> | <b>298.15</b> | <b>22.00</b> | <b>954.40</b> | <b>5.00</b>                           | <b>4.30</b>   | <b>1.00</b> | <b>0.50</b>  | -     | <b>10.80</b> | -           |
| <i>Secretarial Staff - Central Office and School Administration</i> |      |      |      |                |               |               |              |               |                |               |               |              |               |                                       |               |             |              |       |              |             |
| Sec to Superintendent                                               | 2360 | 151  | 52   | -              | -             | -             | 1.00         | 1.00          | -              | -             | -             | 1.00         | 1.00          | -                                     | -             | -           | -            | -     | -            | -           |
| Sec to the Prog Dir Professional Devel                              | 2360 | 151  | 52B  | -              | -             | -             | 1.00         | 1.00          | -              | -             | -             | 1.00         | 1.00          | -                                     | -             | -           | -            | -     | -            | -           |
| Sec to Elementary Dir of Education                                  | 2360 | 151  | 52E  | -              | -             | -             | 0.95         | 0.95          | -              | -             | -             | 0.95         | 0.95          | -                                     | -             | -           | -            | -     | -            | -           |
| Sec to Principals and Asst. Principals                              | 2380 | 151  | 40   | 10.00          | 6.00          | 9.00          | -            | 25.00         | 10.00          | 6.00          | 9.00          | -            | 25.00         | -                                     | -             | -           | -            | -     | -            | -           |
| Sec to Technology Dir                                               | 2821 | 151  | 10   | -              | -             | -             | 1.00         | 1.00          | -              | -             | -             | 1.00         | 1.00          | -                                     | -             | -           | -            | -     | -            | -           |
| Sec for Attendance/Child Actg                                       | 2130 | 151  | 18A  | -              | 3.00          | 3.00          | -            | 6.00          | -              | 3.00          | 3.00          | -            | 6.00          | -                                     | -             | -           | -            | -     | -            | -           |
| Sec for Guidance                                                    | 2120 | 151  | 18B  | -              | -             | 6.00          | -            | 6.00          | -              | -             | 6.00          | -            | 6.00          | -                                     | -             | -           | -            | -     | -            | -           |
| Sec to Facilities & Operations Dir                                  | 2611 | 151  | 71   | -              | -             | -             | 2.00         | 2.00          | -              | -             | -             | 2.00         | 2.00          | -                                     | -             | -           | -            | -     | -            | -           |
| Sec to Curriculum Supv.                                             | 2260 | 151  | 50   | -              | -             | -             | 2.00         | 2.00          | -              | -             | -             | 2.00         | 2.00          | -                                     | -             | -           | -            | -     | -            | -           |
| Sec to Special Ed Dir/Supervisors                                   | 1291 | 151  | 21   | -              | -             | -             | 3.50         | 3.50          | -              | -             | -             | 3.50         | 3.50          | -                                     | -             | -           | -            | -     | -            | -           |
| Sec to Special Ed Dir/Supervisors                                   | 1291 | 151  | 35   | -              | -             | -             | 0.50         | 0.50          | -              | -             | -             | 0.50         | 0.50          | -                                     | -             | -           | -            | -     | -            | -           |
| Sec. Director of Pupil Services                                     | 2111 | 151  | 18   | -              | -             | -             | 1.00         | 1.00          | -              | -             | -             | 1.00         | 1.00          | -                                     | -             | -           | -            | -     | -            | -           |
| Sec to Instruct Technology Coordinator                              | 2829 | 151  | 10   | -              | -             | -             | 1.00         | 1.00          | -              | -             | -             | 1.00         | 1.00          | -                                     | -             | -           | -            | -     | -            | -           |
| Sec to Gifted                                                       | 2119 | 151  | 18   | -              | -             | -             | 1.00         | 1.00          | -              | -             | -             | 1.00         | 1.00          | -                                     | -             | -           | -            | -     | -            | -           |
| Sec to Title I                                                      | 2850 | 151  | 35   | -              | -             | -             | 0.05         | 0.05          | -              | -             | -             | 0.05         | 0.05          | -                                     | -             | -           | -            | -     | -            | -           |
| Sec to ELD & Equity Supervisor                                      | 2260 | 151  | 52M  | -              | -             | -             | 1.00         | 1.00          | -              | -             | -             | 1.00         | 1.00          | -                                     | -             | -           | -            | -     | -            | -           |
| Sec to Athletic Director                                            | 3200 | 151  | 30S  | -              | -             | 3.00          | -            | 3.00          | -              | -             | 3.00          | -            | 3.00          | -                                     | -             | -           | -            | -     | -            | -           |
| <b>Total</b>                                                        |      |      |      | <b>10.00</b>   | <b>9.00</b>   | <b>21.00</b>  | <b>16.00</b> | <b>56.00</b>  | <b>10.00</b>   | <b>9.00</b>   | <b>21.00</b>  | <b>16.00</b> | <b>56.00</b>  | -                                     | -             | -           | -            | -     | -            | -           |
| Full Day KG                                                         | 1110 | 191  | 08F  | 8.00           | -             | -             | -            | 8.00          | 8.00           | -             | -             | -            | 8.00          | -                                     | -             | -           | -            | -     | -            | -           |
| Grades 1-5                                                          | 1110 | 191  | 09   | -              | -             | -             | -            | -             | -              | -             | -             | -            | -             | -                                     | -             | -           | -            | -     | -            | -           |
| ELD                                                                 | 1110 | 191  | 02   | 8.00           | 4.00          | 1.00          | -            | 13.00         | 8.00           | 4.00          | 1.00          | -            | 13.00         | -                                     | -             | -           | -            | -     | -            | -           |
| Autistic                                                            | 1233 | 191  | 21C  | -              | -             | -             | 17.50        | 17.50         | -              | -             | -             | 17.50        | 17.50         | -                                     | -             | -           | -            | -     | -            | -           |
| Emotional Support                                                   | 1231 | 191  | 21C  | -              | -             | -             | 7.50         | 7.50          | -              | -             | -             | 7.50         | 7.50          | -                                     | -             | -           | -            | -     | -            | -           |
| Transitional Program                                                | 1231 | 191  | 21L  | -              | -             | -             | -            | -             | -              | -             | -             | -            | -             | -                                     | -             | -           | -            | -     | -            | -           |
| Life Skills                                                         | 1211 | 191  | 21F  | -              | -             | -             | 7.00         | 7.00          | -              | -             | -             | 7.00         | 7.00          | -                                     | -             | -           | -            | -     | -            | -           |
| Learn Supp/ Life Skills                                             | 1241 | 191  | 21F  | -              | -             | -             | 64.00        | 64.00         | -              | -             | -             | 64.00        | 64.00         | -                                     | -             | -           | -            | -     | -            | -           |
| Special Ed Multi Hand Support                                       | 1270 | 191  | 21J  | -              | -             | -             | -            | -             | -              | -             | -             | -            | -             | -                                     | -             | -           | -            | -     | -            | -           |
| <b>Total</b>                                                        |      |      |      | <b>16.00</b>   | <b>4.00</b>   | <b>1.00</b>   | <b>96.00</b> | <b>117.00</b> | <b>16.00</b>   | <b>4.00</b>   | <b>1.00</b>   | <b>96.00</b> | <b>117.00</b> | -                                     | -             | -           | -            | -     | -            | -           |
| Library Assistant                                                   | 2250 | 154  | 14   | 5.00           | -             | 3.00          | -            | 8.00          | 5.00           | 2.00          | 3.00          | -            | 10.00         | -                                     | 2.00          | -           | -            | -     | -            | 2.00        |
| Security Greeter                                                    | 2190 | 154  | 18   | -              | -             | 3.00          | -            | 3.00          | -              | -             | 3.00          | -            | 3.00          | -                                     | -             | -           | -            | -     | -            | -           |
| Office Assistant (Dis)                                              | 2380 | 154  | 40   | 10.00          | -             | -             | -            | 10.00         | 10.00          | -             | -             | -            | 10.00         | -                                     | -             | -           | -            | -     | -            | -           |
| <b>Total</b>                                                        |      |      |      | <b>15.00</b>   | -             | <b>6.00</b>   | -            | <b>21.00</b>  | <b>15.00</b>   | <b>2.00</b>   | <b>6.00</b>   | -            | <b>23.00</b>  | -                                     | <b>2.00</b>   | -           | -            | -     | -            | <b>2.00</b> |
| Case Workers                                                        | 2160 | 141  | 18F  | -              | -             | -             | 7.00         | 7.00          | -              | -             | -             | 7.00         | 7.00          | -                                     | -             | -           | -            | -     | -            | -           |
| RN-LPN (non-public)                                                 | 2450 | 141  | 18D  | -              | -             | -             | 4.20         | 4.20          | -              | -             | -             | 4.20         | 4.20          | -                                     | -             | -           | -            | -     | -            | -           |
| RN-LPN (District)                                                   | 2440 | 141  | 18D  | 3.00           | -             | 3.00          | 1.00         | 7.00          | 4.00           | -             | 3.00          | 1.00         | 8.00          | 1.00                                  | -             | -           | -            | -     | -            | 1.00        |
| Pupil Service Specialist                                            | 1291 | 141  | 21   | -              | -             | -             | 0.60         | 0.60          | -              | -             | -             | 0.60         | 0.60          | -                                     | -             | -           | -            | -     | -            | -           |
| Pupil Service Specialist                                            | 1291 | 141  | 35   | -              | -             | -             | 0.40         | 0.40          | -              | -             | -             | 0.40         | 0.40          | -                                     | -             | -           | -            | -     | -            | -           |
| <b>Total</b>                                                        |      |      |      | <b>3.00</b>    | -             | <b>3.00</b>   | <b>13.20</b> | <b>19.20</b>  | <b>4.00</b>    | -             | <b>3.00</b>   | <b>13.20</b> | <b>20.20</b>  | <b>1.00</b>                           | -             | -           | -            | -     | -            | <b>1.00</b> |
| Business Office (Professional)                                      | 2500 | 141  | 55   | -              | -             | -             | 5.00         | 5.00          | -              | -             | -             | 5.00         | 5.00          | -                                     | -             | -           | -            | -     | -            | -           |

| POSITIONS                                                    | Func | Acct | Prog         | 2018-19 Actual |               |               |               |                 | 2019-20 Budget |               |               |               |                 | Addition/Reductions to 2019-20 Budget |               |             |              |              |      |   |
|--------------------------------------------------------------|------|------|--------------|----------------|---------------|---------------|---------------|-----------------|----------------|---------------|---------------|---------------|-----------------|---------------------------------------|---------------|-------------|--------------|--------------|------|---|
|                                                              |      |      |              | ELM<br>Elem    | MID<br>Middle | HS<br>High    | OTH<br>Other  | Total           | ELM<br>Elem    | MID<br>Middle | HS<br>High    | OTH<br>Other  | Total           | ELM<br>Elem                           | MID<br>Middle | HS<br>High  | OTH<br>Other | Total        |      |   |
| Business Office Benefits (Professional)                      | 2835 | 141  | 55           | -              | -             | -             | 1.00          | 1.00            | -              | -             | -             | 1.00          | 1.00            | -                                     | -             | -           | -            | -            | -    | - |
| Business Office (Hourly Support)                             | 2500 | 151  | 55           | -              | -             | -             | 6.00          | 6.00            | -              | -             | -             | 6.00          | 6.00            | -                                     | -             | -           | -            | -            | -    | - |
|                                                              |      |      | <b>Total</b> | -              | -             | -             | 12.00         | 12.00           | -              | -             | -             | 12.00         | 12.00           | -                                     | -             | -           | -            | -            | -    | - |
| Communications Office (Professional)                         | 2370 | 141  | 52           | -              | -             | -             | 1.00          | 1.00            | -              | -             | -             | 1.00          | 1.00            | -                                     | -             | -           | -            | -            | -    | - |
| Communications Office (Hourly Support)                       | 2370 | 151  | 52           | -              | -             | -             | 1.00          | 1.00            | -              | -             | -             | 1.00          | 1.00            | -                                     | -             | -           | -            | -            | -    | - |
|                                                              |      |      | <b>Total</b> | -              | -             | -             | 2.00          | 2.00            | -              | -             | -             | 2.00          | 2.00            | -                                     | -             | -           | -            | -            | -    | - |
| Transportation Office (Professional)                         | 2719 | 141  | 75           | -              | -             | -             | 1.00          | 1.00            | -              | -             | -             | 1.00          | 1.00            | -                                     | -             | -           | -            | -            | -    | - |
| Transportation Office (Hourly Support)                       | 2719 | 151  | 75           | -              | -             | -             | 0.60          | 0.60            | -              | -             | -             | 0.60          | 0.60            | -                                     | -             | -           | -            | -            | -    | - |
| Transportation Office-NP (Professional)                      | 2750 | 141  | 75           | -              | -             | -             | 1.00          | 1.00            | -              | -             | -             | 1.00          | 1.00            | -                                     | -             | -           | -            | -            | -    | - |
| Transportation Office-NP (Hourly Support)                    | 2750 | 151  | 75           | -              | -             | -             | 0.90          | 0.90            | -              | -             | -             | 0.90          | 0.90            | -                                     | -             | -           | -            | -            | -    | - |
|                                                              |      |      | <b>Total</b> | -              | -             | -             | 3.50          | 3.50            | -              | -             | -             | 3.50          | 3.50            | -                                     | -             | -           | -            | -            | -    | - |
| Human Resources Office (Professional)                        | 2839 | 141  | 54           | -              | -             | -             | 2.00          | 2.00            | -              | -             | -             | 2.00          | 2.00            | -                                     | -             | -           | -            | -            | -    | - |
| HR Office (Hourly Support)                                   | 2839 | 151  | 54           | -              | -             | -             | 1.00          | 1.00            | -              | -             | -             | 1.00          | 1.00            | -                                     | -             | -           | -            | -            | -    | - |
|                                                              |      |      | <b>Total</b> | -              | -             | -             | 3.00          | 3.00            | -              | -             | -             | 3.00          | 3.00            | -                                     | -             | -           | -            | -            | -    | - |
| Technology Office (Hourly Support)                           | 2840 | 151  | 50Z          | -              | -             | -             | 3.00          | 3.00            | -              | -             | -             | 3.00          | 3.00            | -                                     | -             | -           | -            | -            | -    | - |
| Technology Office (Professional)                             | 2818 | 141  | 10           | -              | -             | -             | 1.00          | 1.00            | -              | -             | -             | 1.00          | 1.00            | -                                     | -             | -           | -            | -            | -    | - |
| Technology Office (Hourly Support)                           | 2829 | 168  | 10           | -              | -             | -             | 11.00         | 11.00           | -              | -             | -             | 11.00         | 11.00           | -                                     | -             | -           | -            | -            | -    | - |
| Technology Associate                                         | 1110 | 158  | 10           | -              | -             | -             | 19.00         | 19.00           | -              | -             | -             | 19.00         | 19.00           | -                                     | -             | -           | -            | -            | -    | - |
|                                                              |      |      | <b>Total</b> | -              | -             | -             | 34.00         | 34.00           | -              | -             | -             | 34.00         | 34.00           | -                                     | -             | -           | -            | -            | -    | - |
| Head Custodians/ Supervisors/ Quality Control                | 2610 | 141  | 71A          | 10.00          | 3.00          | 3.00          | 5.00          | 21.00           | 10.00          | 3.00          | 3.00          | 5.00          | 21.00           | -                                     | -             | -           | -            | -            | -    | - |
| Custodians (Hourly Support)                                  | 2620 | 161  | 71A          | 21.00          | 15.00         | 30.00         | 8.00          | 74.00           | 21.00          | 15.00         | 30.00         | 11.50         | 77.50           | -                                     | -             | -           | 3.50         | 3.50         | -    | - |
| Security Services Coordinator                                | 2660 | 141  | 71L          | -              | -             | -             | 1.00          | 1.00            | -              | -             | -             | 1.00          | 1.00            | -                                     | -             | -           | -            | -            | -    | - |
| Security (Hourly Support)                                    | 2660 | 161  | 71L          | -              | -             | -             | -             | -               | -              | -             | -             | -             | -               | -                                     | -             | -           | -            | -            | -    | - |
| Maintenance                                                  | 2620 | 141  | 70           | -              | -             | -             | 1.00          | 1.00            | -              | -             | -             | 1.00          | 1.00            | -                                     | -             | -           | -            | -            | -    | - |
| Custodial & Maint Dept (Hourly Support)                      | 2620 | 161  | 70           | -              | -             | -             | 6.00          | 6.00            | -              | -             | -             | 6.00          | 6.00            | -                                     | -             | -           | -            | -            | -    | - |
| HVAC Coordinator                                             | 2620 | 141  | 70H          | -              | -             | -             | 1.00          | 1.00            | -              | -             | -             | 1.00          | 1.00            | -                                     | -             | -           | -            | -            | -    | - |
| HVAC Staff (Hourly Support)                                  | 2620 | 161  | 70H          | -              | -             | -             | 6.00          | 6.00            | -              | -             | -             | 7.00          | 7.00            | -                                     | -             | -           | -            | 1.00         | 1.00 | - |
| Operations (Professional)                                    | 2610 | 141  | 71           | -              | -             | -             | 2.00          | 2.00            | -              | -             | -             | 2.00          | 2.00            | -                                     | -             | -           | -            | -            | -    | - |
| Facilities Apprentice                                        | 2620 | 161  | 71           | -              | -             | -             | 1.00          | 1.00            | -              | -             | -             | 1.00          | 1.00            | -                                     | -             | -           | -            | -            | -    | - |
| Automotive Pool                                              | 2650 | 161  | 71G          | -              | -             | -             | 1.00          | 1.00            | -              | -             | -             | 1.00          | 1.00            | -                                     | -             | -           | -            | -            | -    | - |
| Grounds Supervisor / Athletic Turf Coordinator               | 2630 | 141  | 70F          | -              | -             | -             | 1.00          | 1.00            | -              | -             | -             | 1.00          | 1.00            | -                                     | -             | -           | -            | -            | -    | - |
| Grounds/Warehouse (Hourly Support)                           | 2630 | 161  | 70F          | -              | -             | -             | 9.00          | 9.00            | -              | -             | -             | 10.00         | 10.00           | -                                     | -             | -           | -            | 1.00         | 1.00 | - |
| Mailroom (Hourly Support)                                    | 2530 | 161  | 71F          | -              | -             | -             | 1.00          | 1.00            | -              | -             | -             | 1.00          | 1.00            | -                                     | -             | -           | -            | -            | -    | - |
|                                                              |      |      | <b>Total</b> | 31.00          | 18.00         | 33.00         | 43.00         | 125.00          | 31.00          | 18.00         | 33.00         | 48.50         | 130.50          | -                                     | -             | -           | -            | 5.50         | 5.50 | - |
| Secretarial Staff - Central Office and School Administration |      |      | <b>Total</b> | 75.00          | 31.00         | 64.00         | 222.70        | 392.70          | 76.00          | 33.00         | 64.00         | 228.20        | 401.20          | 1.00                                  | 2.00          | -           | -            | 5.50         | 8.50 | - |
| <b>Grand Total</b>                                           |      |      |              | <b>487.02</b>  | <b>262.93</b> | <b>376.15</b> | <b>269.20</b> | <b>1,395.30</b> | <b>493.02</b>  | <b>269.23</b> | <b>377.15</b> | <b>277.20</b> | <b>1,416.60</b> | <b>6.00</b>                           | <b>6.30</b>   | <b>1.00</b> | <b>8.00</b>  | <b>21.30</b> |      |   |

