

WEST CHESTER AREA SCHOOL DISTRICT
Property & Finance Committee Meeting
Tuesday – January 19, 2021
6:30 p.m.

ZOOM Meeting

AGENDA

- Approval of December 21, 2020 P&FC Minutes (see attached) Mr. Bevilacqua
- Review and Approval of the 2021-22 Technology Projects in the Capital Reserve Fund (see attached) Mr. Wagman
- Approval of Award for Replacement of Roof Top HVAC Units at East Goshen Elementary School (see attached) Mr. Groves
- Review of Budget Forecast Model (see attached) Mr. Scully
- Approval of Tax Collector Resolution (see attached) Mr. Scully
- Approval of Revised Policy 827, Conflict of Interest, First Reading (see attached) Mr. Scully

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(Board & Public)

*Members of the public wishing to provide comments on committee agenda items may submit comments electronically using the google form link until 12 noon on the day of the meeting. The link is live once the committee packet has been posted publicly. Please limit your comments to two (2) minutes. Comments duly submitted will be noted and (as practical) read or summarized during the meeting.*

Committee Meeting Minutes  
 WEST CHESTER AREA SCHOOL DISTRICT  
 December 21, 2020 – Property & Finance Committee

Attending Committee Members: Mr. Gary Bevilacqua-Chair, Mr. Brian Gallen, Dr. Karen Herrmann, Mr. Randell Spackman

Other Board Members: Ms. Joyce Chester, Mr. Daryl Durnell, Mr. Chris McCune, Dr. Kate Shaw, Mrs. Sue Tiernan

Administration: Mr. John Scully, Dr. James Scanlon, Mr. Kevin Campbell, Mr. Justin Matys, Dr. Bob Sokolowski, Dr. Leigh Ann Ranieri, Mark Groves

Also Present: Members of the public

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|
| Action or outcomes from the meeting: (Unless noted, all votes were 4-0.)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                |
| The committee approved the November 16, 2020 Property & Finance Committee Minutes.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Mr. Bevilacqua |
| Mr. Scully reviewed the Budget Forecast Model and the changes from the previous model on pages 5 & 6. 2020-21 changes to expense projections include reductions of \$300,000 in Professional and Tech Services and \$50,000 in variable rate debt expense. 2020-21 changes to revenue projections include a \$500,000 increase in Earned Income Tax and \$150,000 in Transfer Tax. The total projection changes for 2020-21 results in an increase in fund balance of \$1,000,000, which will be utilized to reduce the 2021-22 budget gap. Mr. Scully explained that the 2021-22 budget figures now reflect building/departmental budget worksheets and updated staffing amounts and have replaced the previous projections which were based on the assumptions included in the forecast model. The net total 2021-22 expense projection savings was \$2,668,726. Changes to the 2021-22 revenue projections were an increase of \$55,487 related to budget submissions and a decrease of \$861,911 related to current real estate revenue assessment appeals. The net of 2021-22 projection changes totaled (\$1,862,302). The net of all model changes for December reduced the 2021-22 budget gap in the amount of \$2,862,302. The December model shows a total budget gap, after an Act 1 index, of \$7.6 million. The Administration will continue to review projections for potential savings to reduce the millage impact for the 2021-22 District’s final budget. This item is for informational purposed only and no Board action is required. | Mr. Scully     |
| Mr. Scully reviewed the 2021-22 Budget calendar and Budget Resolutions for December and advised the Committee that Act 1 requires the Board to adopt a resolution at the December School Board meeting regarding the intended level of taxation to be within or above the state mandated Act 1 limit.<br>Option 1: File for Exceptions for a 2021-22 Tax Increase over the Act 1 Index<br>1. Resolution to Publicize the District’s Intent to Obtain the Pennsylvania Department of Education’s Approval of Exceptions for the 2021-22 Budget<br>2. Resolution to Acknowledge the Release of the 2021-22 Preliminary Budget & Approval to Advertise Intent to Adopt the 2021-22 Preliminary Budget at Least Ten (10) Days Prior to Adoption<br>Option 2: Commit to 2021-22 Tax Increase no higher than Act 1 Index<br>1. Resolution for Act 1 Inflation Index Budget Limit                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Mr. Scully     |

Per our budget calendar, if the Board chooses Option 1, we are scheduled to display the 2021-22 Preliminary Budget in PDE format on or before January 5th and to adopt it on January 25th at the regularly scheduled Board meeting. If the Board chooses Option 2, the 2021-22 Budget will be displayed and adopted in May 2021.

Mr. Scully advised the Committee that the District does not qualify for exceptions for 2021-22. The Administration recommended Option 2 for the District to commit to a 2021-22 tax increase not to exceed the Act 1 limit for the 2021-22 school year. The Committee recommended approval of the resolution for the District to commit to a 2021-22 tax increase not to exceed the Act 1 limit for the 2021-22 school year.

Mr. Scully reviewed the 2020 real estate property assessment appeals impacting the 2021-22 tax base. As of August, property owners in the West Chester Area School District filed assessment reduction appeals on properties in Chester County totaling \$271 million in assessed value. Of this amount, \$129.0 million are commercial/industrial appeals and \$142.0 million are residential appeals. Delaware County homeowners filed appeals on property assessed at \$29.0 million.

Mr. Scully advised the Committee that based upon the documentation provided by the property owner, the County Board of Assessments will determine a fair market value for the property. The Board will then apply the Common Level Ratio (CLR) to the fair market value to arrive at the new assessed value. Per the State Tax Equalization Website, the latest CLR is 47.0% (last year was 49.3%) and it is the same for all types of properties. The reduction in the CLR benefits property owners in lowering their assessments. Mr. Scully reviewed a history of appeals and corresponding reductions in assessments and advised the committee that based on this analysis, the 2021-22 appeals could result in a reduction of 27.76% or \$83.2 in assessed value. The tax effect of that reduction would amount to approximately \$1,802,000. The current forecast model includes that possible reduction. This item is for informational purposes only and no Board action is required.

Mr. Groves reviewed the 2021-22 Capital Fund and Capital Reserve projects.

2021-22 Capital Fund Projects

| Location                  | Project Description               | Budget                                 |
|---------------------------|-----------------------------------|----------------------------------------|
| Bayard Rustin High School | Phase 2 – sloped roof replacement | \$ 1,400,000<br>(\$88,728 over budget) |

2021-22 Capital Reserve Projects

| Location      | Project Description       | Budget     |
|---------------|---------------------------|------------|
| District-wide | Emergency Repairs         | \$ 110,000 |
| District-wide | District-wide Roof Survey | \$ 50,000  |

Mr. Scully

Mr. Groves

|                 |                                                             |            |
|-----------------|-------------------------------------------------------------|------------|
| Facilities      | Install Automatic Loading Dock Plate                        | \$ 13,000  |
| Facilities      | Install new Gas & Diesel Tanks with Containment Dike        | \$ 95,000  |
| East HS         | Upgrading Stadium Lights to LED                             | \$ 200,000 |
| Henderson HS    | Replace 2 Chillers                                          | \$ 680,000 |
| Henderson HS    | LED fixtures in Gymnasium (material only - staff installed) | \$ 75,000  |
| Rustin HS       | Gymnasium Curtain Replacement                               | \$ 48,500  |
| Rustin HS       | Library Carpet Replacement                                  | \$ 52,000  |
| Rustin HS       | Concrete Paving Replacement at Loading Dock                 | \$ 56,000  |
| Peirce MS       | Flooring Replacement (Computer, Music, Choir Rooms)         | \$ 60,000  |
| Peirce MS       | Select Paving Replacement (Bus Lane alligating)             | \$ 125,000 |
| Stetson MS      | Flooring Replacement (Computer, Music, Choir Rooms)         | \$ 60,000  |
| Exton ES        | Replace Shingles on Roof of old Gym wing and Cafeteria      | \$ 250,000 |
| Hillsdale ES    | Replace Drain and Piping from Kindergarten Playground Area  | \$ 42,000  |
| Starkweather ES | Emergency Generator Replacement                             | \$ 95,000  |

The Committee recommended approval of the Capital Fund projects not to exceed \$1,311,272 and the Capital Reserve projects not to exceed \$2,011,500.

Items to be placed on board agenda December 21, 2020:

- Approval of Capital Fund Projects
- Approval of Capital Reserve Projects
- Approval of Act 1 Resolution for Inflation Index Budget Limit

Items to discuss at a later date:

Next Meeting Date: **Tuesday, January 19, 2021**

**West Chester Area School District**  
**Technology Department** Spellman  
Education Center  
782 Springdale Drive  
Exton, PA 19341  
484-266-1050

Michael M. Wagman, Director of  
Technology [mwagman@wcasd.net](mailto:mwagman@wcasd.net)

MEMO

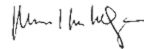
Date: December 29, 2020

To: John Scully, Business Manager

From: Michael Wagman, Technology Director

Subject: 2021 Capital Budget

Cc: Jim Scanlon, Superintendent  
Chong Lee, Assistant Director



First, I am pleased to share our 2021-2022 capital budget proposal for the addition and replacement of student and staff technologies, including laptop computers and iPad devices. The budget represents the District's ongoing commitment to keep most technologies four years old or newer and maintain the student 1:1 program that is now truly K-12. Additionally, it reflects a thoughtful deployment of technologies that supports the curriculum in both the elementary and secondary divisions. This sustained investment made it possible to scale our resources to meet the unprecedented demands of the pandemic.

As in past years, our major equipment refresh includes replacing aging switchgear in the schools and at Spellman, updated wireless access points and controllers, staff computers, and the purchase of laptop computers for grades six and nine, as well as iPad devices for K and 3. We've projected the cost of sustaining these initiatives through the 2027-2028 school year, inclusive of a new elementary school in 2021, assuring that it comports with our anticipated annual capital allocations.

Addressing other critical areas, I respectfully request the approval of another capital expenditure of \$30,000 for additional security cameras in the elementary schools and the maintenance of existing cameras. We will continue to seek school safety grant opportunities to supplement our current deployment in areas of need.

We are also continuing to invest in better cybersecurity. While not part of the capital budget this year, we continue our staff awareness program and, through the allocation of operational dollars and changes in practices, addressing recommendations in our internally-initiated 2019 security audit.

Our classroom projector replacement project is now substantially complete. In our capital budget projections, we've included funds for phased replacements, as we do with other hardware so that we should not have to replace over 800 in a compressed timeframe.

I look forward to addressing your questions.

Thank you very much.