West Chester Area School District  
Assumptions for Benefits

| Gross Benefit Costs          |                   |                   |                   |                   |                   |                   |                   |
|------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
|                              | 2017-18           | 2018-19           | 2018-19           | 2019-20           | 2020-21           | 2021-22           | 2022-23           |
|                              | <u>Actual</u>     | <u>Budget</u>     | <u>Projection</u> | <u>Forecast</u>   | <u>Forecast</u>   | <u>Forecast</u>   | <u>Forecast</u>   |
| Medical                      | 16,627,938        | 20,249,205        | 19,199,205        | 20,860,606        | 22,439,754        | 24,138,443        | 25,965,723        |
| Dental                       | 1,184,123         | 1,352,231         | 1,352,231         | 1,426,922         | 1,488,280         | 1,552,276         | 1,619,023         |
| Vision                       | 178,104           | 202,033           | 202,033           | 209,427           | 214,244           | 219,171           | 224,212           |
| Prescription                 | 4,475,995         | 5,486,094         | 5,186,094         | 5,770,336         | 6,347,370         | 6,982,107         | 7,680,318         |
| Social Security              | 6,733,941         | 7,334,872         | 7,334,872         | 7,588,208         | 7,803,543         | 7,973,788         | 8,122,363         |
| Retirement                   | 30,058,231        | 32,019,484        | 32,019,484        | 33,984,709        | 35,467,869        | 36,679,427        | 38,053,003        |
| Tuition                      | 443,193           | 600,000           | 600,000           | 600,000           | 600,000           | 600,000           | 600,000           |
| Life & Disability            | 361,594           | 474,480           | 474,480           | 539,983           | 552,899           | 564,961           | 575,488           |
| W/C, Unemp & Other           | 1,344,675         | 751,938           | 1,251,938         | 1,270,717         | 1,289,778         | 1,309,124         | 1,328,761         |
| <b>Total Benefit Expense</b> | <b>61,407,794</b> | <b>68,470,337</b> | <b>67,620,337</b> | <b>72,250,908</b> | <b>76,203,735</b> | <b>80,019,298</b> | <b>84,168,891</b> |
| % Increase                   |                   |                   | 10.12%            | 5.52%             | 5.47%             | 5.01%             | 5.19%             |

\* Assume increases in salary related benefits proportional to salary increase

| Benefit Cost Sharing and Cobra payments |                  |                  |                   |                  |                  |                  |                  |
|-----------------------------------------|------------------|------------------|-------------------|------------------|------------------|------------------|------------------|
|                                         | 2017-18          | 2018-19          | 2018-19           | 2019-20          | 2020-21          | 2021-22          | 2022-23          |
|                                         | <u>Actual</u>    | <u>Budget</u>    | <u>Projection</u> | <u>Forecast</u>  | <u>Forecast</u>  | <u>Forecast</u>  | <u>Forecast</u>  |
| Medical                                 | 4,247,679        | 5,090,217        | 5,090,217         | 5,475,546        | 5,890,045        | 6,335,922        | 6,815,551        |
| Dental                                  | 163,321          | 81,779           | 81,779            | 85,295           | 88,963           | 92,789           | 96,779           |
| Vision                                  | 25,295           | 10,196           | 10,196            | 10,431           | 10,670           | 10,916           | 11,167           |
| Prescription                            | 607,372          | 837,833          | 837,833           | 921,616          | 1,013,778        | 1,115,156        | 1,226,671        |
| Social Security                         | -                | -                | -                 | -                | -                | -                | -                |
| Retirement                              | -                | -                | -                 | -                | -                | -                | -                |
| Tuition                                 | -                | -                | -                 | -                | -                | -                | -                |
| Life & Disability                       | 94,334           | 116,852          | 116,852           | 116,852          | 116,852          | 116,852          | 116,852          |
| W/C, Unemp & Other                      | -                | -                | -                 | -                | -                | -                | -                |
| <b>Total Cost Share</b>                 | <b>5,138,001</b> | <b>6,136,877</b> | <b>6,136,877</b>  | <b>6,609,741</b> | <b>7,120,309</b> | <b>7,671,634</b> | <b>8,267,020</b> |

| Net Benefit Costs            |                   |                   |                   |                   |                   |                   |                   |
|------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
|                              | 2017-18           | 2018-19           | 2018-19           | 2019-20           | 2020-21           | 2021-22           | 2022-23           |
|                              | <u>Actual</u>     | <u>Budget</u>     | <u>Projection</u> | <u>Forecast</u>   | <u>Forecast</u>   | <u>Forecast</u>   | <u>Forecast</u>   |
| Medical                      | 12,380,259        | 15,158,988        | 14,108,988        | 15,385,059        | 16,549,708        | 17,802,521        | 19,150,172        |
| Dental                       | 1,020,802         | 1,270,452         | 1,270,452         | 1,341,626         | 1,399,316         | 1,459,487         | 1,522,245         |
| Vision                       | 152,809           | 191,837           | 191,837           | 198,996           | 203,573           | 208,255           | 213,045           |
| Prescription                 | 3,868,623         | 4,648,261         | 4,348,261         | 4,848,720         | 5,333,592         | 5,866,951         | 6,453,646         |
| Social Security              | 6,733,941         | 7,334,872         | 7,334,872         | 7,588,208         | 7,803,543         | 7,973,788         | 8,122,363         |
| Retirement                   | 30,058,231        | 32,019,484        | 32,019,484        | 33,984,709        | 35,467,869        | 36,679,427        | 38,053,003        |
| Tuition                      | 443,193           | 600,000           | 600,000           | 600,000           | 600,000           | 600,000           | 600,000           |
| Life & Disability            | 267,260           | 357,628           | 357,628           | 423,131           | 436,047           | 448,109           | 458,636           |
| W/C, Unemp & Other           | 1,344,675         | 751,938           | 1,251,938         | 1,270,717         | 1,289,778         | 1,309,124         | 1,328,761         |
| <b>Total Benefit Expense</b> | <b>56,269,793</b> | <b>62,333,460</b> | <b>61,483,460</b> | <b>65,641,167</b> | <b>69,083,426</b> | <b>72,347,664</b> | <b>75,901,871</b> |
| % Increase                   |                   |                   | 9.27%             | 5.31%             | 5.24%             | 4.73%             | 4.91%             |



West Chester Area School District  
Assumptions for Other Objects and Debt Service

800 OTHER OBJECTS AND OTHER FINANCING USES  
800

DUES AND FEES & PRIOR YEAR REFUNDS

o Assume inflationary increase as follows:

3%

| 2017-18 Actual | 2018-19 Budget | 2018-19 Projection | 2019-20 Forecast | 2020-21 Forecast | 2021-22 Forecast | 2022-23 Forecast |
|----------------|----------------|--------------------|------------------|------------------|------------------|------------------|
| \$519,374      | \$465,512      | \$465,512          | \$ 476,748       | \$ 491,050       | \$ 505,782       | \$ 520,955       |

| 2017-18                   | 2018-19   | 2018-19   | 2019-20   | 2020-21    | 2021-22    | 2022-23    |
|---------------------------|-----------|-----------|-----------|------------|------------|------------|
| DUES/FEES - Athletic Fund | \$131,500 | \$131,500 | \$131,500 | \$ 131,500 | \$ 131,500 | \$ 131,500 |

DEBT SERVICE

|                                     |             |             |             |             |             |             |             |
|-------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Debt Service Savings to Cap Reserve | \$749,903   | \$452,458   | \$452,458   | \$453,890   | \$445,255   | \$450,762   | \$445,985   |
| G/F Contribution to Cap Reserve     | \$2,467,750 | \$3,330,000 | \$3,330,000 | \$3,463,200 | \$3,601,728 | \$3,745,797 | \$3,895,629 |
| Transfer for Cap Reserve Facilities | \$1,917,732 | \$1,475,264 | \$1,475,264 | \$1,534,522 | \$2,095,558 | \$2,158,424 | \$2,223,177 |
|                                     | \$5,135,385 | \$5,257,722 | \$5,257,722 | \$5,451,612 | \$6,142,541 | \$6,354,983 | \$6,564,791 |

EXISTING DEBT SERVICE (PRIOR TO ACT 1)

| PRINCIPAL AT 7/1/06 | 2018-19 Budget |               | 2018-19 Projection |               | 2019-20 Budget |               | 2020-21 Budget |               | 2021-22 Budget |               | 2022-23 Budget |               |
|---------------------|----------------|---------------|--------------------|---------------|----------------|---------------|----------------|---------------|----------------|---------------|----------------|---------------|
|                     | INTEREST       | PRINCIPAL     | INTEREST           | PRINCIPAL     | INTEREST       | PRINCIPAL     | INTEREST       | PRINCIPAL     | INTEREST       | PRINCIPAL     | INTEREST       | PRINCIPAL     |
| 12/10 GOR 2010AA    | \$ 649,500     | \$ 3,160,000  | \$ 649,500         | \$ 3,160,000  | \$ 523,100     | \$ 3,290,000  | \$ 391,500     | \$ 3,420,000  | \$ 220,500     | \$ 4,410,000  | \$ -           | \$ -          |
| 7/2012 GOR 2012AA   | \$ 1,407,700   | \$ 8,295,000  | \$ 1,407,700       | \$ 8,295,000  | \$ 992,950     | \$ 7,875,000  | \$ 599,200     | \$ 7,360,000  | \$ 304,800     | \$ 7,620,000  | \$ -           | \$ -          |
| GOB 2014 A          | \$ 1,299,350   | \$ 5,000      | \$ 1,299,350       | \$ 5,000      | \$ 1,299,250   | \$ 800,000    | \$ 1,279,250   | \$ 1,085,000  | \$ 1,225,000   | \$ 1,185,000  | \$ 1,165,750   | \$ 14,570,000 |
| GOB 2014 AA         | \$ 2,196,900   | \$ 280,000    | \$ 2,196,900       | \$ 280,000    | \$ 2,188,500   | \$ 290,000    | \$ 2,179,800   | \$ 295,000    | \$ 2,170,950   | \$ 305,000    | \$ 2,161,800   | \$ 315,000    |
| GOB 2015 AA         | \$ 74,100      | \$ 710,000    | \$ 74,100          | \$ 710,000    | \$ 45,200      | \$ 735,000    | \$ 22,950      | \$ 755,000    | \$ 7,700       | \$ 770,000    | \$ -           | \$ -          |
| GOB 2016            | \$ 535,900     | \$ 1,810,000  | \$ 535,900         | \$ 1,810,000  | \$ 508,750     | \$ 1,840,000  | \$ 416,750     | \$ 1,935,000  | \$ 320,000     | \$ 2,035,000  | \$ 218,250     | \$ 2,130,000  |
| GOB 2016A           | \$ 1,248,838   | \$ 5,000      | \$ 1,248,838       | \$ 5,000      | \$ 1,248,770   | \$ 5,000      | \$ 1,248,703   | \$ 5,000      | \$ 1,248,635   | \$ 5,000      | \$ 1,248,568   | \$ 5,000      |
| GOB 2017            | \$ 141,265     | \$ 590,000    | \$ 141,265         | \$ 590,000    | \$ 129,315     | \$ 605,000    | \$ 117,115     | \$ 615,000    | \$ 104,715     | \$ 625,000    | \$ 92,065      | \$ 640,000    |
| TOTAL               | \$ 7,553,553   | \$ 14,855,000 | \$ 7,553,553       | \$ 14,855,000 | \$ 6,935,835   | \$ 15,440,000 | \$ 6,255,268   | \$ 15,470,000 | \$ 5,602,300   | \$ 16,955,000 | \$ 4,886,433   | \$ 17,860,000 |

|                                 |              |              |              |              |              |              |
|---------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Total ACT 1 eligible Debt       | \$22,408,553 | \$22,408,553 | \$22,375,835 | \$21,725,268 | \$22,557,300 | \$22,546,433 |
| Increase in ACT 1 eligible debt |              |              | (\$32,718)   | (\$650,567)  | \$832,032    | (\$10,867)   |

DEBT SERVICE - INCURRED AFTER ACT 1

| FINANCING AMOUNT & YEAR        | 2018-19 Budget |            | 2018-19 Projection |            | 2019-20 Budget |            | 2020-21 Budget |              | 2021-22 Budget |            | 2022-23 Budget |            |
|--------------------------------|----------------|------------|--------------------|------------|----------------|------------|----------------|--------------|----------------|------------|----------------|------------|
| Elementary Debt                |                |            |                    |            |                |            |                |              |                |            |                |            |
| 10/09 \$10,000,000 Emmaus 2009 | \$ 398,267     | \$ 5,000   | \$ 273,267         | \$ 5,000   | \$ 398,067     | \$ 5,000   | \$ 380,667     | \$ 650,000   | \$ 354,667     | \$ 650,000 | \$ 332,133     | \$ 520,000 |
| 8/2012 \$21,000,000 GOB 2012A  | \$ 630,000     | \$ -       | \$ 630,000         | \$ -       | \$ 630,000     | \$ -       | \$ 630,000     | \$ -         | \$ 630,000     | \$ -       | \$ 630,000     | \$ 5,000   |
| 2013 \$10,000,000 GOB          | \$ 41,650      | \$ 815,000 | \$ 41,650          | \$ 815,000 | \$ 25,250      | \$ 825,000 | \$ 8,500       | \$ 850,000   | \$ -           | \$ -       | \$ -           | \$ -       |
| \$12,000,000 GOB 2014          | \$ 489,763     | \$ -       | \$ 489,763         | \$ -       | \$ 489,763     | \$ -       | \$ 489,763     | \$ -         | \$ 489,763     | \$ -       | \$ 489,763     | \$ -       |
| 9/2015 \$10,000,000 GOB- 2015A | \$ 257,673     | \$ 5,000   | \$ 257,673         | \$ 5,000   | \$ 257,608     | \$ 5,000   | \$ 257,543     | \$ 5,000     | \$ 257,443     | \$ 5,000   | \$ 257,343     | \$ 5,000   |
| GOB 2016AA                     | \$ 254,612     | \$ 5,000   | \$ 254,612         | \$ 5,000   | \$ 254,513     | \$ 5,000   | \$ 254,412     | \$ 5,000     | \$ 254,312     | \$ 5,000   | \$ 254,175     | \$ 5,000   |
| 12/2017 \$9,750,000 GOB        | \$ 237,850     | \$ 5,000   | \$ 237,850         | \$ 5,000   | \$ 237,563     | \$ 5,000   | \$ 237,475     | \$ 5,000     | \$ 237,388     | \$ 5,000   | \$ 237,300     | \$ 5,000   |
| 10/2018 \$9,990,000 GOB        | \$ 220,252     | \$ -       | \$ 177,704         | \$ -       | \$ 336,702     | \$ 5,000   | \$ 336,578     | \$ 5,000     | \$ 336,452     | \$ 5,000   | \$ 336,328     | \$ 5,000   |
| 8/2019 \$20,000,000 GOB        | \$ -           | \$ -       | \$ -               | \$ -       | \$ 645,202     | \$ -       | \$ 317,862     | \$ 5,000     | \$ 817,726     | \$ 5,000   | \$ 817,583     | \$ 5,000   |
| 9/2020 \$15,000,000 GOB        | \$ -           | \$ -       | \$ -               | \$ -       | \$ -           | \$ -       | \$ 430,275     | \$ -         | \$ 609,839     | \$ 5,000   | \$ 609,702     | \$ 5,000   |
| 10/2021 \$10,000,000 GOB       | \$ -           | \$ -       | \$ -               | \$ -       | \$ -           | \$ -       | \$ -           | \$ -         | \$ 251,220     | \$ -       | \$ 403,746     | \$ 5,000   |
| 1/2023 \$10,000,000 GOB        | \$ -           | \$ -       | \$ -               | \$ -       | \$ -           | \$ -       | \$ -           | \$ -         | \$ -           | \$ -       | \$ 146,721     | \$ -       |
|                                | \$ 2,529,867   | \$ 835,000 | \$ 2,362,319       | \$ 835,000 | \$ 3,274,667   | \$ 850,000 | \$ 3,343,075   | \$ 1,525,000 | \$ 4,238,810   | \$ 680,000 | \$ 4,514,794   | \$ 560,000 |
| Total Elementary Debt          | \$ 3,364,867   | \$ -       | \$ 3,197,319       | \$ -       | \$ 4,124,667   | \$ -       | \$ 5,368,075   | \$ -         | \$ 4,918,810   | \$ -       | \$ 5,074,794   | \$ -       |

|                |              |            |              |            |              |            |              |              |              |            |              |            |
|----------------|--------------|------------|--------------|------------|--------------|------------|--------------|--------------|--------------|------------|--------------|------------|
| Total New Debt | \$ 2,529,867 | \$ 835,000 | \$ 2,362,319 | \$ 835,000 | \$ 3,274,667 | \$ 850,000 | \$ 3,843,075 | \$ 1,525,000 | \$ 4,238,810 | \$ 680,000 | \$ 4,514,794 | \$ 560,000 |
|----------------|--------------|------------|--------------|------------|--------------|------------|--------------|--------------|--------------|------------|--------------|------------|

TOTAL DEBT SERVICE

| YEAR               | 2018-19 Budget |              | 2018-19 Projection |              | 2019-20 Budget |              | 2020-21 Budget |              | 2021-22 Budget |              | 2022-23 Budget |              |
|--------------------|----------------|--------------|--------------------|--------------|----------------|--------------|----------------|--------------|----------------|--------------|----------------|--------------|
| Total Debt Service | \$10,983,420   | \$15,690,000 | \$9,915,872        | \$15,690,000 | \$10,210,502   | \$16,290,000 | \$10,098,343   | \$16,995,000 | \$9,841,110    | \$17,635,000 | \$9,401,227    | \$18,220,000 |
|                    | \$25,773,420   | \$ -         | \$25,905,872       | \$ -         | \$26,500,502   | \$ -         | \$27,093,343   | \$ -         | \$27,476,110   | \$ -         | \$27,621,227   | \$ -         |

## Back-End Referendum Exceptions

|                    | <u>BUDGET</u><br><u>2018-19</u> | <u>BUDGET</u><br><u>2019-20</u> | <u>BUDGET</u><br><u>2020-21</u> | <u>BUDGET</u><br><u>2021-22</u> | <u>BUDGET</u><br><u>2022-23</u> |
|--------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
|                    | (\$000)                         |                                 |                                 |                                 |                                 |
| Retirement (PSERS) | 33.3                            | 38.8                            | -                               | -                               | -                               |
| Special Education  | 3,195.8                         | -                               | 658.4                           | 463.2                           | 444.6                           |
| <b>Total</b>       | <b>3,229.1</b>                  | <b>38.8</b>                     | <b>658.4</b>                    | <b>463.2</b>                    | <b>444.6</b>                    |

| <b>Index =</b>                                     | 2.40%            | 2.30%         | 2.40%            | 2.40%                      | 2.40%                      |                            |
|----------------------------------------------------|------------------|---------------|------------------|----------------------------|----------------------------|----------------------------|
| <b>Exception Calculations</b>                      |                  |               |                  |                            |                            |                            |
| Grandfathered salaries (2011)                      | 85,292,259       | 85,292,259    | 85,292,259       | 85,292,259                 | 85,292,259                 |                            |
| <b>Retirement</b>                                  |                  |               |                  |                            |                            |                            |
|                                                    | 28,513,202       | 29,246,716    | 29,656,118       | 30,014,346                 | 30,568,746                 |                            |
| 50%                                                | 14,256,601       | 14,623,358    | 14,828,059       | 15,007,173                 | 15,284,373                 |                            |
| 13,889,844                                         | 14,256,601       | 14,623,358    | 14,828,059       | 15,007,173                 | 15,284,373                 |                            |
| State Share of Retirement for Fed. Funded Salaries | (29,132)         | (29,902)      | (30,671)         | (31,476)                   | (32,057)                   |                            |
| Increase                                           | 365,987          | 365,988       | 204,272          | 178,738                    | 276,618                    |                            |
| Index                                              | 332,657          | 327,214       | 350,224          | 355,127                    | 359,417                    |                            |
| <b>Total Exception</b>                             | <b>33,330</b>    | <b>38,774</b> | <b>(145,952)</b> | <b>(176,389)</b>           | <b>(82,798)</b>            |                            |
| <b>Special Education</b>                           |                  |               |                  |                            |                            |                            |
|                                                    | 2015-16 AFR      | 2016-17 AFR   | 2017-18 AFR      | 2018-19 AFR Est.<br>(1.03) | 2019-20 AFR Est.<br>(1.03) | 2020-21 AFR<br>Est. (1.03) |
| Expenses                                           | 42,945,658       | 47,134,237    | 46,461,210       | 47,855,047                 | 49,290,698                 | 50,769,419                 |
| Subsidy                                            | 5,801,628        | 5,902,935     | 6,454,135        | 6,229,371                  | 6,202,850                  | 6,202,850                  |
| Net Expenses                                       | 37,144,030       | 41,231,302    | 40,007,075       | 41,625,676                 | 43,087,848                 | 44,566,569                 |
| Net Increase                                       | 5,431,643        | 4,087,272     | (1,224,227)      | 1,618,600                  | 1,462,172                  | 1,478,721                  |
| Index                                              | 792,810          | 891,457       | 948,320          | 960,170                    | 999,016                    | 1,034,108                  |
| <b>Total Exception</b>                             | <b>3,195,815</b> | <b>-</b>      | <b>658,431</b>   | <b>463,156</b>             | <b>444,613</b>             |                            |



## 2018-2019 Capital Budget

|                                   | # of<br>Devices | Budget<br>18-19     | Projected<br>18-19  |
|-----------------------------------|-----------------|---------------------|---------------------|
| <b>Elementary Equipment</b>       |                 |                     |                     |
| IPad Cabinet                      | 59              | \$ 27,435           | \$ 23,857           |
| IPad Tablet                       | 1,024           | \$ 358,400          | \$ 332,800          |
|                                   |                 | <b>\$ 385,835</b>   | <b>\$ 356,657</b>   |
| <b>Secondary Equipment</b>        |                 |                     |                     |
| 6th Grade Cluster                 | 390             | \$ 198,400          | \$ 192,600          |
| 7th Grade 1:1                     | 945             |                     | \$ 411,075          |
| 8th Grade 1:1                     | 950             | \$ 599,400          | \$ 465,565          |
| 9th Grade 1:1                     | 1,011           | \$ 900,010          | \$ 584,360          |
| Achievement Center                | 15              | \$ -                | \$ -                |
| Art                               | 120             | \$ 144,000          | \$ 144,000          |
| Lighting Grid                     | 3               | \$ -                | \$ 70,000           |
| PC Cart                           | 13              | \$ 16,900           | \$ 10,900           |
| Projector                         | 145             | \$ 300,000          | \$ 69,830           |
| Security Camera- High School      | 30              | \$ 30,000           | \$ 30,000           |
| Security Camera- Middle School    | 30              | \$ 60,000           | \$ 60,000           |
| Tech Ed                           | 156             | \$ 101,400          | \$ 101,400          |
| Video                             | 21              | \$ 35,700           | \$ 35,700           |
|                                   |                 | <b>\$ 2,385,810</b> | <b>\$ 2,175,430</b> |
| <b>Network</b>                    |                 |                     |                     |
| LAN Upgrade                       |                 | \$ 64,000           | \$ 64,000           |
| Server Upgrade                    |                 | \$ 16,000           | \$ 16,000           |
| Storage                           |                 | \$ 110,000          | \$ 110,000          |
| Wireless LAN Upgrade              |                 | \$ 235,000          | \$ 235,000          |
|                                   |                 | <b>\$ 425,000</b>   | <b>\$ 425,000</b>   |
| <b>Administration</b>             |                 |                     |                     |
| Technology Equipment              |                 | \$ 18,451           | \$ 18,451           |
| Staffing Adjustment               | 32              | \$ 43,312           | \$ 25,000           |
| Support Staff (Central + Schools) | 61              | \$ 39,650           | \$ 29,000           |
|                                   |                 | <b>\$ 101,413</b>   | <b>\$ 72,451</b>    |
| <b>Other</b>                      |                 |                     |                     |
| Cost Sharing from Parents         |                 | \$ (259,000)        | \$ (259,000)        |
| Insurance Cost from Purchase      |                 | \$ 302,800          | \$ 302,800          |
| Funding Free & Reduced Tech Fees  |                 | \$ (53,800)         | \$ (53,800)         |
| Payforit Fees                     |                 | \$ 10,000           | \$ 10,000           |
|                                   |                 | <b>\$ -</b>         | <b>\$ -</b>         |
| <b>Total Fund 22</b>              |                 | <b>\$ 3,298,058</b> | <b>\$ 3,029,538</b> |

## 2019-2020 Capital Budget

|                                      | <u># of<br/>Devices</u> | <u>Budget<br/>19-20</u> |
|--------------------------------------|-------------------------|-------------------------|
| <b>Elementary Equipment</b>          |                         |                         |
| 4th/5th Teacher iPad                 | 90                      | 29,250                  |
| 4th/5th Classroom Laptop             | 750                     | 450,000                 |
| Laptop Cart                          | 10                      | 12,000                  |
| Registration                         | 10                      | 6,200                   |
|                                      |                         | <u>497,450</u>          |
| <b>Secondary Equipment</b>           |                         |                         |
| 6th Grade 1:1                        | 950                     | 593,750                 |
| 9th grade 1:1 Computers              | 1,010                   | 858,500                 |
| Video                                | 18                      | 30,582                  |
| TV Studio                            | 37                      | 22,940                  |
| Registration                         | 6                       | 3,720                   |
| Tech Ed - High                       | 30                      | 18,600                  |
|                                      |                         | <u>1,528,092</u>        |
| <b>District</b>                      |                         |                         |
| Projectors - Hardware & Installation |                         | 1,410,894               |
| Security Camera                      | 30                      | 30,000                  |
|                                      |                         | <u>1,440,894</u>        |
| <b>Network</b>                       |                         |                         |
| LAN Upgrade                          |                         | 64,000                  |
| Server Upgrade                       |                         | 16,000                  |
| Storage                              |                         | 110,000                 |
| Wireless Upgrades                    |                         | 235,000                 |
|                                      |                         | <u>425,000</u>          |
| <b>Administration</b>                |                         |                         |
| Support Staff (Central + Schools)    | 125                     | 83,900                  |
| Timeclock                            | 28                      | 60,000                  |
|                                      |                         | <u>143,900</u>          |
| <b>Total Fund 22</b>                 |                         | <u><u>4,035,336</u></u> |

2018-19 Capital Reserve Fund Project List

January 2018

| Priority | Project # | Location            | Project                            | Budget<br>01/2018 |
|----------|-----------|---------------------|------------------------------------|-------------------|
| 1        | G027      | Various             | Emergency Repairs District-Wide    | 100,000           |
| 2        | G086      | Peirce              | Replace roof Phase II              | 1,750,000         |
| 3        | G087      | East Goshen Friends | Renovation for Kindergarten Center | 60,000            |

|                                         |                  |
|-----------------------------------------|------------------|
| Total Estimated Projects Costs 2018-19: | 1,910,000        |
| Carry over from 15-16 & 16-17 Projects  | 380,000          |
| Budget 2018-19                          | 1,475,264        |
| 2018-19 Approved Budget Maximum         | <u>1,855,264</u> |
| Difference                              | (54,736)         |

2019-20 Capital Reserve Fund Projects List

December 2018

| Priority | Project # | School        | Project                                                                        | Budget  |
|----------|-----------|---------------|--------------------------------------------------------------------------------|---------|
| 1        |           | High Schools  | Replace fire panels - front panels                                             | 100,000 |
| 2        |           | District Wide | Accommodate increase in enrollment (pierce modulars)                           | 500,000 |
| 3        |           | Starkweather  | Replace pneumatic controls and actuators on Air Handling Units and ventilators | 450,000 |
| 4        |           | Henderson     | Replace synthetic turf (PENNDOT)                                               | 500,000 |

|                                        |           |
|----------------------------------------|-----------|
| Total Estimated Project Costs 2019-20: | 1,550,000 |
| 2019-20 Approved Budget Maximum        | 1,534,522 |
| Difference                             | (15,478)  |