2021-2022 Capital Budget

|                                 | <u># of Devices</u> | <u>Budget<br/>21-22</u> |
|---------------------------------|---------------------|-------------------------|
| <b>Elementary Equipment</b>     |                     |                         |
| Elementary iPad                 | 1,900               | 796,404.00              |
| Elementary/Special Area Teacher | 521                 | <u>561,000.00</u>       |
|                                 |                     | <b>1,357,404.00</b>     |
| <b>Secondary Equipment</b>      |                     |                         |
| 6th Grade 1:1                   | 1,010               | 631,250.00              |
| 9th grade 1:1                   | 1,010               | 858,500.00              |
| Music                           | 36                  | <u>47,520.00</u>        |
|                                 |                     | <b>1,537,270.00</b>     |
| <b>District</b>                 |                     |                         |
| Security Camera                 | 30                  | <u>30,000.00</u>        |
|                                 |                     | <b>30,000.00</b>        |
| <b>Network Upgrades</b>         |                     |                         |
| Networking                      |                     | <u>425,000.00</u>       |
|                                 |                     | <b>425,000.00</b>       |
| <b>Administration</b>           |                     |                         |
| Staff (Central + Schools)       | 64                  | <u>85,193.00</u>        |
|                                 |                     | <b>85,193.00</b>        |
| <b>Other</b>                    |                     |                         |
| Cost Sharing from Parents       |                     | <u>(330,500.00)</u>     |
|                                 |                     | <b>(330,500.00)</b>     |
| <hr/> <hr/>                     |                     |                         |
| <b>Total Fund 22</b>            |                     | <b>3,434,867.00</b>     |

|            | (2020-21)                                                                                  | (2021-22)                                                           | (2022-23)                                                                                     | (2023-24)                                                                                     | (2024-25)                                                                                  | (2025-26)                                                           | (2026-27)                                                                                     | (2027-28)                                                                                     |
|------------|--------------------------------------------------------------------------------------------|---------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|---------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|
| ELEMENTARY | Teacher iPad<br>Special Area teachers (ELL/Reading/Gifted/Sped/Music)<br>\$32,718.00<br>82 | Teacher iPad<br>Kindergarten & Gr 1 - teachers<br>\$38,304.00<br>96 | Teacher iPad<br>Grades 2/ 3 - teachers<br>\$38,304.00<br>96                                   | Teacher iPad<br>4th/5th grade teachers<br>\$38,304.00<br>96                                   | Teacher iPad<br>Special Area teachers (ELL/Reading/Gifted/Sped/Music)<br>\$35,910.00<br>90 | Teacher iPad<br>Kindergarten & Gr 1 - teachers<br>\$38,304.00<br>96 | Teacher iPad<br>Grades 2/ 3 - teachers<br>\$38,304.00<br>96                                   | Teacher iPad<br>4th/5th grade - teachers<br>\$38,304.00<br>96                                 |
|            | Grade Level K & 3<br>Grant - 349,872.00(877)<br>\$408,177.00<br>1023                       | Grade Level K & 3<br>\$758,100.00<br>1900                           | Grade Level K & 3<br>\$758,100.00<br>1900                                                     | Grade Level K & 3<br>\$758,100.00<br>1900                                                     | Grade Level K & 3<br>\$758,100.00<br>1900                                                  | Grade Level K & 3<br>\$758,100.00<br>1900                           | Grade Level K & 3<br>\$758,100.00<br>1900                                                     | Grade Level K & 3<br>\$758,100.00<br>1900                                                     |
|            | School Mobile Device<br>\$0.00<br>0                                                        | School Mobile Device<br>\$0.00<br>0                                 | School Mobile Device<br>\$0.00<br>0                                                           | School Mobile Device<br>\$0.00<br>0                                                           | School Mobile Device<br>\$0.00<br>0                                                        | School Mobile Device<br>\$0.00<br>0                                 | School Mobile Device<br>\$0.00<br>0                                                           | School Mobile Device<br>\$0.00<br>0                                                           |
| MIDDLE     | \$0.00<br>0                                                                                | \$0.00<br>0                                                         | Computer Labs<br>(30 for each 3 labs - FMS - 212, PMS - A113, SMS - A113) (90)<br>\$0.00<br>0 | Computer Labs<br>(30 for each 3 labs - FMS - 212, PMS - A113, SMS - A113) (90)<br>\$0.00<br>0 | \$0.00<br>0                                                                                | \$0.00<br>0                                                         | Computer Labs<br>(30 for each 3 labs - FMS - 212, PMS - A113, SMS - A113) (90)<br>\$0.00<br>0 | Computer Labs<br>(30 for each 3 labs - FMS - 212, PMS - A113, SMS - A113) (90)<br>\$0.00<br>0 |
|            | Cluster Computers<br>\$0.00<br>0                                                           | Cluster Computers<br>\$0.00<br>0                                    | Cluster Computers<br>\$0.00<br>0                                                              | Cluster Computers<br>\$0.00<br>0                                                              | Cluster Computers<br>\$0.00<br>0                                                           | Cluster Computers<br>\$0.00<br>0                                    | Cluster Computers<br>\$0.00<br>0                                                              | Cluster Computers<br>\$0.00<br>0                                                              |
|            | 1:1 Laptop<br>\$631,250.00<br>1010                                                         | 1:1 Laptop<br>\$631,250.00<br>1010                                  | 1:1 Laptop<br>\$631,250.00<br>1010                                                            | 1:1 Laptop<br>\$631,250.00<br>1010                                                            | 1:1 Laptop<br>\$631,250.00<br>1010                                                         | 1:1 Laptop<br>\$631,250.00<br>1010                                  | 1:1 Laptop<br>\$631,250.00<br>1010                                                            | 1:1 Laptop<br>\$631,250.00<br>1010                                                            |
|            | ISS- 6<br>\$0.00<br>0                                                                      | ISS- 6<br>\$0.00<br>0                                               | ISS- 6<br>\$0.00<br>0                                                                         | ISS- 6<br>\$0.00<br>0                                                                         | ISS- 6<br>\$0.00<br>0                                                                      | ISS- 6<br>\$0.00<br>0                                               | ISS- 6<br>\$0.00<br>0                                                                         | ISS- 6<br>\$0.00<br>0                                                                         |
| HIGH       | \$0.00<br>0                                                                                | \$0.00<br>0                                                         | Computer Labs<br>\$0.00<br>0                                                                  | Computer Labs<br>\$0.00<br>0                                                                  | \$0.00<br>0                                                                                | \$0.00<br>0                                                         | Computer Labs<br>\$0.00<br>0                                                                  | Computer Labs<br>\$0.00<br>0                                                                  |
|            | 1:1 Laptop<br>\$858,500.00<br>1010                                                         | 1:1 Laptop<br>\$858,500.00<br>1010                                  | 1:1 Laptop<br>\$858,500.00<br>1010                                                            | 1:1 Laptop<br>\$858,500.00<br>1010                                                            | 1:1 Laptop<br>\$858,500.00<br>1010                                                         | 1:1 Laptop<br>\$858,500.00<br>1010                                  | 1:1 Laptop<br>\$858,500.00<br>1010                                                            | 1:1 Laptop<br>\$858,500.00<br>1010                                                            |
| LIBRARY    | Elementary Tablet<br>\$0.00<br>0                                                           | Elementary Tablet<br>\$0.00<br>0                                    | Elementary Tablet<br>\$0.00<br>0                                                              | Elementary Tablet<br>\$0.00<br>0                                                              | Elementary Tablet<br>\$0.00<br>0                                                           | Elementary Tablet<br>\$0.00<br>0                                    | Elementary Tablet<br>\$0.00<br>0                                                              | Elementary Tablet<br>\$0.00<br>0                                                              |
|            | Elementary Desktop<br>\$0.00<br>0                                                          | Elementary Desktop<br>\$0.00<br>0                                   | Elementary Desktop<br>\$0.00<br>0                                                             | Elementary Desktop<br>\$620.00<br>1                                                           | Elementary Desktop<br>\$0.00<br>0                                                          | Elementary Desktop<br>\$0.00<br>0                                   | Elementary Desktop<br>\$0.00<br>0                                                             | Elementary Desktop<br>\$620.00<br>1                                                           |
|            | Secondary Desktop<br>\$0.00<br>0                                                           | Secondary Desktop<br>\$0.00<br>0                                    | Secondary Desktop<br>\$0.00<br>0                                                              | Secondary Desktop<br>\$620.00<br>1                                                            | Secondary Desktop<br>\$0.00<br>0                                                           | Secondary Desktop<br>\$0.00<br>0                                    | Secondary Desktop<br>\$0.00<br>0                                                              | Secondary Desktop<br>\$620.00<br>1                                                            |
| ART        | Elementary<br>2 per ES<br>\$0.00<br>0                                                      | Elementary<br>2 per ES<br>\$0.00<br>0                               | Secondary<br>(30 per HS, 10 per MS)<br>\$158,400.00<br>120                                    | Elementary<br>2 per ES<br>\$0.00<br>0                                                         | Elementary<br>2 per ES<br>\$0.00<br>0                                                      | Elementary<br>2 per ES<br>\$0.00<br>0                               | Secondary<br>(30 per HS, 10 per MS)<br>\$158,400.00<br>120                                    | Elementary<br>2 per ES<br>\$0.00<br>0                                                         |
|            | 0.00<br>0                                                                                  | Secondary<br>7 per HS; 5 per MS<br>\$47,520.00<br>36                | 0.00<br>0                                                                                     | 0.00<br>0                                                                                     | 0.00<br>0                                                                                  | Secondary<br>7 per HS; 5 per MS<br>\$47,520.00<br>36                | 0.00<br>0                                                                                     | 0.00<br>0                                                                                     |