**West Chester Area School District  
Forecast Model  
Financial Summary - All Funds**

| A  | M                                                                 | N              | O              | P              | Q              | R              | S              | T               | U               |                 |
|----|-------------------------------------------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|-----------------|-----------------|-----------------|
|    | 2016-17                                                           | 2017-18        | 2017-18        | 2018-19        | 2018-19        | 2019-20        | 2020-21        | 2021-22         | 2022-23         |                 |
|    | Actual                                                            | Budget         | Actual         | Budget         | Projected      | Estimated      | Estimated      | Estimated       | Estimated       |                 |
| 1  |                                                                   |                |                |                |                |                |                |                 |                 |                 |
| 2  |                                                                   |                |                |                |                |                |                |                 |                 |                 |
| 3  | <b>Total Revenue</b>                                              | <b>235,401</b> | <b>238,173</b> | <b>242,175</b> | <b>246,773</b> | <b>249,294</b> | <b>249,607</b> | <b>251,185</b>  | <b>253,087</b>  | <b>254,935</b>  |
| 4  | Current RE Taxes (0% rate incr.)                                  | 160,530        | 165,574        | 166,713        | 171,594        | 172,019        | 172,256        | 173,085         | 173,914         | 174,743         |
| 5  | Revenue (Excl Current R. E. T.)                                   | 74,871         | 72,600         | 75,462         | 75,178         | 77,275         | 77,351         | 78,100          | 79,173          | 80,192          |
| 6  | State (Other)                                                     | 24,036         | 22,824         | 24,126         | 23,805         | 24,070         | 24,623         | 24,233          | 24,265          | 24,153          |
| 7  | PSERS                                                             | 13,580         | 15,056         | 15,078         | 16,010         | 16,010         | 16,992         | 17,734          | 18,340          | 19,027          |
| 8  | Federal                                                           | 3,291          | 3,003          | 3,372          | 3,212          | 3,444          | 2,967          | 2,934           | 2,934           | 2,934           |
| 9  | Local (Excl. Current R. E. T.)                                    | 33,964         | 31,717         | 32,886         | 32,151         | 33,751         | 32,769         | 33,199          | 33,635          | 34,078          |
| 11 |                                                                   |                |                |                |                |                |                |                 |                 |                 |
| 12 | <b>Expenses</b>                                                   | <b>235,382</b> | <b>243,820</b> | <b>239,049</b> | <b>253,401</b> | <b>249,584</b> | <b>262,345</b> | <b>274,532</b>  | <b>285,074</b>  | <b>295,739</b>  |
| 13 | Salaries                                                          | 91,157         | 93,176         | 93,555         | 96,937         | 96,388         | 99,624         | 102,007         | 104,233         | 106,175         |
| 14 | Benefits (without PSERS)                                          | 26,928         | 30,007         | 26,212         | 30,314         | 29,464         | 31,656         | 33,616          | 35,668          | 37,849          |
| 15 | PSERS                                                             | 27,069         | 30,112         | 30,058         | 32,019         | 32,019         | 33,985         | 35,468          | 36,679          | 38,053          |
| 16 | Debt Service                                                      | 24,085         | 25,492         | 24,856         | 25,773         | 25,606         | 26,501         | 27,093          | 27,476          | 27,621          |
| 17 | Transfer to Capital Reserve                                       | 6,193          | 4,833          | 5,135          | 5,258          | 5,258          | 5,452          | 6,143           | 6,355           | 6,565           |
| 18 | Other                                                             | 59,950         | 60,199         | 59,233         | 63,100         | 60,848         | 65,127         | 70,206          | 74,652          | 79,476          |
| 19 |                                                                   |                |                |                |                |                |                |                 |                 |                 |
| 20 | <b>Net Gap calculation - No tax increase no exceptions</b>        |                |                |                |                |                |                |                 |                 |                 |
| 21 | Deficit                                                           |                |                |                |                |                | (12,737)       | (23,348)        | (31,987)        | (40,804)        |
| 22 | Change in Fund Balance                                            |                |                |                |                |                | 9,015          | (1,000)         | 3,000           | -               |
| 23 | <b>Cumulative Gap at No Incr. in R.E. Taxes</b>                   |                |                |                |                |                | <b>(3,723)</b> | <b>(24,348)</b> | <b>(28,987)</b> | <b>(40,804)</b> |
| 24 | Prior Year Gap Reduction                                          |                |                |                |                |                | -              | 3,723           | 24,348          | 28,987          |
| 25 | <b>Net Gap no Incr in R. E Taxes no Exceptions</b>                |                |                |                |                |                | <b>(3,723)</b> | <b>(20,625)</b> | <b>(4,639)</b>  | <b>(11,818)</b> |
| 26 |                                                                   |                |                |                |                |                |                |                 |                 |                 |
| 27 |                                                                   |                |                |                |                |                |                |                 |                 |                 |
| 28 | <b>Net Gap calculation - Act 1 Tax Increase - no exceptions</b>   |                |                |                |                |                |                |                 |                 |                 |
| 29 | Deficit                                                           |                |                |                |                |                | (12,737)       | (23,348)        | (31,987)        | (40,804)        |
| 30 | Change in Fund Balance                                            |                |                |                |                |                | 9,015          | (1,000)         | 3,000           | -               |
| 31 | <b>Cumulative Gap at No Incr. in R. E. Taxes</b>                  |                |                |                |                |                | <b>(3,723)</b> | <b>(24,348)</b> | <b>(28,987)</b> | <b>(40,804)</b> |
| 32 | Act 1 Increase                                                    |                |                |                |                |                | 3,722          | 4,154           | 4,174           | 4,194           |
| 33 | Prior Year Tax Increase not included above                        |                |                |                |                |                | -              | 3,722           | 7,877           | 12,050          |
| 34 | <b>Cumulative Gap at Millage Index</b>                            |                |                |                |                |                | <b>(0)</b>     | <b>(16,471)</b> | <b>(16,936)</b> | <b>(24,560)</b> |
| 35 | Prior Year Gap elimination                                        |                |                |                |                |                | -              | 0               | 16,471          | 16,936          |
| 36 | <b>Net Gap at Millage Index (no exceptions)</b>                   |                |                |                |                |                | <b>(0)</b>     | <b>(16,471)</b> | <b>(465)</b>    | <b>(7,624)</b>  |
| 37 |                                                                   |                |                |                |                |                |                |                 |                 |                 |
| 38 |                                                                   |                |                |                |                |                |                |                 |                 |                 |
| 39 | <b>Net Gap calculation - Act 1 Tax Increase - with exceptions</b> |                |                |                |                |                |                |                 |                 |                 |
| 40 | Deficit                                                           |                |                |                |                |                | (12,737)       | (23,348)        | (31,987)        | (40,804)        |
| 41 | Change in Fund Balance                                            |                |                |                |                |                | 9,015          | (1,000)         | 3,000           | -               |
| 42 | <b>Cumulative Gap at Millage Index</b>                            |                |                |                |                |                | <b>(3,723)</b> | <b>(24,348)</b> | <b>(28,987)</b> | <b>(40,804)</b> |
| 43 | Act 1 Increase                                                    |                |                |                |                |                | 3,722          | 4,154           | 4,174           | 4,194           |
| 44 | Prior Year Tax Increase not included above                        |                |                |                |                |                | -              | 3,722           | 7,877           | 12,050          |
| 45 | <b>Cumulative Gap at Millage Index</b>                            |                |                |                |                |                | <b>(0)</b>     | <b>(16,471)</b> | <b>(16,936)</b> | <b>(24,560)</b> |
| 46 | Act 1 Exceptions                                                  |                |                |                |                |                | -              | 658             | 463             | 445             |
| 47 | Add'l Revenue from Prior Year exception allowance                 |                |                |                |                |                | -              | -               | 658             | 1,122           |
| 48 | <b>Cumulative Gap at Millage Index and Exceptions</b>             |                |                |                |                |                | <b>-</b>       | <b>(15,813)</b> | <b>(15,813)</b> | <b>(22,994)</b> |
| 49 | Prior Year Gap elimination                                        |                |                |                |                |                | -              | -               | 15,813          | 15,815          |
| 50 | <b>Net Gap at Millage Index - with exceptions</b>                 |                |                |                |                |                | <b>-</b>       | <b>(15,813)</b> | <b>(2)</b>      | <b>(7,179)</b>  |
| 51 |                                                                   |                |                |                |                |                |                |                 |                 |                 |
| 52 |                                                                   |                |                |                |                |                |                |                 |                 |                 |
| 53 | <b>Expenses % Increase</b>                                        |                |                |                |                |                |                |                 |                 |                 |
| 54 | Salaries                                                          | 2.51%          | 2.63%          |                | 3.03%          | 3.36%          | 2.39%          | 2.18%           | 1.86%           |                 |
| 55 | Benefits (without PSERS)                                          | -8.64%         | -2.66%         |                | 12.41%         | 7.44%          | 6.19%          | 6.11%           | 6.11%           |                 |
| 56 | PSERS                                                             | 19.11%         | 11.04%         |                | 6.52%          | 6.14%          | 4.36%          | 3.42%           | 3.74%           |                 |
| 57 | Debt Service                                                      | 31.25%         | 3.20%          |                | 3.02%          | 3.49%          | 2.24%          | 1.41%           | 0.53%           |                 |
| 58 | Other                                                             | 8.77%          | -1.20%         |                | 2.73%          | 7.03%          | 7.80%          | 6.35%           | 6.45%           |                 |
| 59 |                                                                   |                |                |                |                |                |                |                 |                 |                 |
| 60 | <b>Debt Service % of Budget</b>                                   | <b>10.2%</b>   | <b>10.4%</b>   |                | <b>10.3%</b>   | <b>10.1%</b>   | <b>9.9%</b>    | <b>9.6%</b>     | <b>9.3%</b>     |                 |
| 61 |                                                                   |                |                |                |                |                |                |                 |                 |                 |
| 62 | <b>Act 1 Exceptions</b>                                           |                |                |                |                |                | 39             | 658             | 463             | 445             |
| 64 | PSERS                                                             |                |                |                |                |                | 39             | -               | -               | -               |
| 65 | Special Ed                                                        |                |                |                |                |                | -              | 658             | 463             | 445             |
| 67 |                                                                   |                |                |                |                |                |                |                 |                 |                 |
| 68 | <b>Fund Balance</b>                                               |                |                |                |                |                |                |                 |                 |                 |
| 69 | Beginning Fund Balance                                            | 28,761         |                | 28,780         |                | 31,906         | 31,617         | 22,602          | 23,602          | 20,602          |
| 70 | Transfer (to)/from Operating Budget                               | (19)           |                | (3,126)        |                | 289            | 9,015          | (1,000)         | 3,000           | -               |
| 71 | <b>Ending Fund Balance</b>                                        | <b>28,780</b>  |                | <b>31,906</b>  |                | <b>31,617</b>  | <b>22,602</b>  | <b>23,602</b>   | <b>20,602</b>   | <b>20,602</b>   |
| 72 |                                                                   |                |                |                |                |                |                |                 |                 |                 |
| 73 | Fund Balance - Designation PSERS                                  | 1,117.0        |                | -              |                | -              | -              | -               | -               | -               |
| 74 | Fund Balance - Designation - Health Care Stabilization            | 4,159.9        |                | 4,159.9        |                | 4,159.9        | 4,159.9        | 4,159.9         | 4,159.9         | 4,159.9         |
| 75 | Fund Balance - Designation - Millage Rate Stabilization           | 7,227.4        |                | 11,304.1       |                | 10,014.7       | -              | -               | -               | -               |
| 76 | Fund Balance - Designation - Alternative Education                | 500.0          |                | 676.0          |                | 676.0          | 676.0          | 676.0           | 676.0           | 676.0           |
| 77 | Fund Balance - Designation - Enrollment Growth                    | -              |                | -              |                | 1,000.0        | 3,000.0        | 3,000.0         | -               | -               |
| 78 | Fund Balance - Designation - Athletic Fund                        | 79.3           |                | 69.8           |                | 69.8           | 69.8           | 69.8            | 69.8            | 69.8            |
| 79 |                                                                   |                |                |                |                |                |                |                 |                 |                 |
| 80 | <b>Year End Unassigned/Undesig. FB</b>                            | <b>15,697</b>  |                | <b>15,697</b>  |                | <b>15,697</b>  | <b>15,697</b>  | <b>15,697</b>   | <b>15,697</b>   | <b>15,697</b>   |
| 81 | <b>% of Expenses</b>                                              | <b>6.7%</b>    |                | <b>6.6%</b>    |                | <b>6.3%</b>    | <b>6.0%</b>    | <b>5.7%</b>     | <b>5.5%</b>     | <b>5.3%</b>     |
| 82 |                                                                   |                |                |                |                |                |                |                 |                 |                 |
| 83 | <b>Capital Reserves</b>                                           |                |                |                |                |                |                |                 |                 |                 |
| 84 | Beginning Fund Balance                                            | 26,870         |                | 22,090         |                | 22,108         | 24,263         | 24,160          | 24,049          | 24,851          |
| 85 | Inflow                                                            | 4,694          |                | 3,624          |                | 5,557          | 3,992          | 4,122           | 4,272           | 4,417           |
| 86 | Outflow                                                           | 9,474          |                | 3,606          |                | 3,402          | 4,095          | 4,233           | 3,470           | 3,618           |
| 87 | <b>Year-end Fund Balance</b>                                      | <b>22,090</b>  |                | <b>22,108</b>  |                | <b>24,263</b>  | <b>24,160</b>  | <b>24,049</b>   | <b>24,851</b>   | <b>25,649</b>   |
| 88 | Year End Designated                                               | 16,208         |                | 16,958         |                | 17,411         | 17,864         | 18,310          | 18,760          | 19,206          |
| 89 | <b>Year End Unassigned/Undesig. FB</b>                            | <b>5,882</b>   |                | <b>5,150</b>   |                | <b>6,853</b>   | <b>6,296</b>   | <b>5,740</b>    | <b>6,091</b>    | <b>6,443</b>    |
| 90 |                                                                   |                |                |                |                |                |                |                 |                 |                 |
| 91 | Act 1 index Assumptions                                           |                |                |                |                | 2.4%           | 2.3%           | 2.4%            | 2.4%            | 2.4%            |



# WEST CHESTER AREA SCHOOL DISTRICT

*Inspiring students to achieve their personal best*



2019-20 Proposed Final  
Budget Presentation  
April 15, 2019





# Agenda

- Act 1 –Overview and 2019-20 Limit
- 2019-20 Budget Challenges
- 2018-19 Budget Performance and Projections
- Budget to Budget Change Analysis
  - Expenditure Budget
  - Revenue Budget
- 2019-20 Proposed Millage Analysis

# Act 1 –Overview and 2018-19 Limit

- **Act 1 of 2006 (Mandated Tax Increase Limit):**
- Compliance with the tax limit index became mandatory for all school districts in 2006
- The Act 1 index consists of the state SAWW (Statewide Average Weekly Wage) index and the federal ECI (Employment Cost) index
- The 19-20 base index for West Chester is 2.3%.
- In January 2019, the School Board adopted a resolution to limit the 2019-20 tax increase to within the Act 1 Index.
- The proposed Final WCASD 19-20 tax increase (2.2%) is below the index.

# 2019-20 Budget Challenges

- Unknown State Budget - assumes level funding from the State
- Level funding from the Federal Government
- Residential and Commercial tax Appeals
- Diminishing Fund Balance Reserves
- Increasing Enrollment Trend
- Unfunded Mandates
- New Elementary School Funding



**A LOOK**  
*at the*  
**BUDGET**

# 2019-20 Budget Challenges

- Increases in mandated expenditures
  - Special Education
  - State Retirement (PSERS)
  - Charter School Tuition Rate
    - Regular Education \$13,882/student
    - Special Education \$ 32,521/student
  - Student Transportation
- Increases in Personnel Costs
  - Salaries
  - Employee Benefits
    - Medical
    - Prescription
    - PSERS
- Safety
  - Resources Officers
  - Mental Health Resources



# General Fund 2018-19 Operating Budget

|                                                          | <b>Budget<br/>2018-19</b> | <b>Projection<br/>2018-19</b> | <b>Budget to<br/>Incr./((Decr.))</b> |              |
|----------------------------------------------------------|---------------------------|-------------------------------|--------------------------------------|--------------|
| <b>Staff Expenses Excluding Retirement</b>               | <b>\$127,251</b>          | <b>\$125,852</b>              | <b>(\$1,399)</b>                     | <b>-1.1%</b> |
| <b>Retirement</b>                                        | <b>\$32,020</b>           | <b>\$32,020</b>               | <b>\$0</b>                           | <b>0.0%</b>  |
| <b>Professional Student Services</b>                     | <b>\$17,569</b>           | <b>\$17,169</b>               | <b>(\$400)</b>                       | <b>-2.3%</b> |
| <b>Other Professional Services</b>                       | <b>\$2,978</b>            | <b>\$2,978</b>                | <b>\$0</b>                           | <b>0.0%</b>  |
| <b>Utilities/ Leases/Other</b>                           | <b>\$4,005</b>            | <b>\$4,005</b>                | <b>\$0</b>                           | <b>0.0%</b>  |
| <b>Tuitions to Other Schools/Institutions</b>            | <b>\$16,169</b>           | <b>\$14,643</b>               | <b>(\$1,526)</b>                     | <b>-9.4%</b> |
| <b>Transportation &amp; Other Contracted Services</b>    | <b>\$15,427</b>           | <b>\$15,128</b>               | <b>(\$299)</b>                       | <b>-1.9%</b> |
| <b>Heating Fuel/Maintenance/Office Supplies</b>          | <b>\$1,754</b>            | <b>\$1,754</b>                | <b>\$0</b>                           | <b>0.0%</b>  |
| <b>Instructional Books/Supplies</b>                      | <b>\$4,288</b>            | <b>\$4,261</b>                | <b>(\$27)</b>                        | <b>-0.6%</b> |
| <b>Dues &amp; Fees</b>                                   | <b>\$597</b>              | <b>\$597</b>                  | <b>\$0</b>                           | <b>0.0%</b>  |
| <b>Debt Service &amp; Property</b>                       | <b>\$26,087</b>           | <b>\$25,919</b>               | <b>(\$168)</b>                       | <b>-0.6%</b> |
| <b>Transfers to Other Funds *</b>                        | <b>\$5,258</b>            | <b>\$5,258</b>                | <b>\$0</b>                           | <b>0.0%</b>  |
| <b>Total General Fund Budget</b>                         | <b>\$253,401</b>          | <b>\$249,584</b>              | <b>(\$3,818)</b>                     | <b>-1.5%</b> |
| <b>*</b>                                                 |                           |                               |                                      |              |
| <b>Transfer to Capital Reserve - Maint Projects</b>      | <b>\$3,330</b>            | <b>\$3,330</b>                |                                      |              |
| <b>Transfer to Capital Reserve Refunding Savings</b>     | <b>\$453</b>              | <b>\$453</b>                  |                                      |              |
| <b>Transfer to Capital Reserve - Technology Projects</b> | <b>\$1,475</b>            | <b>\$1,475</b>                |                                      |              |
|                                                          | <b>\$5,258</b>            | <b>\$5,258</b>                |                                      |              |

# General Fund 2018-19 Operating Budget

| <b>Revenue Category</b>                     | <b>Budget</b>         | <b>Projection</b>     | <b>Budget to Projection</b>   |              |
|---------------------------------------------|-----------------------|-----------------------|-------------------------------|--------------|
|                                             | <b><u>2018-19</u></b> | <b><u>2018-19</u></b> | <b><u>Incr./((Decr.))</u></b> |              |
| <b>Current Real Estate Taxes</b>            | <b>\$171,594</b>      | <b>\$172,019</b>      | <b>\$425</b>                  | <b>0.2%</b>  |
| <b>Delinquent Taxes</b>                     | <b>\$3,009</b>        | <b>\$2,859</b>        | <b>(\$150)</b>                | <b>-5.0%</b> |
| <b>Interim Real Estate Taxes</b>            | <b>\$1,191</b>        | <b>\$1,391</b>        | <b>\$200</b>                  | <b>16.8%</b> |
| <b>Earned Income Taxes</b>                  | <b>\$21,695</b>       | <b>\$21,445</b>       | <b>(\$250)</b>                | <b>-1.2%</b> |
| <b>Real Estate Transfer Taxes</b>           | <b>\$4,308</b>        | <b>\$4,658</b>        | <b>\$350</b>                  | <b>8.1%</b>  |
|                                             | <b>\$27,195</b>       | <b>\$27,495</b>       | <b>\$300</b>                  | <b>1.1%</b>  |
| <b>Other Local Revenue</b>                  | <b>\$1,948</b>        | <b>\$3,398</b>        | <b>\$1,450</b>                | <b>74.5%</b> |
| <b>Total Local Revenue</b>                  | <b>\$203,746</b>      | <b>\$205,771</b>      | <b>\$2,025</b>                | <b>1.0%</b>  |
| <b>State Subsidies Excluding Retirement</b> | <b>\$23,805</b>       | <b>\$24,070</b>       | <b>\$265</b>                  | <b>1.1%</b>  |
| <b>Retirement Subsidy</b>                   | <b>\$16,010</b>       | <b>\$16,010</b>       | <b>\$0</b>                    | <b>0.0%</b>  |
| <b>Federal Subsidies</b>                    | <b>\$3,212</b>        | <b>\$3,444</b>        | <b>\$232</b>                  | <b>7.2%</b>  |
| <b>Total Revenue</b>                        | <b>\$246,773</b>      | <b>\$249,294</b>      | <b>\$2,521</b>                | <b>1.0%</b>  |

# Budget to Budget Change Analysis

- Proposed Budget 2019-20: \$262,344,623
- Current Budget 2018-19: \$253,401,339
- Expenditure increase (\$) \$ 8,943,284
- Expenditure increase (%) 3.5%



# Budget to Budget Change Analysis

|                                                         | <b>Preliminary<br/>Budget<br/><u>2019-20</u></b> | <b>Budget<br/><u>2018-19</u></b> | <b>Budget to Budget<br/>Incr./.(Decr.)</b> |              |
|---------------------------------------------------------|--------------------------------------------------|----------------------------------|--------------------------------------------|--------------|
| <b>Staff Expenses Excluding Retirement</b>              | <b>\$131,281</b>                                 | <b>\$127,251</b>                 | <b>\$4,031</b>                             | <b>3.2%</b>  |
| <b>Retirement</b>                                       | <b>\$33,985</b>                                  | <b>\$32,020</b>                  | <b>\$1,965</b>                             | <b>6.1%</b>  |
| <b>Professional Student Services</b>                    | <b>\$18,819</b>                                  | <b>\$17,569</b>                  | <b>\$1,250</b>                             | <b>7.1%</b>  |
| <b>Other Professional Services</b>                      | <b>\$3,469</b>                                   | <b>\$2,978</b>                   | <b>\$491</b>                               | <b>16.5%</b> |
| <b>Utilities/ Leases/Other</b>                          | <b>\$4,057</b>                                   | <b>\$4,005</b>                   | <b>\$52</b>                                | <b>1.3%</b>  |
| <b>Tuitions to Other Schools/Institutions</b>           | <b>\$15,880</b>                                  | <b>\$16,169</b>                  | <b>(\$289)</b>                             | <b>-1.8%</b> |
| <b>Transportation &amp; Other Contracted Services</b>   | <b>\$15,661</b>                                  | <b>\$15,427</b>                  | <b>\$234</b>                               | <b>1.5%</b>  |
| <b>Heating Fuel/Maintenance/Office Supplies</b>         | <b>\$1,815</b>                                   | <b>\$1,754</b>                   | <b>\$61</b>                                | <b>3.5%</b>  |
| <b>Instructional Books/Supplies</b>                     | <b>\$4,378</b>                                   | <b>\$4,288</b>                   | <b>\$90</b>                                | <b>2.1%</b>  |
| <b>Dues &amp; Fees</b>                                  | <b>\$608</b>                                     | <b>\$597</b>                     | <b>\$11</b>                                | <b>1.9%</b>  |
| <b>Debt Service &amp; Property</b>                      | <b>\$26,940</b>                                  | <b>\$26,087</b>                  | <b>\$853</b>                               | <b>3.3%</b>  |
| <b>Transfers to Other Funds *</b>                       | <b>\$5,452</b>                                   | <b>\$5,258</b>                   | <b>\$194</b>                               | <b>3.7%</b>  |
| <b>Total General Fund Budget</b>                        | <b>\$262,345</b>                                 | <b>\$253,401</b>                 | <b>\$8,944</b>                             | <b>3.5%</b>  |
| <b>*</b>                                                |                                                  |                                  |                                            |              |
| <b>Transfer to Capital Projects</b>                     | <b>\$3,463</b>                                   | <b>\$3,330</b>                   | <b>\$133</b>                               |              |
| <b>Transfer to Capital Reserve Refunding Savings</b>    | <b>\$454</b>                                     | <b>\$453</b>                     | <b>\$1</b>                                 |              |
| <b>Transfer to Capital Reserve Millage Contribution</b> | <b>\$1,535</b>                                   | <b>\$1,475</b>                   | <b>\$59</b>                                |              |
|                                                         | <b>\$5,452</b>                                   | <b>\$5,258</b>                   | <b>\$194</b>                               |              |