|                                          |                                                              |                                                       |                                                                                      |                                                                   |                                                              |                                                       |                                                                                      |                                                                   |
|------------------------------------------|--------------------------------------------------------------|-------------------------------------------------------|--------------------------------------------------------------------------------------|-------------------------------------------------------------------|--------------------------------------------------------------|-------------------------------------------------------|--------------------------------------------------------------------------------------|-------------------------------------------------------------------|
| REGISTRATION                             |                                                              |                                                       |                                                                                      | Desktop (Signature Pad & Scanner )                                |                                                              |                                                       |                                                                                      | Desktop (Signature Pad & Scanner )                                |
|                                          | \$0.00                                                       | \$0.00                                                | \$0.00                                                                               | \$19,040.00                                                       | \$0.00                                                       | \$0.00                                                | \$0.00                                                                               | \$19,040.00                                                       |
|                                          | 0                                                            | 0                                                     | 0                                                                                    | 17                                                                | 0                                                            | 0                                                     | 0                                                                                    | 17                                                                |
|                                          | Secondary                                                    |                                                       | Secondary                                                                            | Secondary                                                         | Secondary                                                    |                                                       | Secondary                                                                            | Secondary                                                         |
|                                          | 3 per HS                                                     | \$22,500.00                                           | \$0.00                                                                               | 7 per HS                                                          | 6 per HS                                                     | 3 per HS                                              | 7 per HS                                                                             | 6 per HS                                                          |
|                                          | 9                                                            | 9                                                     | 0                                                                                    | 21                                                                | 18                                                           | 9                                                     | 0                                                                                    | 21                                                                |
| VIDEO                                    |                                                              |                                                       |                                                                                      |                                                                   |                                                              |                                                       |                                                                                      |                                                                   |
|                                          | Secondary                                                    |                                                       |                                                                                      | Secondary                                                         | Secondary                                                    |                                                       | Secondary                                                                            | Secondary                                                         |
| TV STUDIO                                | 1 laptop each MS;1 laptop each HS                            |                                                       |                                                                                      | (Desktops - 3 each MS/10 for each HS)                             | 1 laptop each MS;1 laptop each HS                            |                                                       |                                                                                      | (Desktops - 3 each MS/10 for each HS)                             |
|                                          | \$7,200.00                                                   | \$0.00                                                | \$0.00                                                                               | \$25,900.00                                                       | \$7,200.00                                                   | \$0.00                                                | \$0.00                                                                               | \$25,900.00                                                       |
|                                          | 6                                                            | 0                                                     | 0                                                                                    | 37                                                                | 6                                                            | 0                                                     | 0                                                                                    | 37                                                                |
| TECH ED                                  |                                                              |                                                       | Secondary                                                                            | Secondary                                                         |                                                              |                                                       | Secondary                                                                            | Secondary                                                         |
|                                          | \$0.00                                                       | \$0.00                                                | (30 for MS/HS CAD - 3 MS-(FMS-04,PMS-D102 & SMS-D103), 2 HS (HHS-15(3), EHS-129(3))) | (15 for MS(FMS-15,PMS-D102A & SMS-D103), 30 for HS [RHS-D115(3)]) | \$0.00                                                       | \$0.00                                                | (30 for MS/HS CAD - 3 MS-(FMS-04,PMS-D102 & SMS-D103), 2 HS (HHS-15(3), EHS-129(3))) | (15 for MS(FMS-15,PMS-D102A & SMS-D103), 30 for HS [RHS-D115(3)]) |
|                                          | 0                                                            | 0                                                     | 156                                                                                  | 78                                                                | 0                                                            | 0                                                     | 156                                                                                  | 78                                                                |
| SECURITY                                 |                                                              |                                                       | Security Device/Scanner/Printer                                                      |                                                                   |                                                              |                                                       | Security Device/Scanner/Printer                                                      |                                                                   |
|                                          | \$0.00                                                       | \$0.00                                                | All schools & one extra                                                              | \$0.00                                                            | \$0.00                                                       | \$0.00                                                | All schools & one extra                                                              | \$0.00                                                            |
|                                          | 0                                                            | 0                                                     | 17                                                                                   | 0                                                                 | 0                                                            | 0                                                     | 17                                                                                   | 0                                                                 |
|                                          | Security Camera                                              | Security Camera                                       | Security Camera                                                                      | Security Camera                                                   | Security Camera                                              | Security Camera                                       | Security Camera                                                                      | Security Camera                                                   |
| \$30,000.00                              | \$30,000.00                                                  | \$30,000.00                                           | \$30,000.00                                                                          | \$30,000.00                                                       | \$30,000.00                                                  | \$30,000.00                                           | \$30,000.00                                                                          | \$30,000.00                                                       |
|                                          | 30                                                           | 30                                                    | 30                                                                                   | 30                                                                | 30                                                           | 30                                                    | 30                                                                                   | 30                                                                |
| STORAGE                                  | Classroom Storage unit for Secondary                         | Classroom Storage unit for Secondary                  | Classroom Storage unit for Secondary                                                 | Classroom Storage unit for Secondary                              | Classroom Storage unit for Secondary                         | Classroom Storage unit for Secondary                  | Classroom Storage unit for Secondary                                                 | Classroom Storage unit for Secondary                              |
|                                          | \$0.00                                                       | \$0.00                                                | \$0.00                                                                               | \$0.00                                                            | \$0.00                                                       | \$0.00                                                | \$0.00                                                                               | \$0.00                                                            |
|                                          | 0                                                            | 0                                                     | 0                                                                                    | 0                                                                 | 0                                                            | 0                                                     | 0                                                                                    | 0                                                                 |
|                                          | Classroom Storage unit for iPad                              | Classroom Storage unit for iPad                       | Classroom Storage unit for iPad                                                      | Classroom Storage unit for iPad                                   | Classroom Storage unit for iPad                              | Classroom Storage unit for iPad                       | Classroom Storage unit for iPad                                                      | Classroom Storage unit for iPad                                   |
| \$9,500.00                               | \$0.00                                                       | \$0.00                                                | \$0.00                                                                               | \$0.00                                                            | \$0.00                                                       | \$0.00                                                | \$0.00                                                                               | \$0.00                                                            |
|                                          | 10                                                           | 0                                                     | 0                                                                                    | 0                                                                 | 0                                                            | 0                                                     | 0                                                                                    | 0                                                                 |
| STAFF                                    | Secondary teacher computers                                  | Elementary teacher computers, special areas           | APT Staff Laptop                                                                     | APT Staff Laptop                                                  | Secondary teacher computers                                  | Elementary teacher computers, special areas           | APT Staff Laptop                                                                     | APT Staff Laptop                                                  |
|                                          | 521 + 12 Secondary Bldg Sub laptops (No Art, Music or Video) | (ES teachers-390; secondary Art, Music and Video- 35) |                                                                                      |                                                                   | 521 + 12 Secondary Bldg Sub laptops (No Art, Music or Video) | (ES teachers-390; secondary Art, Music and Video- 35) |                                                                                      |                                                                   |
|                                          | \$703,560.00                                                 | \$561,000.00                                          | \$0.00                                                                               | \$0.00                                                            | \$703,560.00                                                 | \$561,000.00                                          | \$0.00                                                                               | \$0.00                                                            |
|                                          | 533                                                          | 425                                                   | 0                                                                                    | 0                                                                 | 533                                                          | 425                                                   | 0                                                                                    | 0                                                                 |
| Admin & Sped SAB                         | Admin & Sped SAB                                             |                                                       |                                                                                      | Admin & Sped SAB                                                  |                                                              |                                                       |                                                                                      |                                                                   |
| \$76,560.00                              | \$0.00                                                       | \$0.00                                                | \$0.00                                                                               | \$76,560.00                                                       | \$0.00                                                       | \$0.00                                                | \$0.00                                                                               |                                                                   |
|                                          | 58                                                           | 0                                                     | 0                                                                                    | 58                                                                | 0                                                            | 0                                                     | 0                                                                                    |                                                                   |
| Sped & pupil serv                        | Sped & pupil serv                                            | Sped & pupil serv                                     | Sped & pupil serv                                                                    | Sped & pupil serv                                                 | Sped & pupil serv                                            | Sped & pupil serv                                     | Sped & pupil serv                                                                    |                                                                   |
| OTPT                                     | Nurse                                                        |                                                       | (12 Central - 7 Caseworker /1 MA Clerk & 4 Secretary                                 | OTPT                                                              | Nurse                                                        |                                                       | (12 Central - 7 Caseworker /1 MA Clerk & 4 Secretary                                 |                                                                   |
| \$21,120.00                              | \$26,400.00                                                  | \$0.00                                                | \$15,840.00                                                                          | \$21,120.00                                                       | \$26,400.00                                                  | \$0.00                                                | \$15,840.00                                                                          |                                                                   |
|                                          | 16                                                           | 20                                                    | 0                                                                                    | 12                                                                | 16                                                           | 20                                                    | 0                                                                                    |                                                                   |
| Support Staff (Building, Spellman staff) | Support Staff (Building, Spellman staff)                     | Support Staff (Building, Spellman staff)              | Support Staff (Building, Spellman staff)                                             | Support Staff (Building, Spellman staff)                          | Support Staff (Building, Spellman staff)                     | Support Staff (Building, Spellman staff)              | Support Staff (Building, Spellman staff)                                             | Support Staff (Building, Spellman staff)                          |
| \$88,440.00                              | \$31,680.00                                                  | \$80,520.00                                           | \$40,920.00                                                                          | \$88,440.00                                                       | \$31,680.00                                                  | \$80,520.00                                           | \$40,920.00                                                                          |                                                                   |
|                                          | 67                                                           | 24                                                    | 61                                                                                   | 31                                                                | 67                                                           | 24                                                    | 61                                                                                   | 31                                                                |



|                                        |                          |                          |                          |                          |                          |                          |                          |                          |
|----------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
|                                        | Aides                    |                          |                          |                          | Aides                    |                          |                          |                          |
|                                        | \$115,600.00<br>170      | \$0.00<br>0              | \$0.00<br>0              | \$0.00<br>0              | \$129,200.00<br>190      | \$0.00<br>0              | \$0.00<br>0              | \$0.00<br>0              |
|                                        | New Hires & Replacements | New Hires & Replacements | New Hires & Replacements | New Hires & Replacements | New Hires & Replacements | New Hires & Replacements | New Hires & Replacements | New Hires & Replacements |
|                                        | \$26,400.00<br>20        | \$27,113.00<br>20        | \$33,000.00<br>25        | \$33,000.00<br>25        | \$26,400.00<br>20        | \$26,400.00<br>20        | \$33,000.00<br>25        | \$33,000.00<br>25        |
|                                        | Projector                | Projector                | Projector                | Projector                | Projector                | Projector                | Projector                | Projector                |
|                                        | \$605,355.66             | \$0.00                   | \$0.00                   | \$300,000.00             | \$300,000.00             | \$300,000.00             | \$300,000.00             | \$300,000.00             |
| <b>Curriculum &amp; Student</b>        | 3180                     | 4082                     | 4360                     | 4198                     | 4055                     | 4082                     | 4360                     | 4198                     |
| <b>Staff</b>                           | 848                      | 565                      | 86                       | 73                       | 868                      | 469                      | 86                       | 73                       |
| <b>Total</b>                           | 4028                     | 4647                     | 4446                     | 4271                     | 4923                     | 4551                     | 4446                     | 4271                     |
| <b>Est. Budgeted Cost Total</b>        | \$3,636,880.66           | \$3,009,867.00           | \$2,796,774.00           | \$2,861,594.00           | \$3,688,740.00           | \$3,309,154.00           | \$3,096,774.00           | \$2,861,594.00           |
| <b>Est. Network Equipment</b>          | \$425,000.00             | \$425,000.00             | \$425,000.00             | \$425,000.00             | \$425,000.00             | \$425,000.00             | \$425,000.00             | \$425,000.00             |
| <b>Total Technology Equipment Fund</b> | \$4,061,880.66           | \$3,434,867.00           | \$3,221,774.00           | \$3,286,594.00           | \$4,113,740.00           | \$3,734,154.00           | \$3,521,774.00           | \$3,286,594.00           |
| <b>Total Capital Reserve Fund</b>      | \$4,197,536.00           | \$3,434,867.00           | \$3,583,261.00           | \$4,037,591.00           | \$4,173,095.00           | \$4,298,287.00           | \$4,427,235.61           | \$4,560,052.68           |
| <b>Balance</b>                         | \$135,655.34             | \$0.00                   | \$361,487.00             | \$750,997.00             | \$59,355.00              | \$564,133.00             | \$905,461.61             | \$1,273,458.68           |

\*\* Greystone Classroom technology

West Chester Area School District

Property and Finance Committee

January 19, 2021

**Approval of Award for Replacement of Roof Top HVAC Units at  
East Goshen Elementary School**

The Facilities and Operations Department is seeking approval of the lowest responsible bidder for the replacement of the Roof Top HVAC Units at East Goshen Elementary School's Multi-Purpose Room to JBM Mechanical in the amount of \$189,000. Attached are the bid results.

This Fund 27 project was approved by the School Board and is on the 2020-2021 Capital Project list.

If you have any questions feel free to contact me.

Mark A. Groves  
Capital Program Manager  
West Chester Area School District  
January 7, 2021



West Chester Area School District  
Operating Expense History and Forecast

1/12/2021

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|    | A                                  | AB        | AC        | AD        | AE        | AF        | AG        | AH        | AI        | AJ        |
|----|------------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
|    |                                    | Actual    | Budget    | Actual    | Budget    | Projected | Estimated | Estimated | Estimated | Estimated |
|    |                                    | 2018-19   | 2019-20   | 2020-20   | 2020-21   | 2020-21   | 2021-22   | 2022-23   | 2023-24   | 2024-25   |
| 3  | <b>Staff</b>                       | 153,661.8 | 165,080.4 | 153,376.6 | 169,698.1 | 169,096.6 | 179,401.2 | 185,693.8 | 191,638.1 | 197,671.9 |
| 4  | <b>Total Salaries</b>              | 95,606.4  | 99,526.9  | 98,130.0  | 103,129.2 | 102,587.4 | 108,744.7 | 111,252.6 | 113,684.2 | 116,073.6 |
| 5  | <b>Administration</b>              |           |           |           |           |           |           |           |           |           |
| 6  | Reg Salaries                       | 8,541.5   | 8,700.4   | 9,042.3   | 9,237.3   | 9,378.9   | 9,855.5   | 10,111.8  | 10,374.7  | 10,644.4  |
| 7  | <b>Teachers</b>                    |           |           |           |           |           |           |           |           |           |
| 8  | Reg Salaries                       | 68,446.8  | 70,435.2  | 70,120.6  | 72,910.5  | 72,576.9  | 77,373.9  | 78,905.2  | 80,476.2  | 82,088.1  |
| 9  | Extra Duty Pymnts                  | 878.6     | 1,000.5   | 896.7     | 1,090.6   | 1,140.9   | 1,167.7   | 1,190.9   | 1,214.6   | 1,238.9   |
| 10 | Sabbatical Pymnts                  | 255.9     | 200.0     | 294.7     | 300.0     | 300.0     | 300.0     | 300.0     | 300.0     | 300.0     |
| 11 | Subject Chair Pymnts               | 367.5     | 421.5     | 358.3     | 421.5     | 421.5     | 421.5     | 421.5     | 421.5     | 421.5     |
| 12 | Severance Pymnts                   | 205.6     | 392.0     | 220.1     | 392.0     | 392.0     | 392.0     | 399.8     | 407.7     | 415.9     |
| 13 | Supplemental Contracts             | 2,110.8   | 2,167.0   | 1,993.0   | 2,167.0   | 2,167.0   | 2,167.0   | 2,167.0   | 2,167.0   | 2,167.0   |
| 14 | <b>Total Teachers</b>              | 72,265.2  | 74,616.1  | 73,883.5  | 77,281.7  | 76,998.3  | 81,822.2  | 83,384.3  | 84,987.0  | 86,631.4  |
| 15 | <b>Technical</b>                   |           |           |           |           |           |           |           |           |           |
| 16 | Reg Salaries                       | 3,659.6   | 3,804.2   | 3,783.4   | 4,056.9   | 4,056.9   | 3,957.8   | 4,060.7   | 4,166.2   | 4,274.4   |
| 17 | <b>Office Clerical</b>             |           |           |           |           |           |           |           |           |           |
| 18 | Reg Salaries                       | 5,778.3   | 6,248.9   | 5,958.6   | 6,311.2   | 6,161.2   | 6,704.8   | 7,081.6   | 7,291.9   | 7,481.5   |
| 19 | <b>Crafts and Trades</b>           |           |           |           |           |           |           |           |           |           |
| 20 | Reg Salaries                       | 5,361.8   | 6,157.4   | 5,462.2   | 6,242.2   | 5,992.2   | 6,404.4   | 6,614.3   | 6,864.5   | 7,041.9   |
| 21 |                                    |           |           |           |           |           |           |           |           |           |
| 22 | <b>Benefits</b>                    |           |           |           |           |           |           |           |           |           |
| 23 | Medical                            | 17,224.8  | 20,826.1  | 13,444.7  | 21,265.8  | 21,265.8  | 22,807.9  | 24,534.5  | 26,391.7  | 28,389.6  |
| 24 | Dental                             | 1,180.5   | 1,424.4   | 978.2     | 1,428.1   | 1,428.1   | 1,498.9   | 1,563.4   | 1,630.6   | 1,700.7   |
| 25 | Vision                             | 195.0     | 209.0     | 149.4     | 209.2     | 209.2     | 220.0     | 225.1     | 230.3     | 235.6     |
| 26 | Prescription                       | 4,076.1   | 5,761.4   | 3,459.6   | 5,103.6   | 5,103.6   | 5,205.0   | 5,725.4   | 6,298.0   | 6,927.8   |
| 27 | Social Security                    | 6,891.7   | 7,580.8   | 7,057.1   | 7,849.4   | 7,838.6   | 8,286.7   | 8,510.8   | 8,696.8   | 8,879.6   |
| 28 | Retirement                         | 31,584.7  | 33,950.9  | 33,218.9  | 35,390.4  | 35,341.5  | 37,821.8  | 39,628.2  | 41,062.7  | 42,483.0  |
| 29 | Tuition Reimbursement              | 427.9     | 600.0     | 370.6     | 600.0     | 600.0     | 600.0     | 600.0     | 600.0     | 600.0     |
| 30 | Life & Disability                  | 540.4     | 540.0     | 550.0     | 552.9     | 552.9     | 578.7     | 592.0     | 604.9     | 617.7     |
| 31 | Workers Comp/Unemploy/Other        | 1,079.2   | 1,270.7   | 965.8     | 1,289.8   | 1,289.8   | 1,309.1   | 1,328.8   | 1,348.7   | 1,368.9   |
| 32 | <b>Total Benefits</b>              | 63,200.4  | 72,163.2  | 60,194.3  | 73,689.2  | 73,629.4  | 78,328.1  | 82,708.2  | 86,863.9  | 91,202.9  |
| 33 | (Less) cost sharing                | (5,145.1) | (6,609.7) | (4,947.7) | (7,120.3) | (7,120.3) | (7,671.6) | (8,267.0) | (8,910.0) | (9,604.6) |
| 34 | <b>Net Benefits</b>                | 58,055.4  | 65,553.5  | 55,246.6  | 66,568.9  | 66,509.1  | 70,656.5  | 74,441.2  | 77,953.8  | 81,598.3  |
| 35 |                                    |           |           |           |           |           |           |           |           |           |
| 36 | <b>Prof. &amp; Tech. Services</b>  | 17,678.1  | 21,757.9  | 15,768.5  | 21,101.9  | 20,403.7  | 19,939.0  | 20,675.3  | 21,439.3  | 22,231.9  |
| 37 | Substitute Service                 | 2,219.1   | 2,464.4   | 1,953.2   | 2,843.5   | 2,843.5   | 2,741.2   | 2,823.5   | 2,908.2   | 2,995.4   |
| 38 | Contracted Therapeutic Staff       | 1,668.8   | 2,054.7   | 1,328.2   | 2,121.0   | 1,756.0   | 1,708.2   | 1,776.5   | 1,847.6   | 1,921.5   |
| 39 | Contracted Aides- Special Ed.      | 2,046.5   | 2,756.7   | 1,228.8   | 2,900.0   | 2,525.0   | 2,905.4   | 3,021.6   | 3,142.4   | 3,268.1   |
| 40 | Contracted Aides- Other            | 315.9     | 394.2     | 136.8     | 295.0     | 235.0     | 325.0     | 338.0     | 351.5     | 365.6     |
| 41 | Contracted Special Ed. Programs    | 3,319.0   | 3,967.6   | 2,825.6   | 3,399.6   | 3,399.6   | 3,443.5   | 3,581.3   | 3,724.5   | 3,873.5   |
| 42 | Occupational/Physical Therapy      | 1,050.1   | 1,201.1   | 979.0     | 1,109.4   | 1,109.4   | 1,089.0   | 1,132.6   | 1,177.9   | 1,225.0   |
| 43 | Due Process Hearings               | 645.2     | 1,000.0   | 915.5     | 1,000.0   | 1,000.0   | 1,000.0   | 1,040.0   | 1,081.6   | 1,124.9   |
| 44 | Early Intervention                 | 267.3     | 244.9     | 231.4     | 275.0     | 275.0     | 284.1     | 295.4     | 307.3     | 319.6     |
| 45 | Extended School Year               | 774.0     | 710.0     | 605.9     | 693.0     | 693.0     | 619.0     | 643.8     | 669.5     | 696.3     |
| 46 | Alternative Education - IU         | 1,790.5   | 2,037.4   | 2,004.6   | 2,007.4   | 2,007.4   | 2,441.1   | 2,538.7   | 2,640.3   | 2,745.9   |
| 47 | Alternative Education - APT        | 1,120.7   | 1,437.8   | 1,093.1   | 990.3     | 990.3     | -         | -         | -         | -         |
| 48 | Tax Collection                     | 593.9     | 722.2     | 683.8     | 692.9     | 692.9     | 703.1     | 724.2     | 746.0     | 768.3     |
| 49 | Legal                              | 303.6     | 593.0     | 246.1     | 493.0     | 493.0     | 543.0     | 559.3     | 576.1     | 593.4     |
| 50 | Other                              | 1,563.5   | 2,173.9   | 1,536.6   | 2,281.3   | 2,383.1   | 2,136.3   | 2,200.4   | 2,266.4   | 2,334.4   |
| 51 |                                    |           |           |           |           |           |           |           |           |           |
| 52 | <b>Purchased Property Services</b> | 3,558.8   | 4,056.8   | 3,600.2   | 4,272.1   | 4,272.1   | 4,324.3   | 4,454.1   | 4,587.7   | 4,725.3   |
| 53 | Electricity                        | 1,571.0   | 1,788.0   | 1,573.9   | 1,739.0   | 1,739.0   | 1,931.0   | 1,988.9   | 2,048.6   | 2,110.1   |
| 54 | Water/Sewer                        | 581.9     | 573.1     | 587.2     | 621.9     | 621.9     | 655.3     | 675.0     | 695.2     | 716.1     |
| 55 | Trash Removal                      | 82.9      | 100.0     | 78.0      | 100.0     | 100.0     | 105.0     | 108.2     | 111.4     | 114.7     |
| 56 | Space Rental                       | 187.4     | 200.3     | 267.8     | 281.8     | 281.8     | 139.0     | 143.2     | 147.5     | 151.9     |
| 57 | Other                              | 1,135.6   | 1,395.4   | 1,093.3   | 1,529.4   | 1,529.4   | 1,494.0   | 1,538.9   | 1,585.0   | 1,632.6   |
| 58 |                                    |           |           |           |           |           |           |           |           |           |
| 59 | <b>Other Services</b>              | 30,128.1  | 31,540.8  | 27,847.9  | 32,265.2  | 32,265.2  | 34,079.9  | 35,716.7  | 37,678.3  | 39,844.7  |
| 60 | Charter Schools                    | 8,277.9   | 9,475.6   | 7,775.7   | 8,228.6   | 8,228.6   | 9,597.7   | 10,306.1  | 11,313.2  | 12,468.5  |
| 61 | Tuition: Special Education         | 4,317.8   | 3,845.0   | 3,828.3   | 4,646.2   | 4,646.2   | 4,199.8   | 4,367.8   | 4,542.5   | 4,724.2   |
| 62 | Tuition: CAT                       | 2,738.8   | 2,559.0   | 2,557.8   | 2,562.5   | 2,562.5   | 2,763.3   | 2,981.2   | 3,201.2   | 3,453.2   |
| 63 | Tuition: Other Alt Ed Programs     | 294.1     | 188.0     | 144.3     | 303.0     | 303.0     | 293.0     | 307.7     | 323.0     | 339.2     |
| 64 | Bussing: Public Schools            | 5,071.3   | 5,081.7   | 4,825.6   | 5,638.0   | 5,638.0   | 6,074.6   | 6,256.8   | 6,444.5   | 6,637.8   |
| 65 | Bussing: Non-Public                | 4,116.7   | 4,452.5   | 3,727.9   | 4,445.8   | 4,445.8   | 4,949.8   | 5,098.3   | 5,251.2   | 5,408.8   |
| 66 | Bussing: Special Ed                | 3,867.3   | 4,184.1   | 3,503.4   | 4,450.0   | 4,450.0   | 4,353.8   | 4,484.4   | 4,618.9   | 4,757.5   |
| 67 | Bussing: Extracurricular           | 297.0     | 382.5     | 216.2     | 420.4     | 420.4     | 370.2     | 381.3     | 392.7     | 404.5     |
| 68 | Insurance                          | 500.5     | 530.9     | 519.2     | 548.0     | 548.0     | 559.8     | 587.8     | 617.2     | 648.1     |
| 69 | Telephone/Postage                  | 374.8     | 452.0     | 495.9     | 474.5     | 474.5     | 502.8     | 517.8     | 533.4     | 549.4     |
| 71 | Other                              | 272.0     | 389.6     | 253.5     | 548.1     | 548.1     | 415.1     | 427.5     | 440.4     | 453.6     |
| 72 |                                    |           |           |           |           |           |           |           |           |           |
| 73 | <b>Supplies</b>                    | 5,889.2   | 6,366.0   | 5,209.7   | 7,875.4   | 7,451.6   | 7,202.6   | 8,628.4   | 8,944.6   | 9,272.7   |
| 74 | Heating/ Motor Pool Fuel           | 756.0     | 734.0     | 568.2     | 810.0     | 810.0     | 810.0     | 834.3     | 859.3     | 885.1     |
| 75 | Other Operations/Maint Supplies    | 845.5     | 913.8     | 701.4     | 901.8     | 1,082.9   | 938.3     | 975.8     | 1,014.9   | 1,055.5   |
| 76 | Educational                        | 2,046.1   | 2,308.0   | 2,024.9   | 3,049.9   | 2,444.9   | 2,719.0   | 2,827.8   | 2,940.9   | 3,058.5   |
| 77 | Curriculum Proposals               | 1,062.3   | 1,101.8   | 777.0     | 1,244.2   | 1,244.2   | 871.0     | 2,051.6   | 2,113.2   | 2,176.6   |
| 78 | Educational /Admin Software        | 1,082.5   | 1,140.9   | 1,115.4   | 1,706.7   | 1,706.7   | 1,722.9   | 1,791.8   | 1,863.4   | 1,938.0   |
| 79 | Administration/Business            | 96.8      | 167.6     | 22.7      | 162.9     | 162.9     | 141.4     | 147.1     | 152.9     | 159.1     |
| 80 |                                    |           |           |           |           |           |           |           |           |           |
| 81 | <b>Other Objects</b>               | 403.7     | 476.7     | 337.3     | 558.6     | 558.6     | 499.3     | 514.3     | 529.7     | 545.6     |
| 82 | <b>Dues and Fees - Athletics</b>   | 148.9     | 131.5     | 116.6     | 131.5     | 131.5     | 131.5     | 131.5     | 131.5     | 131.5     |
| 83 |                                    |           |           |           |           |           |           |           |           |           |
| 84 |                                    |           |           |           |           |           |           |           |           |           |
| 85 | <b>Property</b>                    | 261.0     | 447.1     | 271.8     | 510.1     | 510.1     | 436.6     | 449.7     | 463.2     | 477.1     |
| 86 | Other Equipment                    | 261.0     | 447.1     | 271.8     | 510.1     | 510.1     | 436.6     | 449.7     | 463.2     | 477.1     |
| 87 |                                    |           |           |           |           |           |           |           |           |           |
| 88 | <b>Debt Service</b>                | 25,571.8  | 26,500.5  | 26,541.7  | 27,235.2  | 25,453.2  | 27,468.3  | 27,574.3  | 27,432.8  | 27,772.7  |
| 89 | Bond payments                      | 25,571.8  | 26,500.5  | 26,541.7  | 27,235.2  | 25,453.2  | 27,468.3  | 27,574.3  | 27,432.8  | 27,772.7  |
| 90 |                                    |           |           |           |           |           |           |           |           |           |
| 91 | <b>Reserve</b>                     | 5,257.7   | 5,451.6   | 5,451.6   | 6,167.5   | 7,633.5   | 6,237.3   | 6,443.0   | 7,317.9   | 7,541.9   |
| 92 | Budgetary Reserve                  |           |           |           |           |           |           |           |           |           |
| 93 | Transfer to other funds            | 5,257.7   | 5,451.6   | 5,451.6   | 6,167.5   | 7,633.5   | 6,237.3   | 6,443.0   | 7,317.9   | 7,541.9   |
| 94 |                                    |           |           |           |           |           |           |           |           |           |
| 95 | <b>TOTAL EXPENSE</b>               | 242,559.2 | 261,809.4 | 238,521.8 | 269,815.7 | 267,776.0 | 279,720.0 | 290,281.1 | 300,163.2 | 310,215.4 |