# Budget to Budget Change Analysis

| <u>Revenue Category</u>                     | <b>Preliminary<br/>Budget<br/>2019-20</b> | <b>Budget<br/>2018-19</b> | <b>Budget to<br/>Budget<br/>Incr./((Decr.))</b> |              |
|---------------------------------------------|-------------------------------------------|---------------------------|-------------------------------------------------|--------------|
| <b>Current Real Estate Taxes *</b>          | <b>\$172,257</b>                          | <b>\$171,594</b>          | <b>\$663</b>                                    | <b>0.4%</b>  |
| <b>Delinquent Taxes</b>                     | <b>\$2,859</b>                            | <b>\$3,009</b>            | <b>(\$150)</b>                                  | <b>-5.0%</b> |
| <b>Interim Real Estate Taxes</b>            | <b>\$1,312</b>                            | <b>\$1,191</b>            | <b>\$121</b>                                    | <b>10.1%</b> |
| <b>Earned Income Taxes</b>                  | <b>\$21,767</b>                           | <b>\$21,695</b>           | <b>\$72</b>                                     | <b>0.3%</b>  |
| <b>Real Estate Transfer Taxes</b>           | <b>\$4,395</b>                            | <b>\$4,308</b>            | <b>\$86</b>                                     | <b>2.0%</b>  |
|                                             | <b>\$27,473</b>                           | <b>\$27,195</b>           | <b>\$278</b>                                    | <b>1.0%</b>  |
| <b>Other Local Revenue</b>                  | <b>\$2,437</b>                            | <b>\$1,948</b>            | <b>\$490</b>                                    | <b>25.1%</b> |
| <b>Total Local Revenue</b>                  | <b>\$205,026</b>                          | <b>\$203,746</b>          | <b>\$1,281</b>                                  | <b>0.6%</b>  |
| <b>State Subsidies Excluding Retirement</b> | <b>\$24,623</b>                           | <b>\$23,805</b>           | <b>\$817</b>                                    | <b>3.4%</b>  |
| <b>Retirement Subsidy</b>                   | <b>\$16,992</b>                           | <b>\$16,010</b>           | <b>\$983</b>                                    | <b>6.1%</b>  |
| <b>Federal Subsidies</b>                    | <b>\$2,967</b>                            | <b>\$3,212</b>            | <b>(\$245)</b>                                  | <b>-7.6%</b> |
| <b>Total Revenue</b>                        | <b>\$249,608</b>                          | <b>\$246,773</b>          | <b>\$2,835</b>                                  | <b>1.1%</b>  |


\*- 2019-20 Current Real Estate Taxes shown at 0% tax increase

# Budget to Budget Change Analysis



| West Chester Area School District |                   |                   |                       |                   |                                    |
|-----------------------------------|-------------------|-------------------|-----------------------|-------------------|------------------------------------|
| Employee Benefits                 |                   |                   |                       |                   |                                    |
|                                   | 2017-18           | 2018-19<br>Budget | 2018-19<br>Projection | 2019-20<br>Budget | Budget to<br>Budget %<br>inc/(Dec) |
| Medical                           | 16,627,938        | 20,249,205        | 19,199,205            | 20,860,606        | 3.0%                               |
| Dental                            | 1,184,123         | 1,352,231         | 1,352,231             | 1,426,922         | 5.5%                               |
| Vision                            | 178,104           | 202,033           | 202,033               | 209,427           | 3.7%                               |
| Prescription                      | 4,475,995         | 5,486,094         | 5,186,094             | 5,770,336         | 5.2%                               |
| Total Cost Share                  | (5,138,001)       | (6,136,877)       | (6,136,877)           | (6,609,741)       | 7.7%                               |
| Social Security                   | 6,733,941         | 7,334,872         | 7,334,872             | 7,588,208         | 3.5%                               |
| Retirement                        | 30,058,231        | 32,019,484        | 32,019,484            | 33,984,709        | 6.1%                               |
| Tuition                           | 443,193           | 600,000           | 600,000               | 600,000           | 0.0%                               |
| Life & Disability                 | 361,594           | 474,480           | 474,480               | 539,983           | 13.8%                              |
| W/C, Unemp & Other                | 1,344,675         | 751,938           | 1,251,938             | 1,270,717         | 69.0%                              |
| <b>Total Benefit Expense</b>      | <b>56,269,793</b> | <b>62,333,460</b> | <b>61,483,460</b>     | <b>65,641,167</b> | <b>5.3%</b>                        |

# Budget to Budget Change Analysis

|  | <b>West Chester Area School District</b>                                              |                 |                  |
|-----------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|-----------------|------------------|
|                                                                                   | <b>Retirement Expense</b>                                                             |                 |                  |
| <u>YEAR</u>                                                                       | <u>EMPLOYER RATE</u>                                                                  | <u>NET COST</u> | <u>Inc/(Dec)</u> |
| 2010-11                                                                           | 5.640                                                                                 | 2,533,850       | 418,150          |
| 2011-12                                                                           | 8.650                                                                                 | 3,672,868       | 1,139,018        |
| 2012-13                                                                           | 12.360                                                                                | 5,186,816       | 1,513,949        |
| 2013-14                                                                           | 16.930                                                                                | 7,162,285       | 1,975,469        |
| 2014-15                                                                           | 21.400                                                                                | 9,301,723       | 2,139,438        |
| 2015-16                                                                           | 25.840                                                                                | 11,363,026      | 2,061,303        |
| 2016-17                                                                           | 30.030                                                                                | 13,534,353      | 2,171,327        |
| 2017-18                                                                           | 32.570                                                                                | 15,029,116      | 1,494,763        |
| 2018-19                                                                           | 33.430                                                                                | 16,009,742      | 980,626          |
| 2019-20                                                                           | <span style="border: 1px solid blue; border-radius: 50%; padding: 2px;">34.290</span> | 16,992,355      | 982,613          |

# West Chester Area School District Millage Analysis

- Assessed Value 18-19: \$8,511,995,000
- Assessed Value 19-20: \$8,549,547,000
- Increase in Assessed Value \$ 37,552,500  
(.44%)
- District revenue from change in assessed value:
  - $.0212723 \times \$37,552,500 \times 96.5\% = \$770,086$  increase

# West Chester Area School District 2019-20 Millage Analysis

## Chester County:

|                       |                |
|-----------------------|----------------|
| – Preliminary Mills   | 19-20: 21.7406 |
| – Current Mills       | 18-19: 21.2723 |
| – Mill Rate Increase: | .47 (2.2%)     |

## Delaware County:

|                       |                |
|-----------------------|----------------|
| – Preliminary Mills   | 19-20: 16.3185 |
| – Current Mills       | 18-19: 16.0761 |
| – Mill Rate Increase: | .24 (1.5%)     |



## Next Steps

- Administration will work with department managers to identify additional sustainable expense reductions
- Administration will meet with Gallagher Group to review healthcare trends and budget assumptions
- Business Office will continue to monitor the local revenue trends and adjust projections accordingly
- Business Office will monitor the progress of the PA State budget and adjust projections accordingly
- Business Office will work with the County/Townships to identify future assessment growth and the timing
- Administration will work to secure any grants that may become available

**West Chester Area School District  
2018-19 Preliminary Budget Summary**

|                                   | 2019-20<br>Preliminary<br>Budget | 2018-19<br>Budget | Incr./(Decr.) |      |
|-----------------------------------|----------------------------------|-------------------|---------------|------|
| Expenses                          | 262,345                          | 253,401           | 8,944         | 3.5% |
| Revenues                          | 249,607                          | 246,773           | 2,835         | 1.1% |
| <b>Deficit/ (Surplus)</b>         | <b>12,738</b>                    | <b>6,629</b>      | <b>6,109</b>  |      |
| Tax Increase- Act 1 Index (2.4%)  | 3,723                            |                   |               |      |
| Tax Increase- Act 1 Exceptions    | -                                |                   |               |      |
| <b>Total Tax Increase (4.24%)</b> | <b>3,723</b>                     |                   |               |      |
| Remaining Deficit                 | 9,015                            |                   |               |      |
| Planned use of Fund Balance       | (9,015)                          |                   |               |      |
| <b>Deficit</b>                    | <b>(0)</b>                       |                   |               |      |

|                                     | 2019-20<br>Preliminary<br>Budget | 2018-19<br>Budget | Incr./(Decr.) |
|-------------------------------------|----------------------------------|-------------------|---------------|
| <b><u>Year End Fund Balance</u></b> |                                  |                   |               |
| Undesignated Fund Balance           | 15,697                           | 15,697            | -             |
| Future Enrollment Growth            | 2,000                            | 1,000             | 1,000         |
| Health Care                         | 4,160                            | 4,160             | -             |
| Millage Stabilization               | -                                | -                 | -             |
| Alternative Education               | 676                              | 500               | 176           |
| Athletic Fund                       | 70                               | 79                | (10)          |
|                                     | <b>22,602</b>                    | <b>21,436</b>     | <b>1,167</b>  |

|                                     | 2019-20<br>Preliminary<br>Budget | 2018-19<br>Projected | Incr./(Decr.)  |
|-------------------------------------|----------------------------------|----------------------|----------------|
| <b><u>Year End Fund Balance</u></b> |                                  |                      |                |
| Undesignated Fund Balance           | 15,697                           | 15,697               | -              |
| Future Enrollment Growth            | 2,000                            | 1,000                | 1,000          |
| Health Care                         | 4,160                            | 4,160                | -              |
| Millage Stabilization               | -                                | 10,015               | (10,015)       |
| Alternative Education               | 676                              | 676                  | -              |
| Athletic Fund                       | 70                               | 70                   | -              |
|                                     | <b>22,602</b>                    | <b>31,617</b>        | <b>(9,015)</b> |

**West Chester Area School District  
2018-19 Preliminary Budget  
Expense Summary**

|                                                       | <b>Preliminary<br/>Budget<br/><u>2019-20</u></b> | <b>Budget<br/><u>2018-19</u></b> | <b>Projection<br/><u>2018-19</u></b> | <b>Budget to Budget<br/><u>Incr./ (Decr.)</u></b> |              |
|-------------------------------------------------------|--------------------------------------------------|----------------------------------|--------------------------------------|---------------------------------------------------|--------------|
| <b>Staff Expenses Excluding Retirement</b>            | <b>\$131,281</b>                                 | <b>\$127,251</b>                 | <b>\$125,852</b>                     | <b>\$4,031</b>                                    | <b>3.2%</b>  |
| <b>Retirement</b>                                     | <b>\$33,985</b>                                  | <b>\$32,020</b>                  | <b>\$32,020</b>                      | <b>\$1,965</b>                                    | <b>6.1%</b>  |
| <b>Professional Student Services</b>                  | <b>\$18,819</b>                                  | <b>\$17,569</b>                  | <b>\$17,169</b>                      | <b>\$1,250</b>                                    | <b>7.1%</b>  |
| <b>Other Professional Services</b>                    | <b>\$3,469</b>                                   | <b>\$2,978</b>                   | <b>\$2,978</b>                       | <b>\$491</b>                                      | <b>16.5%</b> |
| <b>Utilities/ Leases/Other</b>                        | <b>\$4,057</b>                                   | <b>\$4,005</b>                   | <b>\$4,005</b>                       | <b>\$52</b>                                       | <b>1.3%</b>  |
| <b>Tuitions to Other Schools/Institutions</b>         | <b>\$15,880</b>                                  | <b>\$16,169</b>                  | <b>\$14,643</b>                      | <b>(\$289)</b>                                    | <b>-1.8%</b> |
| <b>Transportation &amp; Other Contracted Services</b> | <b>\$15,661</b>                                  | <b>\$15,427</b>                  | <b>\$15,128</b>                      | <b>\$234</b>                                      | <b>1.5%</b>  |
| <b>Heating Fuel/Maintenance/Office Supplies</b>       | <b>\$1,815</b>                                   | <b>\$1,754</b>                   | <b>\$1,754</b>                       | <b>\$61</b>                                       | <b>3.5%</b>  |
| <b>Instructional Books/Supplies</b>                   | <b>\$4,378</b>                                   | <b>\$4,288</b>                   | <b>\$4,261</b>                       | <b>\$90</b>                                       | <b>2.1%</b>  |
| <b>Dues &amp; Fees</b>                                | <b>\$608</b>                                     | <b>\$597</b>                     | <b>\$597</b>                         | <b>\$11</b>                                       | <b>1.9%</b>  |
| <b>Debt Service &amp; Property</b>                    | <b>\$26,940</b>                                  | <b>\$26,087</b>                  | <b>\$25,919</b>                      | <b>\$853</b>                                      | <b>3.3%</b>  |
| <b>Transfers to Other Funds *</b>                     | <b>\$5,452</b>                                   | <b>\$5,258</b>                   | <b>\$5,258</b>                       | <b>\$194</b>                                      | <b>3.7%</b>  |
| <b>Total General Fund Budget</b>                      | <b>\$262,345</b>                                 | <b>\$253,401</b>                 | <b>\$249,584</b>                     | <b>\$8,944</b>                                    | <b>3.5%</b>  |

\*

|                                                         |                |                |                |              |
|---------------------------------------------------------|----------------|----------------|----------------|--------------|
| <b>Transfer to Capital Projects</b>                     | <b>\$3,463</b> | <b>\$3,330</b> | <b>\$3,330</b> | <b>\$133</b> |
| <b>Transfer to Capital Reserve Refunding Savings</b>    | <b>\$454</b>   | <b>\$453</b>   | <b>\$453</b>   | <b>\$1</b>   |
| <b>Transfer to Capital Reserve Millage Contribution</b> | <b>\$1,535</b> | <b>\$1,475</b> | <b>\$1,475</b> | <b>\$59</b>  |
|                                                         | <b>\$5,452</b> | <b>\$5,258</b> | <b>\$5,258</b> | <b>\$194</b> |



**West Chester Area School District  
2018-19 Preliminary Budget  
Revenue Summary**

| <b>Revenue Category</b>                     | <b>Preliminary</b>        |                           | <b>Projection<br/>2018-19</b> | <b>Budget to<br/>Budget<br/>Incr./.(Decr.)</b> |       | <b>Budget to<br/>Projection<br/>Incr./.(Decr.)</b> |        |
|---------------------------------------------|---------------------------|---------------------------|-------------------------------|------------------------------------------------|-------|----------------------------------------------------|--------|
|                                             | <b>Budget<br/>2019-20</b> | <b>Budget<br/>2018-19</b> |                               |                                                |       |                                                    |        |
| <b>Current Real Estate Taxes *</b>          | \$172,257                 | \$171,594                 | \$172,019                     | \$663                                          | 0.4%  | \$238                                              | 0.1%   |
| <b>Delinquent Taxes</b>                     | \$2,859                   | \$3,009                   | \$2,859                       | (\$150)                                        | -5.0% | \$0                                                | 0.0%   |
| <b>Interim Real Estate Taxes</b>            | \$1,312                   | \$1,191                   | \$1,391                       | \$121                                          | 10.1% | (\$79)                                             | -6.7%  |
| <b>Earned Income Taxes</b>                  | \$21,767                  | \$21,695                  | \$21,445                      | \$72                                           | 0.3%  | \$322                                              | 1.5%   |
| <b>Real Estate Transfer Taxes</b>           | \$4,395                   | \$4,308                   | \$4,658                       | \$86                                           | 2.0%  | (\$264)                                            | -6.1%  |
|                                             | \$27,473                  | \$27,195                  | \$27,495                      | \$278                                          | 1.0%  | (\$22)                                             | -0.1%  |
| <b>Other Local Revenue</b>                  | \$2,437                   | \$1,948                   | \$3,398                       | \$490                                          | 25.1% | (\$960)                                            | -49.3% |
| <b>Total Local Revenue</b>                  | \$205,026                 | \$203,746                 | \$205,771                     | \$1,281                                        | 0.6%  | (\$744)                                            | -0.4%  |
| <b>State Subsidies Excluding Retirement</b> | \$24,623                  | \$23,805                  | \$24,070                      | \$817                                          | 3.4%  | \$553                                              | 2.3%   |
| <b>Retirement Subsidy</b>                   | \$16,992                  | \$16,010                  | \$16,010                      | \$983                                          | 6.1%  | \$983                                              | 6.1%   |
| <b>Federal Subsidies</b>                    | \$2,967                   | \$3,212                   | \$3,444                       | (\$245)                                        | -7.6% | (\$477)                                            | -14.8% |
| <b>Total Revenue</b>                        | \$249,608                 | \$246,773                 | \$249,294                     | \$2,835                                        | 1.1%  | \$314                                              | 0.1%   |

\*- 2019-20 Current Real Estate Taxes shown at 0% tax increase

**WEST CHESTER AREA SCHOOL DISTRICT**  
**Resolution to Adopt Proposed Final Budget for 2019-2020 Fiscal Year**

**Whereas**, School Code section 687, 24 P.S. § 6-687, requires the School Board to adopt a Proposed Final Budget for the 2019-2020 fiscal year no later than May 31, 2019; and

**Whereas**, School Code section 687 requires the School Board to adopt a Final Budget for the 2019-20 fiscal year no later than June 30, 2019; and

**Whereas**, the 2019-20 Proposed Final Budget is required to be prepared on Pennsylvania Department of Education (PDE) form 2028; and

**Whereas**, School Code section 687 requires that the Proposed Final Budget be made available for public inspection at least twenty (20) days prior to adoption of the Final Budget; and

**Whereas**, School Code section 687 requires ten (10) days public notice prior to the adoption of the Final Budget; and

**Now Therefore be it RESOLVED**, this 23<sup>rd</sup> day of April 2019 by the West Chester Area School District School Board, that:

1. The Proposed Final Budget of the School District for the 2019-2020 fiscal year on form PDE 2028 is attached to this Resolution and shall be adopted as the Proposed Final Budget of the School District for the 2019-2020 fiscal year.
2. The Proposed Final Budget for the 2019-2020 fiscal year shall be made available for public inspection on May 1, 2019 at the school district offices, 782 Springdale Drive, Exton, PA 19341.
3. At least ten (10) days before the date scheduled for adoption of the Final Budget, the Secretary shall advertise public Notice of the proposed date, time and place for the meeting for the adoption of the Final Budget.
4. The public Notice shall be advertised once in a newspaper of general circulation and shall be posted conspicuously at the School District offices.
5. The Administration and School Board will continue to review budget components, and the Proposed Final Budget may be revised prior to adoption as the Final Budget for the 2019-2020 fiscal year.
6. School District officials are directed to take all action necessary or appropriate to carry out the intent of this Resolution; including but not limited to making the required certification to PDE.