West Chester Area School District  
Revenue History and Forecast

|    | A                                                                 | AE               | AF               | AG                | AH               | AI               | AJ               | AK               | AL               | AM               |
|----|-------------------------------------------------------------------|------------------|------------------|-------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| 1  |                                                                   |                  |                  |                   |                  |                  |                  |                  |                  |                  |
| 2  |                                                                   | <b>Actual</b>    | <b>Budget</b>    | <b>Actual</b>     | <b>Budget</b>    | <b>Projected</b> | <b>Estimated</b> | <b>Estimated</b> | <b>Estimated</b> | <b>Estimated</b> |
| 3  | <b>Local</b>                                                      | <b>2018-19</b>   | <b>2019-20</b>   | <b>2019-20</b>    | <b>2020-21</b>   | <b>2020-21</b>   | <b>2021-22</b>   | <b>2022-23</b>   | <b>2023-24</b>   | <b>2024-25</b>   |
| 4  | Real Estate                                                       | 206,641.9        | 208,113.5        | 211,001.1         | 204,779.1        | 206,698.8        | 216,630.3        | 242,848.8        | 251,834.3        | 261,147.3        |
| 5  | Current                                                           | 174,152.7        | 176,656.1        | 178,219.1         | 176,963.2        | 177,170.3        | 188,449.3        | 214,285.8        | 222,883.0        | 231,801.6        |
| 6  | Interim                                                           | 173,060.7        | 175,469.9        | 177,235.0         | 176,138.5        | 176,345.6        | 187,500.4        | 213,336.9        | 221,934.1        | 230,852.7        |
| 7  | Earned Income                                                     | 1,092.0          | 1,186.2          | 984.1             | 824.7            | 824.7            | 948.9            | 948.9            | 948.9            | 948.9            |
| 8  | Real Estate Transfer                                              | 21,510.4         | 21,766.9         | 21,583.6          | 19,590.3         | 20,890.3         | 19,884.1         | 20,182.4         | 20,485.1         | 20,792.4         |
| 9  | Delinquent Taxes                                                  | 4,420.7          | 4,394.5          | 4,657.3           | 3,735.4          | 4,435.4          | 3,810.1          | 3,886.3          | 3,964.0          | 4,043.3          |
| 10 | Investment Earnings                                               | 2,477.2          | 2,858.8          | 3,160.2           | 2,858.8          | 2,858.8          | 2,858.8          | 2,858.8          | 2,858.8          | 2,858.8          |
| 11 | Gate Receipts                                                     | 2,657.0          | 1,000.0          | 2,179.0           | 500.0            | 500.0            | 507.5            | 515.1            | 522.8            | 530.7            |
| 12 | Other                                                             | 162.8            | 131.5            | 161.9             | 131.5            | 131.5            | 131.5            | 131.5            | 131.5            | 131.5            |
| 13 |                                                                   | 1,261.2          | 1,305.6          | 1,040.0           | 1,000.0          | 712.5            | 989.0            | 989.0            | 989.0            | 989.0            |
| 14 | <b>State</b>                                                      | <b>39,211.0</b>  | <b>41,514.4</b>  | <b>40,490.8</b>   | <b>40,297.6</b>  | <b>40,684.7</b>  | <b>42,655.8</b>  | <b>44,384.1</b>  | <b>45,280.7</b>  | <b>46,019.9</b>  |
| 15 | Student Subsidies                                                 | 19,913.9         | 20,348.6         | 20,142.0          | 18,677.7         | 19,003.5         | 19,601.6         | 20,314.6         | 20,400.9         | 20,338.6         |
| 16 | Basic Instruction                                                 | 8,421.6          | 8,421.9          | 8,810.2           | 8,421.9          | 8,810.2          | 8,421.9          | 8,421.9          | 8,421.9          | 8,421.9          |
| 18 | Special Education                                                 | 6,128.9          | 6,202.9          | 6,125.2           | 5,899.1          | 5,902.7          | 5,899.1          | 5,899.1          | 5,899.1          | 5,899.1          |
| 20 | Tuition Private Home Place't                                      | 231.1            | 290.0            | 173.8             | 290.0            | 290.0            | 290.0            | 290.0            | 290.0            | 290.0            |
| 21 | Transportation                                                    | 3,313.9          | 3,674.1          | 3,260.1           | 2,321.8          | 2,321.8          | 3,260.1          | 4,198.4          | 4,198.4          | 4,198.4          |
| 22 | Medical, Dental & Nurse                                           | 255.3            | 250.3            | 252.5             | 252.5            | 252.5            | 253.9            | 253.9            | 253.9            | 253.9            |
| 23 | Rent                                                              | 1,163.8          | 1,110.3          | 1,121.1           | 1,093.2          | 1,027.2          | 1,077.5          | 852.2            | 938.5            | 876.3            |
| 25 | Accountability/Ready to Learn Block Grants                        | 399.1            | 399.1            | 399.1             | 399.1            | 399.1            | 399.1            | 399.1            | 399.1            | 399.1            |
| 27 | Teacher Subsidies                                                 | 19,243.0         | 20,765.8         | 20,100.6          | 21,619.9         | 21,579.4         | 23,054.2         | 24,069.5         | 24,879.8         | 25,681.3         |
| 28 | Social Security                                                   | 3,415.4          | 3,790.4          | 3,497.6           | 3,924.7          | 3,917.4          | 4,143.3          | 4,255.4          | 4,348.4          | 4,439.8          |
| 29 | Retirement                                                        | 15,827.6         | 16,975.4         | 16,602.9          | 17,695.2         | 17,662.1         | 18,910.9         | 19,814.1         | 20,531.4         | 21,241.5         |
| 30 | Other                                                             | 54.2             | 400.1            | 248.3             | -                | 101.8            | -                | -                | -                | -                |
| 31 |                                                                   |                  |                  |                   |                  |                  |                  |                  |                  |                  |
| 32 | <b>Federal</b>                                                    | <b>3,668.7</b>   | <b>2,967.0</b>   | <b>3,616.5</b>    | <b>3,411.3</b>   | <b>4,291.3</b>   | <b>3,548.2</b>   | <b>3,048.2</b>   | <b>3,048.2</b>   | <b>3,048.2</b>   |
| 33 | Title I                                                           | 704.5            | 704.5            | 598.8             | 598.8            | 598.8            | 587.3            | 587.3            | 587.3            | 587.3            |
| 34 | Title II                                                          | 207.9            | 260.3            | 267.5             | 236.9            | 236.9            | 246.4            | 246.4            | 246.4            | 246.4            |
| 35 | IDEA                                                              | 1,331.4          | 1,333.4          | 1,341.0           | 1,431.5          | 1,572.1          | 1,572.1          | 1,572.1          | 1,572.1          | 1,572.1          |
| 36 | MA Direct Services/Time Study                                     | 1,251.2          | 500.0            | 1,021.7           | 1,000.0          | 1,000.0          | 1,000.0          | 500.0            | 500.0            | 500.0            |
| 37 | Other                                                             | 173.8            | 168.9            | 387.6             | 144.1            | 883.5            | 142.4            | 142.4            | 142.4            | 142.4            |
| 38 |                                                                   |                  |                  |                   |                  |                  |                  |                  |                  |                  |
| 39 | <b>Local Taxes &amp; Subsidies</b>                                | <b>249,521.6</b> | <b>252,595.0</b> | <b>255,108.4</b>  | <b>248,488.0</b> | <b>251,674.8</b> | <b>262,834.3</b> | <b>290,281.1</b> | <b>300,163.2</b> | <b>310,215.4</b> |
| 40 |                                                                   |                  |                  |                   |                  |                  |                  |                  |                  |                  |
| 41 | <b>Beginning Fund Balance</b>                                     | <b>31,906.4</b>  | <b>31,816.7</b>  | <b>38,868.8</b>   | <b>48,250.9</b>  | <b>55,455.5</b>  | <b>39,354.3</b>  | <b>22,468.6</b>  | <b>22,468.6</b>  | <b>22,468.6</b>  |
| 42 | FB Adjustment                                                     |                  |                  |                   |                  |                  |                  |                  |                  |                  |
| 43 | <b>Ending Fund Balance</b>                                        | <b>38,868.8</b>  | <b>22,602.2</b>  | <b>55,455.5</b>   | <b>26,923.3</b>  | <b>39,354.3</b>  | <b>22,468.6</b>  | <b>22,468.6</b>  | <b>22,468.6</b>  | <b>22,468.6</b>  |
| 44 |                                                                   |                  |                  |                   |                  |                  |                  |                  |                  |                  |
| 45 | Designated/Committed Fund Balance for PSERS Increases (ending FB) | -                | -                | -                 | -                | -                | -                | -                | -                | -                |
| 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              | 13,945.5         | -                | 29,486.8          | -                | 12,385.7         | -                | -                | -                | -                |
| 48 | Designated/Committed Fund Balance for Alternative Education       | 1,000.0          | 676.0            | 1,000.0           | 1,000.0          | 1,000.0          | 1,000.0          | 1,000.0          | 1,000.0          | 1,000.0          |
| 49 | Designated/Committed Fund Balance for Enrollment Growth           | 2,500.0          | 2,000.0          | 3,500.0           | 4,500.0          | 4,500.0          | -                | -                | -                | -                |
| 50 | Designated/Committed Fund Balance for Athletic Fund               | 83.6             | 69.8             | 128.9             | 83.6             | 128.9            | 128.9            | 128.9            | 128.9            | 128.9            |
| 51 | <b>Beginning 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>17,179.8</b>  | <b>17,179.8</b>  | <b>17,179.8</b>  | <b>17,179.8</b>  | <b>17,179.8</b>  |
| 52 | <b>Ending Unassigned Fund Balance</b>                             | <b>17,179.8</b>  | <b>15,696.6</b>  | <b>17,179.8</b>   | <b>17,179.8</b>  | <b>17,179.8</b>  | <b>17,179.8</b>  | <b>17,179.8</b>  | <b>17,179.8</b>  | <b>17,179.8</b>  |
| 53 |                                                                   |                  |                  |                   |                  |                  |                  |                  |                  |                  |
| 54 | <b>Assumed use of FB</b>                                          | <b>(6,962.4)</b> | <b>9,214.4</b>   | <b>(16,586.7)</b> | <b>21,327.6</b>  | <b>16,101.2</b>  | <b>16,885.7</b>  | <b>-</b>         | <b>-</b>         | <b>-</b>         |

West Chester Area School District  
Forecast Millage Calculation

|    | A                                          | B | C | D | E              | F              | G | H              | I              | J              |
|----|--------------------------------------------|---|---|---|----------------|----------------|---|----------------|----------------|----------------|
| 1  |                                            |   |   |   |                |                |   |                |                |                |
| 2  |                                            |   |   |   | 2020-21        | 2021-22        |   | 2022-23        | 2023-24        | 2024-25        |
| 3  |                                            |   |   |   | Budget         | Budget         |   | Forecast       | Forecast       | Forecast       |
| 4  | Market Values                              |   |   |   |                |                |   |                |                |                |
| 5  | Chester County                             |   |   |   | 13,366,030     | 13,526,032     |   | 13,526,032     | 13,526,032     | 13,526,032     |
| 6  | Delaware County                            |   |   |   | 841,146        | 840,051        |   | 840,051        | 840,051        | 840,051        |
| 7  |                                            |   |   |   | 14,207,176     | 14,366,084     |   | 14,366,084     | 14,366,084     | 14,366,084     |
| 8  |                                            |   |   |   |                |                |   |                |                |                |
| 9  |                                            |   |   |   |                |                |   |                |                |                |
| 10 | Net amount to be raised from R/E taxes     |   |   |   | 176,014        | 187,500        |   | 213,337        | 221,934        | 230,853        |
| 11 | Gross tax to be levied                     |   |   |   | 182,398        | 194,301        |   | 221,074        | 229,984        | 239,226        |
| 12 |                                            |   |   |   |                |                |   |                |                |                |
| 13 | Equilization Between Counties              |   |   |   |                |                |   |                |                |                |
| 14 | Chester County %                           |   |   |   | 94.08%         | 94.15%         |   | 94.15%         | 94.15%         | 94.15%         |
| 15 | Delaware County %                          |   |   |   | 5.92%          | 5.85%          |   | 5.85%          | 5.85%          | 5.85%          |
| 16 |                                            |   |   |   |                |                |   |                |                |                |
| 17 | Chester Cnty Levy                          |   |   |   | 171,599        | 182,939        |   | 208,147        | 216,535        | 225,237        |
| 18 | Delaware Cnty Levy                         |   |   |   | 10,799         | 11,362         |   | 12,927         | 13,448         | 13,989         |
| 19 |                                            |   |   |   | 182,398        | 194,301        |   | 221,074        | 229,984        | 239,226        |
| 20 |                                            |   |   |   |                |                |   |                |                |                |
| 21 | Millage Calculation                        |   |   |   |                |                |   |                |                |                |
| 22 | Chester Cnty tax levy                      |   |   |   | 171,599        | 182,939        |   | 208,147        | 216,535        | 225,237        |
| 23 | Chester Cnty assessed value                |   |   |   | 7,921,563      | 7,921,563      |   | 7,961,563      | 8,001,563      | 8,041,563      |
| 24 |                                            |   |   |   |                |                |   |                |                |                |
| 25 | <b>Chester County Millage</b>              |   |   |   | <b>21.6622</b> | <b>23.0938</b> |   | <b>26.1440</b> | <b>27.0616</b> | <b>28.0091</b> |
| 26 | <b>Previous Year Millage</b>               |   |   |   | <u>21.6622</u> | <u>21.6622</u> |   | <u>23.0938</u> | <u>26.1440</u> | <u>27.0616</u> |
| 27 |                                            |   |   |   |                |                |   |                |                |                |
| 28 | <b>Chester Cnty Mill Increase</b>          |   |   |   | <b>0.00</b>    | <b>1.43</b>    |   | <b>3.05</b>    | <b>0.92</b>    | <b>0.95</b>    |
| 29 | <b>% increase</b>                          |   |   |   | <b>0.0%</b>    | <b>6.6%</b>    |   | <b>13.2%</b>   | <b>3.5%</b>    | <b>3.5%</b>    |
| 30 | Delaware Cnty Tax levy                     |   |   |   | 10,799         | 11,362         |   | 12,927         | 13,448         | 13,989         |
| 31 | Delaware Cnty Assessed Value               |   |   |   | 648,096        | 648,596        |   | 649,096        | 649,596        | 650,096        |
| 32 |                                            |   |   |   |                |                |   |                |                |                |
| 33 | <b>Delaware County Millage</b>             |   |   |   | <b>16.6626</b> | <b>17.5173</b> |   | <b>19.9157</b> | <b>20.7023</b> | <b>21.5177</b> |
| 34 | <b>Previous Yr Millage</b>                 |   |   |   | <u>16.2597</u> | <u>16.6626</u> |   | <u>17.5173</u> | <u>19.9157</u> | <u>20.7023</u> |
| 35 |                                            |   |   |   |                |                |   |                |                |                |
| 36 | <b>Delaware Cnty Mill Increase</b>         |   |   |   | <b>0.40</b>    | <b>0.85</b>    |   | <b>2.40</b>    | <b>0.79</b>    | <b>0.82</b>    |
| 37 | <b>% increase</b>                          |   |   |   | <b>2.5%</b>    | <b>5.1%</b>    |   | <b>13.7%</b>   | <b>3.9%</b>    | <b>3.9%</b>    |
| 38 |                                            |   |   |   |                |                |   |                |                |                |
| 39 | <b>Multi County Millage re-balancing</b>   |   |   |   |                |                |   |                |                |                |
| 40 | Chester Cty Levy Rebalanced                |   |   |   | 171,732        |                |   |                |                |                |
| 41 | Delaware Cty Levy Rebalanced               |   |   |   | 10,666         |                |   |                |                |                |
| 42 |                                            |   |   |   | 182,397        |                |   |                |                |                |
| 43 |                                            |   |   |   |                |                |   |                |                |                |
| 44 | <b>Chester County Millage</b>              |   |   |   | <b>21.6622</b> | <b>23.0938</b> |   |                |                |                |
| 45 | <b>Chester County Millage Re-balanced</b>  |   |   |   | <b>21.6790</b> |                |   |                |                |                |
| 46 | <b>Chester Cnty Mill Increase</b>          |   |   |   |                | <b>1.43</b>    |   |                |                |                |
| 47 | <b>% increase</b>                          |   |   |   |                | <b>6.53%</b>   |   |                |                |                |
| 48 | <b>Act 1 Millage</b>                       |   |   |   |                | <b>22.3293</b> |   |                |                |                |
| 49 | <b>Millage from exceptions</b>             |   |   |   |                | <b>0.7645</b>  |   |                |                |                |
| 50 |                                            |   |   |   |                |                |   |                |                |                |
| 51 |                                            |   |   |   |                |                |   |                |                |                |
| 52 | <b>Delaware County Millage</b>             |   |   |   | <b>16.6626</b> | <b>17.5173</b> |   |                |                |                |
| 53 | <b>Delaware County Millage Re-balanced</b> |   |   |   | <b>16.4568</b> |                |   |                |                |                |
| 54 | <b>Delaware Cnty Mill Increase</b>         |   |   |   |                | <b>1.06</b>    |   |                |                |                |
| 55 | <b>% increase</b>                          |   |   |   |                | <b>6.44%</b>   |   |                |                |                |
| 56 | <b>Act 1 Millage</b>                       |   |   |   |                | <b>17.1624</b> |   |                |                |                |
| 57 | <b>Millage from exceptions</b>             |   |   |   |                | <b>0.3549</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 |
| 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%           |
| 2018-19         | \$7,842,035    | \$113,480     | 1.4%           | 648,116         | \$717         | 0.1%           |
| 2019-20         | \$7,921,563    | \$98,076      | 1.2%           | 648,096         | \$809         | 0.1%           |
| 10 YEAR AVERAGE |                | \$37,363      | 0.5%           |                 | \$238         | 0.0%           |
| 5 YEAR AVERAGE  |                | \$77,749      | 1.0%           |                 | \$1,278       | 0.2%           |
| 3 YEAR AVERAGE  |                | \$102,162     | 1.3%           |                 | \$471         | 0.1%           |