ATTEST:

WEST CHESTER AREA SCHOOL BOARD

\_\_\_\_\_  
Linda P. Cherashore, Secretary

By: \_\_\_\_\_  
Chris McCune, President

# FINAL GENERAL FUND BUDGET

Fiscal Year 2019-2020

## General Fund Budget Approval

**Date of Adoption of the General Fund Budget:**

\_\_\_\_\_  
President of the Board - Original Signature Required

\_\_\_\_\_  
Date

\_\_\_\_\_  
Secretary of the Board - Original Signature Required

\_\_\_\_\_  
Date

\_\_\_\_\_  
Chief School Administrator - Original Signature Required

\_\_\_\_\_  
Date

Justin Matys

(484)266-1021

Extn :

\_\_\_\_\_  
Contact Person

\_\_\_\_\_  
Telephone

\_\_\_\_\_  
Extension

jmatys@wcasd.net

\_\_\_\_\_  
Email Address

PROPOSED FINAL

# CERTIFICATION OF ESTIMATED ENDING FUND BALANCE FROM 2019-2020 GENERAL FUND BUDGET

24 PS 6-688

(10/2010)

|                                           |                     |                    |
|-------------------------------------------|---------------------|--------------------|
| SCHOOL DISTRICT :<br>West Chester Area SD | COUNTY :<br>Chester | AUN :<br>124159002 |
|-------------------------------------------|---------------------|--------------------|

No school district shall approve an increase in real property taxes unless it has adopted a budget that includes an estimated, ending unreserved undesignated fund balance (unassigned) less than or equal to the specified percentage of its total budgeted expenditures:

| Total Budgeted Expenditures           | Fund Balance % Limit<br>(less than or equal to) |
|---------------------------------------|-------------------------------------------------|
| Less Than or Equal to \$11,999,999    | 12.0%                                           |
| Between \$12,000,000 and \$12,999,999 | 11.5%                                           |
| Between \$13,000,000 and \$13,999,999 | 11.0%                                           |
| Between \$14,000,000 and \$14,999,999 | 10.5%                                           |
| Between \$15,000,000 and \$15,999,999 | 10.0%                                           |
| Between \$16,000,000 and \$16,999,999 | 9.5%                                            |
| Between \$17,000,000 and \$17,999,999 | 9.0%                                            |
| Between \$18,000,000 and \$18,999,999 | 8.5%                                            |
| Greater Than or Equal to \$19,000,000 | 8.0%                                            |

Did you raise property taxes in SY 2019-2020 (compared to 2018-2019)?

Yes  No

If yes, see information below, taken from the 2019-2020 General Fund Budget.

|                                                                                   |             |
|-----------------------------------------------------------------------------------|-------------|
| Total Budgeted Expenditures                                                       | \$262344623 |
| Ending Unassigned Fund Balance                                                    | \$15696558  |
| Ending Unassigned Fund Balance as a percentage (%) of Total Budgeted Expenditures | 6.0%        |

The Estimated Ending Unassigned Fund Balance is within the allowable limits.

Yes  No

**I hereby certify that the above information is accurate and complete.**

|                             |      |
|-----------------------------|------|
| SIGNATURE OF SUPERINTENDENT | DATE |
|-----------------------------|------|

DUE DATE: AUGUST 15, 2019

**CERTIFICATION OF USE OF PDE-2028  
FOR PUBLIC INSPECTION OF 2019-2020 PROPOSED BUDGET**

24 PS 6-687(a)(1)

(03/2006)

|                                                       |                            |                                  |
|-------------------------------------------------------|----------------------------|----------------------------------|
| <b>School District Name :</b><br>West Chester Area SD | <b>County :</b><br>Chester | <b>AUN Number :</b><br>124159002 |
|-------------------------------------------------------|----------------------------|----------------------------------|

Section 687(a)(1) of the School Code requires the president of the board of school directors of each school district to certify to the Department of Education that the proposed budget was prepared, presented and will be made available for public inspection using the uniform form prepared and furnished by the Department of Education.

**I hereby certify that the above information is accurate and complete.**

|                                                |             |
|------------------------------------------------|-------------|
| <b>SIGNATURE OF SCHOOL BOARD<br/>PRESIDENT</b> | <b>DATE</b> |
|------------------------------------------------|-------------|

**DUE DATE:           IMMEDIATELY FOLLOWING  
ADOPTION OF PROPOSED  
FINAL GENERAL FUND BUDGET**

PROPOSED FINAL

| <u>Val Number</u> | <u>Description</u>                                                                                                                                          | <u>Justification</u>                                                                                                                        |
|-------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|
| 1010              | Budget Approval Date is required before submission on Contact Screen and cannot be a future date.                                                           |                                                                                                                                             |
| 8060              | Ending Fund Balance Entry and Budgetary Reserve: If 5900 Budgetary Reserve is not equal to 0, a justification must be entered below.                        | The Budgetary Reserve represents amounts that may require expenditures by the District that are based on unpredictable budgetary increases. |
| 8080              | Ending Fund Balance Entry and Budgetary Reserve: If 0850 Estimated Ending Unassigned Fund Balance is not equal to 0, a justification must be entered below. | Carried over for future years                                                                                                               |
| 8150              | Ending Fund Balance Entry and Budgetary Reserve: If 0830 Committed Fund Balance is not equal to 0, a justification must be entered below.                   | Committed for Health Care Stabilization                                                                                                     |
| 8160              | Ending Fund Balance Entry and Budgetary Reserve: If 0840 Assigned Fund Balance is not equal to 0, a justification must be entered below.                    | Assigned for Athletics, Alternative Education ad Enrollment Growth.                                                                         |

PROPOSED FINAL

| <u>ITEM</u>                                                                                                                                        | <u>AMOUNTS</u>              |
|----------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| <b>Estimated Beginning Unreserved Fund Balance Available for Appropriation and Reserves Scheduled For Liquidation During The Fiscal Year</b>       |                             |
| 0810 Nonspendable Fund Balance                                                                                                                     |                             |
| 0820 Restricted Fund Balance                                                                                                                       |                             |
| 0830 Committed Fund Balance                                                                                                                        | 4,159,909                   |
| 0840 Assigned Fund Balance                                                                                                                         | 11,760,417                  |
| 0850 Unassigned Fund Balance                                                                                                                       | 15,696,558                  |
| <b>Total Estimated Beginning Unreserved Fund Balance Available for Appropriation and Reserves Scheduled For Liquidation During The Fiscal Year</b> | <b><u>\$31,616,884</u></b>  |
| <b>Estimated Revenues And Other Financing Sources</b>                                                                                              |                             |
| 6000 Revenue from Local Sources                                                                                                                    | 210,081,288                 |
| 7000 Revenue from State Sources                                                                                                                    | 41,615,014                  |
| 8000 Revenue from Federal Sources                                                                                                                  | 1,633,660                   |
| 9000 Other Financing Sources                                                                                                                       |                             |
| <b>Total Estimated Revenues And Other Financing Sources</b>                                                                                        | <b><u>\$253,329,962</u></b> |
| <b>Total Estimated Fund Balance, Revenues, and Other Financing Sources Available for Appropriation</b>                                             | <b><u>\$284,946,846</u></b> |

PROPOSED FINAL

Amount**REVENUE FROM LOCAL SOURCES**

|                                                              |             |
|--------------------------------------------------------------|-------------|
| 6111 Current Real Estate Taxes                               | 175,978,584 |
| 6112 Interim Real Estate Taxes                               | 1,311,932   |
| 6113 Public Utility Realty Taxes                             | 200,000     |
| 6150 Current Act 511 Taxes - Proportional Assessments        | 26,161,477  |
| 6400 Delinquencies on Taxes Levied / Assessed by the LEA     | 2,858,800   |
| 6500 Earnings on Investments                                 | 1,000,000   |
| 6700 Revenues from LEA Activities                            | 191,500     |
| 6800 Revenues from Intermediary Sources / Pass-Through Funds | 1,333,370   |
| 6910 Rentals                                                 | 360,000     |
| 6920 Contributions and Donations from Private Sources        | 11,000      |
| 6940 Tuition from Patrons                                    | 193,140     |
| 6990 Refunds and Other Miscellaneous Revenue                 | 481,485     |

**REVENUE FROM LOCAL SOURCES****\$210,081,288****REVENUE FROM STATE SOURCES**

|                                                                        |            |
|------------------------------------------------------------------------|------------|
| 7110 Basic Education Funding                                           | 8,421,880  |
| 7160 Tuition for Orphans Subsidy                                       | 290,000    |
| 7271 Special Education funds for School-Aged Pupils                    | 6,202,850  |
| 7311 Pupil Transportation Subsidy                                      | 2,139,920  |
| 7312 Nonpublic and Charter School Pupil Transportation Subsidy         | 1,534,225  |
| 7320 Rental and Sinking Fund Payments / Building Reimbursement Subsidy | 1,110,285  |
| 7330 Health Services (Medical, Dental, Nurse, Act 25)                  | 250,300    |
| 7360 Safe Schools                                                      | 480,000    |
| 7505 Ready to Learn Block Grant                                        | 399,095    |
| 7810 State Share of Social Security and Medicare Taxes                 | 3,794,104  |
| 7820 State Share of Retirement Contributions                           | 16,992,355 |

**REVENUE FROM STATE SOURCES****\$41,615,014****REVENUE FROM FEDERAL SOURCES**

|                                                                                                   |         |
|---------------------------------------------------------------------------------------------------|---------|
| 8514 NCLB, Title I - Improving the Academic Achievement of the Disadvantaged                      | 704,467 |
| 8515 NCLB, Title II - Preparing, Training and Recruiting High Quality Teachers and Principals     | 260,260 |
| 8516 NCLB, Title III - Language Instruction for Limited English Proficient and Immigrant Students | 108,968 |
| 8517 NCLB, Title IV - 21st Century Schools                                                        | 59,965  |
| 8810 School-Based Access Medicaid Reimbursement Program (SBAP) Reimbursements (Access)            | 470,000 |



Amount

**REVENUE FROM FEDERAL SOURCES**

|                                                                                          |        |
|------------------------------------------------------------------------------------------|--------|
| 8820 Medical Assistance Reimbursement for Administrative Claiming<br>(Quarterly) Program | 30,000 |
|------------------------------------------------------------------------------------------|--------|

|                                     |                    |
|-------------------------------------|--------------------|
| <b>REVENUE FROM FEDERAL SOURCES</b> | <b>\$1,633,660</b> |
|-------------------------------------|--------------------|

|                                                   |                    |
|---------------------------------------------------|--------------------|
| <b>TOTAL ESTIMATED REVENUES AND OTHER SOURCES</b> | <b>253,329,962</b> |
|---------------------------------------------------|--------------------|

PROPOSED FINAL

Act 1 Index (current): 2.3%

Calculation Method:

Revenue

Section 672.1 Method Choice: (a)(1)

Number of Decimals For Tax Rate Calculation:

4

Approx. Tax Revenue from RE Taxes:

\$175,978,799

Amount of Tax Relief for Homestead Exclusions

\$0

Total Approx. Tax Revenue:

\$175,978,799

Approx. Tax Levy for Tax Rate Calculation:

\$182,361,450

|                                                       | Chester          | Delaware       | Total            |
|-------------------------------------------------------|------------------|----------------|------------------|
| <b>2018-19 Data</b>                                   |                  |                |                  |
| a. Assessed Value                                     | \$7,862,001,637  | \$649,992,859  | \$8,511,994,496  |
| b. Real Estate Mills                                  | 21.2723          | 16.0761        |                  |
| <b>I. 2019-20 Data</b>                                |                  |                |                  |
| c. 2017 STEB Market Value                             | \$12,774,058,528 | \$785,726,934  | \$13,559,785,462 |
| d. Assessed Value                                     | \$7,902,001,637  | \$647,545,414  | \$8,549,547,051  |
| e. Assessed Value of New Constr/ Renov                | \$0              | \$0            | \$0              |
| <b>2018-19 Calculations</b>                           |                  |                |                  |
| f. 2018-19 Tax Levy                                   | \$167,242,857    | \$10,449,350   | \$177,692,207    |
| (a * b)                                               |                  |                |                  |
| <b>2019-20 Calculations</b>                           |                  |                |                  |
| g. Percent of Total Market Value                      | 94.20546%        | 5.79454%       | 100.00000%       |
| <b>II.</b>                                            |                  |                |                  |
| h. Rebalanced 2018-19 Tax Levy                        | \$167,395,761    | \$10,296,446   | \$177,692,207    |
| (f Total * g)                                         |                  |                |                  |
| i. Base Mills Subject to Index                        | 21.2917          | 16.0761        |                  |
| (h / a * 1000) if no reassessment                     |                  |                |                  |
| (h / (d-e) * 1000) if reassessment                    |                  |                |                  |
| <b>Calculation of Tax Rates and Levies Generated</b>  |                  |                |                  |
| j. Weighted Avg. Collection Percentage                | 96.50000%        | 96.50000%      | 96.50000%        |
| k. Tax Levy Needed                                    | \$171,794,443    | \$10,567,007   | \$182,361,450    |
| (Approx. Tax Levy * g)                                |                  |                |                  |
| <b>I. 2019-20 Real Estate Tax Rate</b>                |                  |                |                  |
| (k / d * 1000)                                        | <b>21.7406</b>   | <b>16.3185</b> |                  |
| <b>III.</b>                                           |                  |                |                  |
| m. Tax Levy Generated by Mills                        | \$171,794,257    | \$10,566,970   | \$182,361,227    |
| (l / 1000 * d)                                        |                  |                |                  |
| n. Tax Levy minus Tax Relief for Homestead Exclusions |                  |                | \$182,361,227    |
| (m - Amount of Tax Relief for Homestead Exclusions)   |                  |                |                  |
| o. Net Tax Revenue Generated By Mills                 |                  |                | \$175,978,584    |
| (n * Est. Pct. Collection)                            |                  |                |                  |

Act 1 Index (current): 2.3%

Calculation Method:

Revenue

Section 672.1 Method Choice: (a)(1)

Number of Decimals For Tax Rate Calculation:

4

Approx. Tax Revenue from RE Taxes:

\$175,978,799

Amount of Tax Relief for Homestead Exclusions

\$0

Total Approx. Tax Revenue:

\$175,978,799

Approx. Tax Levy for Tax Rate Calculation:

\$182,361,450

|                                                                 | Chester       | Delaware     | Total         |
|-----------------------------------------------------------------|---------------|--------------|---------------|
| <b>Index Maximums</b>                                           |               |              |               |
| p. Maximum Mills Based On Index<br>(i * (1 + Index))            | 21.7814       | 16.4458      |               |
| q. Mills In Excess of Index<br>(if l > p), (l - p))             | 0.0000        | 0.0000       |               |
| r. Maximum Tax Levy Based On Index<br>(p / 1000 * d)            | \$172,116,658 | \$10,649,402 | \$182,766,060 |
| IV. s. Millage Rate within Index?<br>(If l > p Then No)         | Yes           | Yes          |               |
| t. Tax Levy In Excess of Index<br>(if (m > r), (m - r))         | \$0           | \$0          | \$0           |
| u. Tax Revenue In Excess of Index<br>(t * Est. Pct. Collection) | \$0           | \$0          | \$0           |

**Information Related to Property Tax Relief**

|                                               |        |        |     |
|-----------------------------------------------|--------|--------|-----|
| V. Assessed Value Exclusion per Homestead     | \$0.00 | \$0.00 |     |
| Number of Homestead/Farmstead Properties      |        |        |     |
| Median Assessed Value of Homestead Properties |        |        | \$1 |

Act 1 Index (current): 2.3%

Calculation Method:

Revenue

Section 672.1 Method Choice: (a)(1)

Number of Decimals For Tax Rate Calculation:

4

Approx. Tax Revenue from RE Taxes:

\$175,978,799

Amount of Tax Relief for Homestead Exclusions

\$0

Total Approx. Tax Revenue:

\$175,978,799

Approx. Tax Levy for Tax Rate Calculation:

\$182,361,450

Chester

Delaware

Total

State Property Tax Reduction Allocation used for: Homestead Exclusions

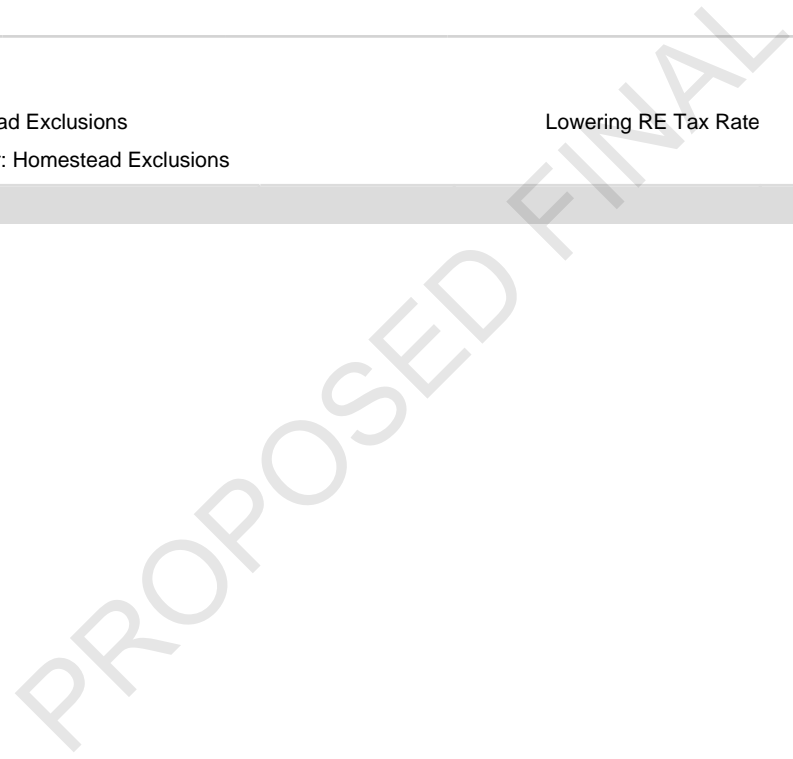
Lowering RE Tax Rate

\$0

Prior Year State Property Tax Reduction Allocation used for: Homestead Exclusions

**Amount of Tax Relief from State/Local Sources**

**\$0**



CODE

6111 Current Real Estate Taxes

| <u>County Name</u> | <u>Taxable Assessed Value</u> | <u>Real Estate Mills</u> | <u>Tax Levy Generated by Mills</u> | <u>Amount of Tax Relief for Homestead Exclusions</u> | <u>Tax Levy Minus Homestead Exclusions</u> | <u>Percent Collected</u> | <u>Net Tax Revenue Generated By Mills</u> |
|--------------------|-------------------------------|--------------------------|------------------------------------|------------------------------------------------------|--------------------------------------------|--------------------------|-------------------------------------------|
| Chester            | 7,902,001,637                 | 21.7406                  | 171,794,257                        |                                                      |                                            | 96.50000%                |                                           |
| Delaware           | 647,545,414                   | 16.3185                  | 10,566,970                         |                                                      |                                            | 96.50000%                |                                           |
| <b>Totals:</b>     | <b>8,549,547,051</b>          |                          | <b>182,361,227</b>                 | <b>0 =</b>                                           | <b>182,361,227 X</b>                       | <b>96.50000%</b>         | <b>= 175,978,584</b>                      |

|                                                               | <u>Rate</u> |                              | <u>Estimated Revenue</u> |
|---------------------------------------------------------------|-------------|------------------------------|--------------------------|
| 6120 <u>Current Per Capita Taxes, Section 679</u>             | \$0.00      |                              | 0                        |
| 6140 <u>Current Act 511 Taxes – Flat Rate Assessments</u>     | <u>Rate</u> | <u>Add'l Rate (if appl.)</u> | <u>Tax Levy</u>          |
| 6141 Current Act 511 Per Capita Taxes                         | \$0.00      | \$0.00                       | 0                        |
| 6142 Current Act 511 Occupation Taxes – Flat Rate             | \$0.00      | \$0.00                       | 0                        |
| 6143 Current Act 511 Local Services Taxes                     | \$0.00      | \$0.00                       | 0                        |
| 6144 Current Act 511 Trailer Taxes                            | \$0.00      | \$0.00                       | 0                        |
| 6145 Current Act 511 Business Privilege Taxes – Flat Rate     | \$0.00      | \$0.00                       | 0                        |
| 6146 Current Act 511 Mechanical Device Taxes – Flat Rate      | \$0.00      | \$0.00                       | 0                        |
| 6149 Current Act 511 Taxes, Other Flat Rate Assessments       | \$0.00      | \$0.00                       | 0                        |
| <b>Total Current Act 511 Taxes – Flat Rate Assessments</b>    |             |                              | <b>0</b>                 |
| 6150 <u>Current Act 511 Taxes – Proportional Assessments</u>  | <u>Rate</u> | <u>Add'l Rate (if appl.)</u> | <u>Tax Levy</u>          |
| 6151 Current Act 511 Earned Income Taxes                      | 0.500%      | 0.000%                       | 21,766,946               |
| 6152 Current Act 511 Occupation Taxes                         | 0.000       | 0.000                        | 0                        |
| 6153 Current Act 511 Real Estate Transfer Taxes               | 0.500%      | 0.000%                       | 4,394,531                |
| 6154 Current Act 511 Amusement Taxes                          | 0.000%      | 0.000%                       | 0                        |
| 6155 Current Act 511 Business Privilege Taxes                 | 0.000       | 0.000                        | 0                        |
| 6156 Current Act 511 Mechanical Device Taxes – Percentage     | 0.000%      | 0.000%                       | 0                        |
| 6157 Current Act 511 Mercantile Taxes                         | 0.000       | 0.000                        | 0                        |
| 6159 Current Act 511 Taxes, Other Proportional Assessments    | 0           | 0                            | 0                        |
| <b>Total Current Act 511 Taxes – Proportional Assessments</b> |             |                              | <b>26,161,477</b>        |
| <b>Total Act 511, Current Taxes</b>                           |             |                              | <b>26,161,477</b>        |
| <b>Act 511 Tax Limit --&gt;</b>                               |             | <b>13,559,785,462 X</b>      | <b>12</b>                |
|                                                               |             | <b>Market Value</b>          | <b>Mills</b>             |
|                                                               |             |                              | <b>162,717,426</b>       |
|                                                               |             |                              | <b>(511 Limit)</b>       |

| Tax Function | Description                                             | Tax Rate Charged in: |         |                        | Less than or equal to Index | Index | Additional Tax Rate Charged in: |         | Percent Change in Rate | Less than or equal to Index |
|--------------|---------------------------------------------------------|----------------------|---------|------------------------|-----------------------------|-------|---------------------------------|---------|------------------------|-----------------------------|
|              |                                                         | 2018-19 (Rebalanced) | 2019-20 | Percent Change in Rate |                             |       | 2018-19 (Rebalanced)            | 2019-20 |                        |                             |
| 6111         | <u>Current Real Estate Taxes</u>                        |                      |         |                        |                             |       |                                 |         |                        |                             |
|              | Chester                                                 | 21.2917              | 21.7406 | 2.11%                  | Yes                         | 2.3%  |                                 |         |                        |                             |
|              | Delaware                                                | 16.0761              | 16.3185 | 1.51%                  | Yes                         | 2.3%  |                                 |         |                        |                             |
|              | <u>Current Act 511 Taxes – Proportional Assessments</u> |                      |         |                        |                             |       |                                 |         |                        |                             |
| 6151         | Current Act 511 Earned Income Taxes                     | 0.500%               | 0.500%  | 0.00%                  | Yes                         | 2.3%  |                                 |         |                        |                             |
| 6153         | Current Act 511 Real Estate Transfer Taxes              | 0.500%               | 0.500%  | 0.00%                  | Yes                         | 2.3%  |                                 |         |                        |                             |

PROPOSED FINAL

| <u>Description</u>                                           | <u>Amount</u>        |
|--------------------------------------------------------------|----------------------|
| <b>1000 Instruction</b>                                      |                      |
| 1100 Regular Programs - Elementary / Secondary               | 99,679,539           |
| 1200 Special Programs - Elementary / Secondary               | 41,488,839           |
| 1300 Vocational Education                                    | 6,320,537            |
| 1400 Other Instructional Programs - Elementary / Secondary   | 823,503              |
| 1500 Nonpublic School Programs                               | 51,860               |
| <b>Total Instruction</b>                                     | <b>\$148,364,278</b> |
| <b>2000 Support Services</b>                                 |                      |
| 2100 Support Services - Students                             | 9,796,951            |
| 2200 Support Services - Instructional Staff                  | 6,397,377            |
| 2300 Support Services - Administration                       | 12,822,325           |
| 2400 Support Services - Pupil Health                         | 2,336,781            |
| 2500 Support Services - Business                             | 2,034,220            |
| 2600 Operation and Maintenance of Plant Services             | 18,552,518           |
| 2700 Student Transportation Services                         | 14,164,818           |
| 2800 Support Services - Central                              | 3,936,404            |
| 2900 Other Support Services                                  | 226,867              |
| <b>Total Support Services</b>                                | <b>\$70,268,261</b>  |
| <b>3000 Operation of Non-Instructional Services</b>          |                      |
| 3200 Student Activities                                      | 5,498,179            |
| 3300 Community Services                                      | 145,000              |
| <b>Total Operation of Non-Instructional Services</b>         | <b>\$5,643,179</b>   |
| <b>5000 Other Expenditures and Financing Uses</b>            |                      |
| 5100 Debt Service / Other Expenditures and Financing Uses    | 26,555,503           |
| 5200 Interfund Transfers - Out                               | 5,451,612            |
| 5900 Budgetary Reserve                                       | 6,061,790            |
| <b>Total Other Expenditures and Financing Uses</b>           | <b>\$38,068,905</b>  |
| <b>Total Estimated Expenditures and Other Financing Uses</b> | <b>\$262,344,623</b> |

PROPOSED FINAL

## 2019-2020 Final General Fund Budget

LEA : 124159002 West Chester Area SD

Printed 4/3/2019 8:18:28 AM

Page - 1 of 4

| <u>Description</u>                                                 | <u>Amount</u>        |
|--------------------------------------------------------------------|----------------------|
| <b>1000 Instruction</b>                                            |                      |
| <b>1100 Regular Programs - Elementary / Secondary</b>              |                      |
| 100 Personnel Services - Salaries                                  | 54,048,591           |
| 200 Personnel Services - Employee Benefits                         | 34,273,056           |
| 300 Purchased Professional and Technical Services                  | 2,349,811            |
| 400 Purchased Property Services                                    | 301,862              |
| 500 Other Purchased Services                                       | 5,423,015            |
| 600 Supplies                                                       | 3,086,420            |
| 700 Property                                                       | 143,045              |
| 800 Other Objects                                                  | 53,739               |
| <b>Total Regular Programs - Elementary / Secondary</b>             | <b>\$99,679,539</b>  |
| <b>1200 Special Programs - Elementary / Secondary</b>              |                      |
| 100 Personnel Services - Salaries                                  | 12,260,086           |
| 200 Personnel Services - Employee Benefits                         | 7,756,031            |
| 300 Purchased Professional and Technical Services                  | 14,453,989           |
| 400 Purchased Property Services                                    | 5,109                |
| 500 Other Purchased Services                                       | 6,735,145            |
| 600 Supplies                                                       | 258,084              |
| 700 Property                                                       | 800                  |
| 800 Other Objects                                                  | 19,595               |
| <b>Total Special Programs - Elementary / Secondary</b>             | <b>\$41,488,839</b>  |
| <b>1300 Vocational Education</b>                                   |                      |
| 100 Personnel Services - Salaries                                  | 2,193,440            |
| 200 Personnel Services - Employee Benefits                         | 1,402,484            |
| 300 Purchased Professional and Technical Services                  | 8,700                |
| 400 Purchased Property Services                                    | 1,976                |
| 500 Other Purchased Services                                       | 2,579,276            |
| 600 Supplies                                                       | 116,756              |
| 700 Property                                                       | 15,000               |
| 800 Other Objects                                                  | 2,905                |
| <b>Total Vocational Education</b>                                  | <b>\$6,320,537</b>   |
| <b>1400 Other Instructional Programs - Elementary / Secondary</b>  |                      |
| 100 Personnel Services - Salaries                                  | 40,000               |
| 200 Personnel Services - Employee Benefits                         | 16,584               |
| 300 Purchased Professional and Technical Services                  | 633,469              |
| 400 Purchased Property Services                                    | 71,050               |
| 500 Other Purchased Services                                       | 61,600               |
| 600 Supplies                                                       | 800                  |
| <b>Total Other Instructional Programs - Elementary / Secondary</b> | <b>\$823,503</b>     |
| <b>1500 Nonpublic School Programs</b>                              |                      |
| 300 Purchased Professional and Technical Services                  | 51,860               |
| <b>Total Nonpublic School Programs</b>                             | <b>\$51,860</b>      |
| <b>Total Instruction</b>                                           | <b>\$148,364,278</b> |
| <b>2000 Support Services</b>                                       |                      |



| <u>Description</u>                                  | <u>Amount</u>       |
|-----------------------------------------------------|---------------------|
| <b>2100 Support Services - Students</b>             |                     |
| 100 Personnel Services - Salaries                   | 5,784,571           |
| 200 Personnel Services - Employee Benefits          | 3,673,659           |
| 300 Purchased Professional and Technical Services   | 176,769             |
| 500 Other Purchased Services                        | 59,320              |
| 600 Supplies                                        | 95,300              |
| 700 Property                                        | 500                 |
| 800 Other Objects                                   | 6,832               |
| <b>Total Support Services - Students</b>            | <b>\$9,796,951</b>  |
| <b>2200 Support Services - Instructional Staff</b>  |                     |
| 100 Personnel Services - Salaries                   | 3,170,727           |
| 200 Personnel Services - Employee Benefits          | 2,597,840           |
| 300 Purchased Professional and Technical Services   | 305,372             |
| 400 Purchased Property Services                     | 3,114               |
| 500 Other Purchased Services                        | 52,902              |
| 600 Supplies                                        | 251,602             |
| 700 Property                                        | 7,700               |
| 800 Other Objects                                   | 8,120               |
| <b>Total Support Services - Instructional Staff</b> | <b>\$6,397,377</b>  |
| <b>2300 Support Services - Administration</b>       |                     |
| 100 Personnel Services - Salaries                   | 6,752,967           |
| 200 Personnel Services - Employee Benefits          | 4,312,081           |
| 300 Purchased Professional and Technical Services   | 1,308,857           |
| 400 Purchased Property Services                     | 33,425              |
| 500 Other Purchased Services                        | 223,598             |
| 600 Supplies                                        | 135,607             |
| 700 Property                                        | 900                 |
| 800 Other Objects                                   | 54,890              |
| <b>Total Support Services - Administration</b>      | <b>\$12,822,325</b> |
| <b>2400 Support Services - Pupil Health</b>         |                     |
| 100 Personnel Services - Salaries                   | 1,396,722           |
| 200 Personnel Services - Employee Benefits          | 887,577             |
| 300 Purchased Professional and Technical Services   | 12,075              |
| 400 Purchased Property Services                     | 2,675               |
| 500 Other Purchased Services                        | 5,800               |
| 600 Supplies                                        | 30,927              |
| 700 Property                                        | 300                 |
| 800 Other Objects                                   | 705                 |
| <b>Total Support Services - Pupil Health</b>        | <b>\$2,336,781</b>  |
| <b>2500 Support Services - Business</b>             |                     |
| 100 Personnel Services - Salaries                   | 1,152,909           |
| 200 Personnel Services - Employee Benefits          | 736,756             |
| 300 Purchased Professional and Technical Services   | 46,350              |
| 400 Purchased Property Services                     | 8,604               |
| 500 Other Purchased Services                        | 18,680              |

| <u>Description</u>                                             | <u>Amount</u>       |
|----------------------------------------------------------------|---------------------|
| 600 Supplies                                                   | 34,750              |
| 800 Other Objects                                              | 36,171              |
| <b>Total Support Services - Business</b>                       | <b>\$2,034,220</b>  |
| <b>2600 <u>Operation and Maintenance of Plant Services</u></b> |                     |
| 100 Personnel Services - Salaries                              | 7,761,259           |
| 200 Personnel Services - Employee Benefits                     | 4,940,524           |
| 300 Purchased Professional and Technical Services              | 85,435              |
| 400 Purchased Property Services                                | 3,234,100           |
| 500 Other Purchased Services                                   | 596,900             |
| 600 Supplies                                                   | 1,647,800           |
| 700 Property                                                   | 271,000             |
| 800 Other Objects                                              | 15,500              |
| <b>Total Operation and Maintenance of Plant Services</b>       | <b>\$18,552,518</b> |
| <b>2700 <u>Student Transportation Services</u></b>             |                     |
| 100 Personnel Services - Salaries                              | 235,004             |
| 200 Personnel Services - Employee Benefits                     | 149,253             |
| 300 Purchased Professional and Technical Services              | 5,000               |
| 400 Purchased Property Services                                | 3,000               |
| 500 Other Purchased Services                                   | 13,737,561          |
| 600 Supplies                                                   | 33,400              |
| 800 Other Objects                                              | 1,600               |
| <b>Total Student Transportation Services</b>                   | <b>\$14,164,818</b> |
| <b>2800 <u>Support Services - Central</u></b>                  |                     |
| 100 Personnel Services - Salaries                              | 1,907,065           |
| 200 Personnel Services - Employee Benefits                     | 1,217,104           |
| 300 Purchased Professional and Technical Services              | 162,990             |
| 400 Purchased Property Services                                | 248,650             |
| 500 Other Purchased Services                                   | 33,860              |
| 600 Supplies                                                   | 328,040             |
| 800 Other Objects                                              | 38,695              |
| <b>Total Support Services - Central</b>                        | <b>\$3,936,404</b>  |
| <b>2900 <u>Other Support Services</u></b>                      |                     |
| 500 Other Purchased Services                                   | 126,867             |
| 800 Other Objects                                              | 100,000             |
| <b>Total Other Support Services</b>                            | <b>\$226,867</b>    |
| <b>Total Support Services</b>                                  | <b>\$70,268,261</b> |
| <b>3000 <u>Operation of Non-Instructional Services</u></b>     |                     |
| <b>3200 <u>Student Activities</u></b>                          |                     |
| 100 Personnel Services - Salaries                              | 2,920,892           |
| 200 Personnel Services - Employee Benefits                     | 1,350,489           |
| 300 Purchased Professional and Technical Services              | 348,949             |
| 400 Purchased Property Services                                | 143,204             |
| 500 Other Purchased Services                                   | 417,784             |
| 600 Supplies                                                   | 210,040             |

| <u>Description</u>                                                | <u>Amount</u>        |
|-------------------------------------------------------------------|----------------------|
| 700 Property                                                      | 18,435               |
| 800 Other Objects                                                 | 88,386               |
| <b>Total Student Activities</b>                                   | <b>\$5,498,179</b>   |
| <b>3300 Community Services</b>                                    |                      |
| 300 Purchased Professional and Technical Services                 | 145,000              |
| <b>Total Community Services</b>                                   | <b>\$145,000</b>     |
| <b>Total Operation of Non-Instructional Services</b>              | <b>\$5,643,179</b>   |
| <b>5000 Other Expenditures and Financing Uses</b>                 |                      |
| <b>5100 Debt Service / Other Expenditures and Financing Uses</b>  |                      |
| 800 Other Objects                                                 | 10,265,503           |
| 900 Other Uses of Funds                                           | 16,290,000           |
| <b>Total Debt Service / Other Expenditures and Financing Uses</b> | <b>\$26,555,503</b>  |
| <b>5200 Interfund Transfers - Out</b>                             |                      |
| 900 Other Uses of Funds                                           | 5,451,612            |
| <b>Total Interfund Transfers - Out</b>                            | <b>\$5,451,612</b>   |
| <b>5900 Budgetary Reserve</b>                                     |                      |
| 800 Other Objects                                                 | 6,061,790            |
| <b>Total Budgetary Reserve</b>                                    | <b>\$6,061,790</b>   |
| <b>Total Other Expenditures and Financing Uses</b>                | <b>\$38,068,905</b>  |
| <b>TOTAL EXPENDITURES</b>                                         | <b>\$262,344,623</b> |