| CHESTER COUNTY     |           |               |                | DELAWARE COUNTY    |          |               |                |
|--------------------|-----------|---------------|----------------|--------------------|----------|---------------|----------------|
|                    | MILL VAL  | +/-<br>AMOUNT | +/-<br>PERCENT |                    | MILL VAL | +/-<br>AMOUNT | +/-<br>PERCENT |
| <b>COMMERCIAL</b>  |           |               |                | <b>COMMERCIAL</b>  |          |               |                |
| 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            | 1,531,640 | (7,593)       | -0.50%         | 2018-19            | 8,009    | -             | 0.00%          |
| 2019-20            | 1,565,346 | 33,706        | 2.15%          | 2019-20            | 8,009    | -             | 0.00%          |
| 2020-21            | 1,565,346 | -             | 0.00%          | 2020-21            | 8,009    | -             | 0.00%          |
| 2021-22            | 1,565,346 | -             | 0.00%          | 2021-22            | 8,009    | -             | 0.00%          |
| 2022-23            | 1,595,346 | 30,000        | 1.88%          | 2022-23            | 8,009    | -             | 0.00%          |
| 2023-24            | 1,625,346 | 30,000        | 1.85%          | 2023-24            | 8,009    | -             | 0.00%          |
| 2024-25            | 1,655,346 | 30,000        | 1.81%          | 2024-25            | 8,009    | -             | 0.00%          |
| Average increase   |           |               | 0.79%          | Average increase   |          |               | -0.60%         |
| <b>RESIDENTIAL</b> |           |               |                | <b>RESIDENTIAL</b> |          |               |                |
| 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            | 6,263,481 | 26,574        | 0.42%          | 2018-19            | 640,107  | 829           | 0.13%          |
| 2019-20            | 6,308,846 | 45,366        | 0.72%          | 2019-20            | 640,087  | (20)          | 0.00%          |
| 2020-21            | 6,308,846 | -             | 0.00%          | 2020-21            | 640,087  | -             | 0.00%          |
| 2021-22            | 6,308,846 | -             | 0.00%          | 2021-22            | 640,587  | 500           | 0.08%          |
| 2022-23            | 6,318,846 | 10,000        | 0.16%          | 2022-23            | 641,087  | 500           | 0.08%          |
| 2023-24            | 6,328,846 | 10,000        | 0.16%          | 2023-24            | 641,587  | 500           | 0.08%          |
| 2024-25            | 6,338,846 | 10,000        | 0.16%          | 2024-25            | 642,087  | 500           | 0.08%          |
| Average increase   |           |               | 0.40%          | Average increase   |          |               | 0.19%          |
| <b>OTHER</b>       |           |               |                | <b>OTHER</b>       |          |               |                |
| 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            | 46,915    | (432)         | -0.92%         | 2018-19            | -        | -             | 0.00%          |
| 2019-20            | 47,371    | 456           | 0.96%          | 2019-20            | -        | -             | 0.00%          |
| 2020-21            | 47,371    | -             | 0.00%          | 2020-21            | -        | -             | 0.00%          |
| 2021-22            | 47,371    | -             | 0.00%          | 2021-22            | -        | -             | 0.00%          |
| 2022-23            | 47,371    | -             | 0.00%          | 2022-23            | -        | -             | 0.00%          |
| 2023-24            | 47,371    | -             | 0.00%          | 2023-24            | -        | -             | 0.00%          |
| 2024-25            | 47,371    | -             | 0.00%          | 2024-25            | -        | -             | 0.00%          |
| Average increase   |           |               | -0.66%         | Average increase   |          |               | 0.00%          |
| <b>TOTAL</b>       |           |               |                | <b>TOTAL</b>       |          |               |                |
| 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            | 7,842,035 | 18,548        | 0.24%          | 2018-19            | 648,116  | 829           | 0.13%          |
| 2019-20            | 7,921,563 | 79,528        | 1.00%          | 2019-20            | 648,096  | (20)          | 0.00%          |
| 2020-21            | 7,921,563 | -             | 0.00%          | 2020-21            | 648,096  | -             | 0.00%          |
| 2021-22            | 7,921,563 | -             | 0.00%          | 2021-22            | 648,596  | 500           | 0.08%          |
| 2022-23            | 7,961,563 | 40,000        | 0.50%          | 2022-23            | 649,096  | 500           | 0.08%          |
| 2023-24            | 8,001,563 | 40,000        | 0.50%          | 2023-24            | 649,596  | 500           | 0.08%          |
| 2024-25            | 8,041,563 | 40,000        | 0.50%          | 2024-25            | 650,096  | 500           | 0.08%          |
| Average increase   |           |               | 0.47%          | Average increase   |          |               | 0.18%          |

West Chester Area School District  
 Budget Forecast Model  
 2020-21 Projection Changes  
 January 2020

| <u>Expenses</u>     |              |
|---------------------|--------------|
| Salaries- Aides     | \$ (150,000) |
| Salaries- Custodial | \$ (250,000) |
| Total Expenses      | \$ (400,000) |

| <u>Revenues</u>     |            |
|---------------------|------------|
| Current Real Estate | \$ 207,142 |
| Earned Income Tax   | \$ 300,000 |
| Transfer Tax        | \$ 300,000 |
| IDEA Revenue        | \$ 140,551 |
| Total Revenues      | \$ 947,693 |

| <u>Fund Balance Analysis</u>                                      |              |
|-------------------------------------------------------------------|--------------|
| Increase in Fund Balance Designation for Future Millage Increases | \$ 1,347,693 |
| Increase (Decrease) in Ending Fund Balance 6/30/21                | \$ 1,347,693 |



West Chester Area School District  
 Budget Forecast Model  
 2021-22 Projection Changes  
 January 2020

| <u>Expenses</u>         |              |
|-------------------------|--------------|
| Transfer to Other Funds | \$ (146,924) |
| Total Expenses          | \$ -         |

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

| <u>Budget Gap</u>    |              |
|----------------------|--------------|
| Change in Budget Gap | \$ (146,924) |

| <u>Fund Balance Analysis</u>                                      |                |
|-------------------------------------------------------------------|----------------|
| Increase in Fund Balance Designation for Future Millage Increases | \$ 1,347,693   |
| 2021-22 Use of Designation for Future Millage Increases           | \$ (1,347,693) |
| Increase (Decrease) in Ending Fund Balance 6/30/21                | \$ -           |

West Chester Area School District  
 Budget Forecast Model  
 2020-21 Projection Changes  
 December 2020

| <u>Expenses</u>          |              |
|--------------------------|--------------|
| Professional & Tech Svcs | \$ (300,000) |
| Variable Rate Debt       | \$ (50,000)  |
| Total Expenses           | \$ (350,000) |

| <u>Revenues</u>   |            |
|-------------------|------------|
| Earned Income Tax | \$ 500,000 |
| Transfer Tax      | \$ 150,000 |
| Total Revenues    | \$ 650,000 |

| <u>Fund Balance Analysis</u>                                      |              |
|-------------------------------------------------------------------|--------------|
| Increase in Fund Balance Designation for Future Millage Increases | \$ 1,000,000 |
| Increase (Decrease) in Ending Fund Balance 6/30/21                | \$ 1,000,000 |

West Chester Area School District  
 Budget Forecast Model  
 2021-22 Projection Changes  
 December 2020

| <u>Expenses</u>                            |                       |
|--------------------------------------------|-----------------------|
| Changes Resulting From Budget Submissions: |                       |
| Salaries                                   | \$ 131,320            |
| Benefits- SS & PSERS                       | \$ (143,553)          |
| Prof & Tech Svcs                           | \$ (850,365)          |
| Purchased Prop. Svcs                       | \$ (43,462)           |
| Other Svcs                                 | \$ (595,500)          |
| Supplies                                   | \$ (1,066,635)        |
| Other Objects                              | \$ (43,870)           |
| Property                                   | \$ (56,661)           |
| Total Expenses                             | <u>\$ (2,668,726)</u> |

| <u>Revenues</u>                                                            |                     |
|----------------------------------------------------------------------------|---------------------|
| Current Real Estate- Reduction in Assessed Values Based on Pending Appeals | \$ (861,911)        |
| Changes Resulting From Budget Submissions:                                 |                     |
| Local Revenues                                                             | \$ (11,000)         |
| State Revenues                                                             | \$ (70,391)         |
| Federal Revenues                                                           | \$ 136,878          |
| Total Revenues                                                             | <u>\$ (806,424)</u> |

| <u>Budget Gap</u>    |                |
|----------------------|----------------|
| Change in Budget Gap | \$ (1,862,302) |

| <u>Fund Balance Analysis</u>                                      |                |
|-------------------------------------------------------------------|----------------|
| Increase in Fund Balance Designation for Future Millage Increases | \$ 1,000,000   |
| 2021-22 Use of Designation for Future Millage Increases           | \$ (1,000,000) |
| Increase (Decrease) in Ending Fund Balance 6/30/21                | <u>\$ -</u>    |

West Chester Area School District  
 Budget Forecast Model  
 2020-21 Projection Changes  
 November 2020

| <u>Expenses</u>          |                     |
|--------------------------|---------------------|
| Professional & Tech Svcs | \$ (500,000)        |
| Variable Rate Debt       | \$ (50,000)         |
| <b>Total Expenses</b>    | <b>\$ (550,000)</b> |

| <u>Revenues</u>       |                   |
|-----------------------|-------------------|
| Earned Income Tax     | \$ 500,000        |
| Transfer Tax          | \$ 250,000        |
| Other Local Revenue   | \$ (287,478)      |
| Basic Ed Funding      | \$ 388,331        |
| Special Ed Funding    | \$ 3,561          |
| <b>Total Revenues</b> | <b>\$ 854,414</b> |

| <u>Fund Balance Analysis</u>                                      |                     |
|-------------------------------------------------------------------|---------------------|
| Increase in Fund Balance Designation for Future Millage Increases | \$ 1,404,414        |
| <b>Increase (Decrease) in Ending Fund Balance 6/30/21</b>         | <b>\$ 1,404,414</b> |

West Chester Area School District  
 Budget Forecast Model  
 2021-22 Projection Changes  
 November 2020

| <u>Expenses</u>             |                       |
|-----------------------------|-----------------------|
| Salaries- Staffing Cost Out | \$ (147,419)          |
| Salaries- Headcount Changes | \$ 654,712            |
| Benefits                    | \$ (755,229)          |
| Contracted Services         | \$ (960,929)          |
| Tuition- Charter Schools    | \$ (750,000)          |
| Tuition- CAT                | \$ (201,429)          |
| Total Expenses              | <u>\$ (2,160,294)</u> |

| <u>Revenues</u>           |                   |
|---------------------------|-------------------|
| State Subsidy- SS & PSERS | \$ 99,865         |
| MA Revenue                | \$ 500,000        |
| Total Revenues            | <u>\$ 599,865</u> |

| <u>Budget Gap</u>    |                |
|----------------------|----------------|
| Change in Budget Gap | \$ (2,760,159) |

| <u>Fund Balance Analysis</u>                                      |                |
|-------------------------------------------------------------------|----------------|
| Increase in Fund Balance Designation for Future Millage Increases | \$ 1,404,414   |
| 2021-22 Use of Designation for Future Millage Increases           | \$ (1,404,414) |
| Increase (Decrease) in Ending Fund Balance 6/30/21                | <u>\$ -</u>    |