PROPOSED FINAL

**Cash and Short-Term Investments**

**06/30/2019 Estimate**

**06/30/2020 Projection**

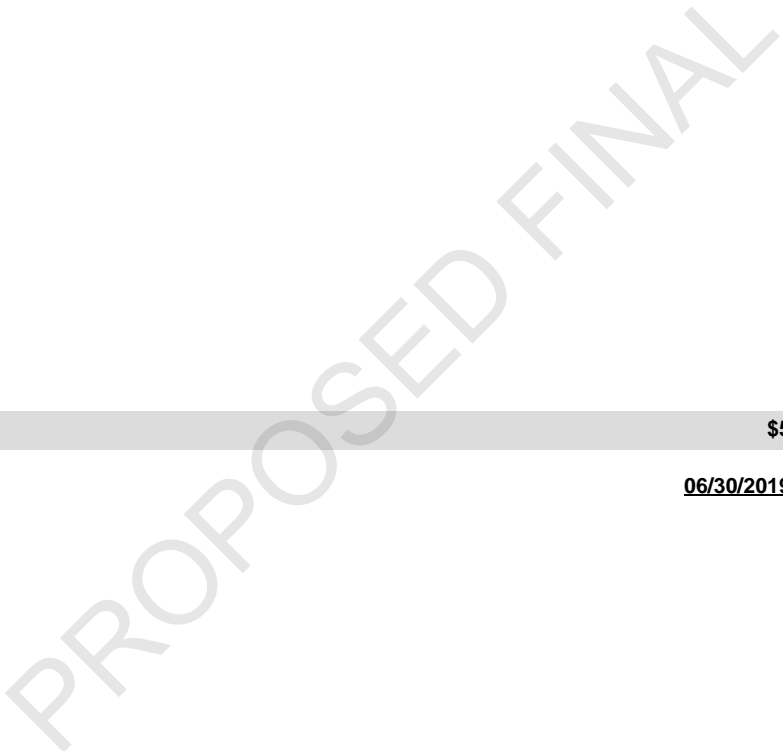
|                                                              |                     |                     |
|--------------------------------------------------------------|---------------------|---------------------|
| General Fund                                                 | 31,616,884          | 22,602,223          |
| Public Purpose (Expendable) Trust Fund                       |                     |                     |
| Other Comptroller-Approved Special Revenue Funds             |                     |                     |
| Athletic / School-Sponsored Extra Curricular Activities Fund |                     |                     |
| Capital Reserve Fund - § 690, §1850                          |                     |                     |
| Capital Reserve Fund - § 1431                                | 24,263,230          | 24,159,984          |
| Other Capital Projects Fund                                  |                     |                     |
| Debt Service Fund                                            |                     |                     |
| Food Service / Cafeteria Operations Fund                     |                     |                     |
| Child Care Operations Fund                                   |                     |                     |
| Other Enterprise Funds                                       |                     |                     |
| Internal Service Fund                                        |                     |                     |
| Private Purpose Trust Fund                                   |                     |                     |
| Investment Trust Fund                                        |                     |                     |
| Pension Trust Fund                                           |                     |                     |
| Activity Fund                                                |                     |                     |
| Other Agency Fund                                            |                     |                     |
| Permanent Fund                                               |                     |                     |
| <b>Total Cash and Short-Term Investments</b>                 | <b>\$55,880,114</b> | <b>\$46,762,207</b> |

**Long-Term Investments**

**06/30/2019 Estimate**

**06/30/2020 Projection**

|                                                              |  |  |
|--------------------------------------------------------------|--|--|
| General Fund                                                 |  |  |
| Public Purpose (Expendable) Trust Fund                       |  |  |
| Other Comptroller-Approved Special Revenue Funds             |  |  |
| Athletic / School-Sponsored Extra Curricular Activities Fund |  |  |
| Capital Reserve Fund - § 690, §1850                          |  |  |
| Capital Reserve Fund - § 1431                                |  |  |
| Other Capital Projects Fund                                  |  |  |
| Debt Service Fund                                            |  |  |
| Food Service / Cafeteria Operations Fund                     |  |  |
| Child Care Operations Fund                                   |  |  |
| Other Enterprise Funds                                       |  |  |
| Internal Service Fund                                        |  |  |
| Private Purpose Trust Fund                                   |  |  |
| Investment Trust Fund                                        |  |  |
| Pension Trust Fund                                           |  |  |
| Activity Fund                                                |  |  |
| Other Agency Fund                                            |  |  |



Long-Term Investments

06/30/2019 Estimate

06/30/2020 Projection

Permanent Fund

|                                    |  |  |
|------------------------------------|--|--|
| <b>Total Long-Term Investments</b> |  |  |
|------------------------------------|--|--|

|                                   |                     |                     |
|-----------------------------------|---------------------|---------------------|
| <b>TOTAL CASH AND INVESTMENTS</b> | <b>\$55,880,114</b> | <b>\$46,762,207</b> |
|-----------------------------------|---------------------|---------------------|

PROPOSED FINAL

**Long-Term Indebtedness**

**06/30/2019 Estimate**

**06/30/2020 Projection**

**General Fund**

|                                                 |             |             |
|-------------------------------------------------|-------------|-------------|
| 0510 Bonds Payable                              | 250,425,000 | 254,135,000 |
| 0520 Extended-Term Financing Agreements Payable |             |             |
| 0530 Lease-Purchase Obligations                 |             |             |
| 0540 Accumulated Compensated Absences           |             |             |
| 0550 Authority Lease Obligations                |             |             |
| 0560 Other Post-Employment Benefits (OPEB)      |             |             |
| 0599 Other Noncurrent Liabilities               |             |             |

|                           |                      |                      |
|---------------------------|----------------------|----------------------|
| <b>Total General Fund</b> | <b>\$250,425,000</b> | <b>\$254,135,000</b> |
|---------------------------|----------------------|----------------------|

**Public Purpose (Expendable) Trust Fund**

|                                                 |
|-------------------------------------------------|
| 0510 Bonds Payable                              |
| 0520 Extended-Term Financing Agreements Payable |
| 0530 Lease-Purchase Obligations                 |
| 0540 Accumulated Compensated Absences           |
| 0550 Authority Lease Obligations                |
| 0560 Other Post-Employment Benefits (OPEB)      |
| 0599 Other Noncurrent Liabilities               |

|                                                     |  |  |
|-----------------------------------------------------|--|--|
| <b>Total Public Purpose (Expendable) Trust Fund</b> |  |  |
|-----------------------------------------------------|--|--|

**Other Comptroller-Approved Special Revenue Funds**

|                                                 |
|-------------------------------------------------|
| 0510 Bonds Payable                              |
| 0520 Extended-Term Financing Agreements Payable |
| 0530 Lease-Purchase Obligations                 |
| 0540 Accumulated Compensated Absences           |
| 0550 Authority Lease Obligations                |
| 0560 Other Post-Employment Benefits (OPEB)      |
| 0599 Other Noncurrent Liabilities               |

|                                                               |  |  |
|---------------------------------------------------------------|--|--|
| <b>Total Other Comptroller-Approved Special Revenue Funds</b> |  |  |
|---------------------------------------------------------------|--|--|

**Athletic / School-Sponsored Extra Curricular Activities Fund**

|                                                 |
|-------------------------------------------------|
| 0510 Bonds Payable                              |
| 0520 Extended-Term Financing Agreements Payable |
| 0530 Lease-Purchase Obligations                 |
| 0540 Accumulated Compensated Absences           |
| 0550 Authority Lease Obligations                |
| 0560 Other Post-Employment Benefits (OPEB)      |
| 0599 Other Noncurrent Liabilities               |

|                                                                           |  |  |
|---------------------------------------------------------------------------|--|--|
| <b>Total Athletic / School-Sponsored Extra Curricular Activities Fund</b> |  |  |
|---------------------------------------------------------------------------|--|--|

**Capital Reserve Fund - \$ 690, \$1850**

|                                                 |
|-------------------------------------------------|
| 0510 Bonds Payable                              |
| 0520 Extended-Term Financing Agreements Payable |

**Long-Term Indebtedness**

**06/30/2019 Estimate**

**06/30/2020 Projection**

- 0530 Lease-Purchase Obligations
- 0540 Accumulated Compensated Absences
- 0550 Authority Lease Obligations
- 0560 Other Post-Employment Benefits (OPEB)
- 0599 Other Noncurrent Liabilities

**Total Capital Reserve Fund - \$ 690, \$1850**

**Capital Reserve Fund - \$ 1431**

- 0510 Bonds Payable
- 0520 Extended-Term Financing Agreements Payable
- 0530 Lease-Purchase Obligations
- 0540 Accumulated Compensated Absences
- 0550 Authority Lease Obligations
- 0560 Other Post-Employment Benefits (OPEB)
- 0599 Other Noncurrent Liabilities

**Total Capital Reserve Fund - \$ 1431**

**Other Capital Projects Fund**

- 0510 Bonds Payable
- 0520 Extended-Term Financing Agreements Payable
- 0530 Lease-Purchase Obligations
- 0540 Accumulated Compensated Absences
- 0550 Authority Lease Obligations
- 0560 Other Post-Employment Benefits (OPEB)
- 0599 Other Noncurrent Liabilities

**Total Other Capital Projects Fund**

**Debt Service Fund**

- 0510 Bonds Payable
- 0520 Extended-Term Financing Agreements Payable
- 0530 Lease-Purchase Obligations
- 0540 Accumulated Compensated Absences
- 0550 Authority Lease Obligations
- 0560 Other Post-Employment Benefits (OPEB)
- 0599 Other Noncurrent Liabilities

**Total Debt Service Fund**

**Food Service / Cafeteria Operations Fund**

- 0510 Bonds Payable
- 0520 Extended-Term Financing Agreements Payable
- 0530 Lease-Purchase Obligations
- 0540 Accumulated Compensated Absences
- 0550 Authority Lease Obligations

PROPOSED FINAL

**Long-Term Indebtedness**

**06/30/2019 Estimate**

**06/30/2020 Projection**

0560 Other Post-Employment Benefits (OPEB)

0599 Other Noncurrent Liabilities

**Total Food Service / Cafeteria Operations Fund**

**Child Care Operations Fund**

0510 Bonds Payable

0520 Extended-Term Financing Agreements Payable

0530 Lease-Purchase Obligations

0540 Accumulated Compensated Absences

0550 Authority Lease Obligations

0560 Other Post-Employment Benefits (OPEB)

0599 Other Noncurrent Liabilities

**Total Child Care Operations Fund**

**Other Enterprise Funds**

0510 Bonds Payable

0520 Extended-Term Financing Agreements Payable

0530 Lease-Purchase Obligations

0540 Accumulated Compensated Absences

0550 Authority Lease Obligations

0560 Other Post-Employment Benefits (OPEB)

0599 Other Noncurrent Liabilities

**Total Other Enterprise Funds**

**Internal Service Fund**

0510 Bonds Payable

0520 Extended-Term Financing Agreements Payable

0530 Lease-Purchase Obligations

0540 Accumulated Compensated Absences

0550 Authority Lease Obligations

0560 Other Post-Employment Benefits (OPEB)

0599 Other Noncurrent Liabilities

**Total Internal Service Fund**

**Private Purpose Trust Fund**

0510 Bonds Payable

0520 Extended-Term Financing Agreements Payable

0530 Lease-Purchase Obligations

0540 Accumulated Compensated Absences

0550 Authority Lease Obligations

0560 Other Post-Employment Benefits (OPEB)

0599 Other Noncurrent Liabilities

**Total Private Purpose Trust Fund**

PROPOSED FINAL



**Long-Term Indebtedness**

**06/30/2019 Estimate**

**06/30/2020 Projection**

**Investment Trust Fund**

- 0510 Bonds Payable
- 0520 Extended-Term Financing Agreements Payable
- 0530 Lease-Purchase Obligations
- 0540 Accumulated Compensated Absences
- 0550 Authority Lease Obligations
- 0560 Other Post-Employment Benefits (OPEB)
- 0599 Other Noncurrent Liabilities

**Total Investment Trust Fund**

**Pension Trust Fund**

- 0510 Bonds Payable
- 0520 Extended-Term Financing Agreements Payable
- 0530 Lease-Purchase Obligations
- 0540 Accumulated Compensated Absences
- 0550 Authority Lease Obligations
- 0560 Other Post-Employment Benefits (OPEB)
- 0599 Other Noncurrent Liabilities

**Total Pension Trust Fund**

**Activity Fund**

- 0510 Bonds Payable
- 0520 Extended-Term Financing Agreements Payable
- 0530 Lease-Purchase Obligations
- 0540 Accumulated Compensated Absences
- 0550 Authority Lease Obligations
- 0560 Other Post-Employment Benefits (OPEB)
- 0599 Other Noncurrent Liabilities

**Total Activity Fund**

**Other Agency Fund**

- 0510 Bonds Payable
- 0520 Extended-Term Financing Agreements Payable
- 0530 Lease-Purchase Obligations
- 0540 Accumulated Compensated Absences
- 0550 Authority Lease Obligations
- 0560 Other Post-Employment Benefits (OPEB)
- 0599 Other Noncurrent Liabilities

**Total Other Agency Fund**

**Permanent Fund**

- 0510 Bonds Payable
- 0520 Extended-Term Financing Agreements Payable

PROPOSED FINAL

| <u>Long-Term Indebtedness</u>              | <u>06/30/2019 Estimate</u> | <u>06/30/2020 Projection</u> |
|--------------------------------------------|----------------------------|------------------------------|
| 0530 Lease-Purchase Obligations            |                            |                              |
| 0540 Accumulated Compensated Absences      |                            |                              |
| 0550 Authority Lease Obligations           |                            |                              |
| 0560 Other Post-Employment Benefits (OPEB) |                            |                              |
| 0599 Other Noncurrent Liabilities          |                            |                              |
| <b>Total Permanent Fund</b>                |                            |                              |
| <b>Total Long-Term Indebtedness</b>        | <b>\$250,425,000</b>       | <b>\$254,135,000</b>         |

PROPOSED FINAL

**Short-Term Payables**

06/30/2019 Estimate

06/30/2020 Projection

- General Fund
- Public Purpose (Expendable) Trust Fund
- Other Comptroller-Approved Special Revenue Funds
- Athletic / School-Sponsored Extra Curricular Activities Fund
- Capital Reserve Fund - § 690, §1850
- Capital Reserve Fund - § 1431
- Other Capital Projects Fund
- Debt Service Fund
- Food Service / Cafeteria Operations Fund
- Child Care Operations Fund
- Other Enterprise Funds
- Internal Service Fund
- Private Purpose Trust Fund
- Investment Trust Fund
- Pension Trust Fund
- Activity Fund
- Other Agency Fund
- Permanent Fund

**Total Short-Term Payables**

|                           |                      |                      |
|---------------------------|----------------------|----------------------|
| <b>TOTAL INDEBTEDNESS</b> | <b>\$250,425,000</b> | <b>\$254,135,000</b> |
|---------------------------|----------------------|----------------------|

PROPOSED FINAL

| Account Description                                                                                  | Amounts             |
|------------------------------------------------------------------------------------------------------|---------------------|
| 0810 Nonspendable Fund Balance                                                                       |                     |
| 0820 Restricted Fund Balance                                                                         |                     |
| 0830 Committed Fund Balance                                                                          | 4,159,909           |
| 0840 Assigned Fund Balance                                                                           | 2,745,756           |
| 0850 Unassigned Fund Balance                                                                         | 15,696,558          |
| <b>Total Ending Fund Balance - Committed, Assigned, and Unassigned</b>                               | <b>\$22,602,223</b> |
| <b>5900 Budgetary Reserve</b>                                                                        | <b>6,061,790</b>    |
| <b>Total Estimated Ending Committed, Assigned, and Unassigned Fund Balance and Budgetary Reserve</b> | <b>\$28,664,013</b> |

PROPOSED FINAL