West Chester Area School District  
 Budget Forecast Model  
 2020-21 Projection Changes  
 October 2020

| <u>Expenses</u>                            |                |
|--------------------------------------------|----------------|
| Change in Average Teacher Salary           |                |
| Budgeted teacher salary                    | \$ 74,851      |
| Actual teacher salary                      | \$ 73,927      |
| Decreased avg. teacher salary              | \$ (925)       |
| Number of teachers                         | 980.40         |
| Increase in teacher attrition              | \$ (906,598)   |
| Benefits- SS & PSERS                       | \$ (382,222)   |
| Staffing Changes                           |                |
| Admin- 2 FTE                               | \$ 141,583     |
| Teacher- 7.75 FTE                          | \$ 572,931     |
| Benefits- SS & PSERS                       | \$ 301,238     |
| Supplies- Carryover forfeiture Buildings   | \$ (712,162)   |
| Supplies- Carryover forfeiture Departments | \$ (343,669)   |
| Supplies- PPA Adj.                         | \$ (35,942)    |
| Debt Service                               | \$ (150,000)   |
| Total Expenses                             | \$ (1,514,841) |

| <u>Revenues</u>           |             |
|---------------------------|-------------|
| State Subsidy- SS & PSERS | \$ (40,492) |
| Total Revenues            | \$ (40,492) |

| <u>Fund Balance Analysis</u>                                                |              |
|-----------------------------------------------------------------------------|--------------|
| Decrease in Beginning Fund Balance Designation for Future Millage Increases | \$ (71,585)  |
| Increase in Fund Balance Designation for Future Millage Increases           | \$ 1,474,349 |
| Increase (Decrease) in Ending Fund Balance 6/30/21                          | \$ 1,402,764 |

West Chester Area School District  
 Budget Forecast Model  
 2021-22 Projection Changes  
 October 2020

| <u>Expenses</u>      |    |         |
|----------------------|----|---------|
| Salaries- Admin      | \$ | 213,000 |
| Benefits- SS & PSERS | \$ | 89,801  |
| Total Expenses       | \$ | 302,801 |

| <u>Revenues</u>                                 |    |         |
|-------------------------------------------------|----|---------|
| Current Real Estate- Effect of Act 1 % Increase | \$ | 707,793 |
| State Subsidy- SS & PSERS                       | \$ | 44,900  |
| Total Revenues                                  | \$ | 752,693 |

| <u>Budget Gap</u>    |    |           |
|----------------------|----|-----------|
| Change in Budget Gap | \$ | (449,892) |

| <u>Fund Balance Analysis</u>                                                |    |             |
|-----------------------------------------------------------------------------|----|-------------|
| Increase in Beginning Fund Balance Designation for Future Millage Increases | \$ | 1,402,764   |
| 2021-22 Use of Designation for Future Millage Increases                     | \$ | (1,402,764) |
| Increase (Decrease) in Ending Fund Balance 6/30/21                          | \$ | -           |

West Chester Area School District  
 Budget Forecast Model  
 2019-20 Projection Changes  
 October 2020

| <u>Expenses</u>       |             |
|-----------------------|-------------|
| Salaries              | \$ (90,540) |
| Prof. & Tech Services | \$ 143,619  |
| Supplies              | \$ 18,506   |
| Total Expenses        | \$ 71,585   |

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

| <u>Fund Balance Analysis</u>                                      |             |
|-------------------------------------------------------------------|-------------|
| Decrease in Fund Balance Designation for Future Millage Increases | \$ (71,585) |
| Increase (Decrease) in Ending Fund Balance 6/30/20                | \$ (71,585) |



West Chester Area School District  
 Budget Forecast Model  
 2020-21 Projection Changes  
 September 2020

| <u>Expenses</u>                 |                   |
|---------------------------------|-------------------|
| CARES Grant Expenses:           |                   |
| Salaries                        | \$ 50,295         |
| Benefits                        | \$ 21,205         |
| Supplies                        | \$ 136,919        |
| GEER Special Ed Grant Expenses: |                   |
| Prof & Tech Svcs                | \$ 101,799        |
| PCCD Federal Grant:             |                   |
| Supplies                        | \$ 531,013        |
| Total Expenses                  | <u>\$ 841,231</u> |

| <u>Revenues</u>       |                   |
|-----------------------|-------------------|
| State Revenue:        |                   |
| CARES Grant           | \$ 208,419        |
| GEER Special Ed Grant | \$ 101,799        |
| Federal Revenue:      |                   |
| PCCD Federal Grant    | \$ 531,013        |
| Total Revenues        | <u>\$ 841,231</u> |

| <u>Fund Balance Analysis</u>                                                |                    |
|-----------------------------------------------------------------------------|--------------------|
| Decrease in Beginning Fund Balance Designation for Future Millage Increases | \$ (23,033)        |
| Increase (Decrease) in Ending Fund Balance 6/30/21                          | <u>\$ (23,033)</u> |

West Chester Area School District  
 Budget Forecast Model  
 2019-20 Projection Changes  
 September 2020

| <u>Expenses</u>       |                  |
|-----------------------|------------------|
| Salaries              | \$ 25,550        |
| Benefits              | \$ 24,457        |
| Prof. & Tech Services | \$ 62,670        |
| Other Services        | \$ (45,566)      |
| Supplies              | \$ (12,619)      |
| Other Objects         | \$ (403)         |
| Property              | \$ (3,687)       |
| Total Expenses        | <u>\$ 50,402</u> |

| <u>Revenues</u> |                  |
|-----------------|------------------|
| Local Revenue   | \$ (403)         |
| Federal Revenue | \$ 27,772        |
| Total Revenues  | <u>\$ 27,369</u> |

| <u>Fund Balance Analysis</u>                                      |                    |
|-------------------------------------------------------------------|--------------------|
| Decrease in Fund Balance Designation for Future Millage Increases | \$ (23,033)        |
| Increase (Decrease) in Ending Fund Balance 6/30/20                | <u>\$ (23,033)</u> |

West Chester Area School District  
 Budget Forecast Model  
 2020-21 Projection Changes  
 August 2020

| <u>Expenses</u>             |                    |
|-----------------------------|--------------------|
| Debt Service                | \$ (1,532,020)     |
| Transfer to Capital Reserve | \$ 1,465,981       |
| <b>Total Expenses</b>       | <b>\$ (66,039)</b> |

| <u>Revenues</u>       |                    |
|-----------------------|--------------------|
| Rent Subsidy          | \$ (66,039)        |
| <b>Total Revenues</b> | <b>\$ (66,039)</b> |

| <u>Fund Balance Analysis</u>                                                |                     |
|-----------------------------------------------------------------------------|---------------------|
| Increase in Beginning Fund Balance Designation for Athletic Fund            | \$ 45,327           |
| Increase in Beginning Fund Balance Designation for Future Millage Increases | \$ 7,253,813        |
| <b>Increase (Decrease) in Ending Fund Balance 6/30/21</b>                   | <b>\$ 7,299,140</b> |

West Chester Area School District  
 Budget Forecast Model  
 2019-20 Projection Changes  
 August 2020

| <u>Expenses</u>             |                       |
|-----------------------------|-----------------------|
| Salaries                    | \$ (239,963)          |
| Benefits                    | \$ (2,861,381)        |
| Prof. & Tech Services       | \$ (2,185,548)        |
| Purchased Property Services | \$ (298,394)          |
| Other Services              | \$ 448,218            |
| Supplies                    | \$ (130,023)          |
| Other Objects               | \$ (107,802)          |
| Dues & Fees- Athletics      | \$ (14,919)           |
| Property                    | \$ (140,206)          |
| Debt Service                | \$ 7,602              |
| <b>Total Expenses</b>       | <b>\$ (5,522,416)</b> |

| <u>Revenues</u>       |                     |
|-----------------------|---------------------|
| Local Revenue         | \$ 2,338,188        |
| State Revenue         | \$ (477,130)        |
| Federal Revenue       | \$ (84,334)         |
| <b>Total Revenues</b> | <b>\$ 1,776,724</b> |

| <u>Fund Balance Analysis</u>                                      |                     |
|-------------------------------------------------------------------|---------------------|
| Increase in Fund Balance Designation for Athletic Fund            | \$ 45,327           |
| Increase in Fund Balance Designation for Future Millage Increases | \$ 7,253,813        |
| <b>Increase (Decrease) in Ending Fund Balance 6/30/20</b>         | <b>\$ 7,299,140</b> |

## 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  |                                                                               |   | 2020-21       | 2021-22                       | 2022-23                       | 2023-24       | 2024-25     |
| 8  | KG                                                                            |   | 808           | 807                           | 886                           | 860           | 860         |
| 9  | 1st to 5th Grade                                                              |   | 4,417         | 4,446                         | 4,435                         | 4,471         | 4,446       |
| 10 | Grades 6-8                                                                    |   | 2,843         | 2,788                         | 2,739                         | 2,718         | 2,826       |
| 11 | Grades 9-12                                                                   |   | 3,900         | 3,860                         | 3,874                         | 3,903         | 3,861       |
| 12 | <b>Total</b>                                                                  |   | 11,968        | 11,901                        | 11,934                        | 11,952        | 11,993      |
| 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 |                                                                               |   | 2021-22       | 2022-23                       | 2023-24                       | 2024-25       |             |
| 30 | Administration                                                                |   |               | 3.00%                         | 2.60%                         | 2.60%         | 2.60%       |
| 31 | Teachers                                                                      |   |               | 2.85%                         | 2.60%                         | 2.60%         | 2.60%       |
| 32 | Non-Bargaining                                                                |   |               | 3.00%                         | 2.60%                         | 2.60%         | 2.60%       |
| 33 | Support Staff                                                                 |   |               | 1.75%                         | 5.62%                         | 2.97%         | 2.60%       |
| 34 | Crafts/Trades                                                                 |   |               | 3.72%                         | 3.04%                         | 3.90%         | 2.60%       |
| 35 |                                                                               |   |               |                               |                               |               |             |
| 36 | Miscellaneous                                                                 |   | 2021-22       | 2022-23                       | 2023-24                       | 2024-25       |             |
| 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 |                                                                               |   | 2021-22       | 2022-23                       | 2023-24                       | 2024-25       |             |
| 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>34.94%</b> | <b>35.62%</b>                 | <b>36.12%</b>                 | <b>36.60%</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                                                                       |   | \$1,463.77    | \$1,574.58                    | \$1,693.77                    | \$1,821.99    |             |
| 56 | Dental                                                                        |   | \$90.60       | \$94.50                       | \$98.56                       | \$102.80      |             |
| 57 | Vision                                                                        |   | \$14.03       | \$14.35                       | \$14.68                       | \$15.02       |             |
| 58 | Prescription                                                                  |   | \$352.13      | \$387.34                      | \$426.08                      | \$468.69      |             |
| 59 | Life/AD&D (cost per \$1,000)                                                  |   | \$0.12        | \$0.12                        | \$0.12                        | \$0.12        |             |
| 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><u>Professional and Technical Services - 300</u></b>                                                                                            |                                     |                | <b>% Increase Assumptions</b> |                  |                  |                |
| 66  |                                                                                                                                                    |                                     |                | <b>2021-22</b>                | <b>2022-23</b>   | <b>2023-24</b>   | <b>2024-25</b> |
| 67  |                                                                                                                                                    | Special Education Services          |                | 4.00%                         | 4.00%            | 4.00%            | 4.00%          |
| 68  |                                                                                                                                                    | Other categories                    |                | 3.00%                         | 3.00%            | 3.00%            | 3.00%          |
| 69  |                                                                                                                                                    |                                     |                |                               |                  |                  |                |
| 70  |                                                                                                                                                    |                                     |                |                               |                  |                  |                |
| 71  | <b><u>Purchased Property Services - 400</u></b>                                                                                                    |                                     |                | <b>% Increase Assumptions</b> |                  |                  |                |
| 72  |                                                                                                                                                    |                                     |                | <b>2021-22</b>                | <b>2022-23</b>   | <b>2023-24</b>   | <b>2024-25</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><u>Other Purchased Services - 500</u></b>                                                                                                       |                                     |                | <b>% Increase Assumptions</b> |                  |                  |                |
| 78  |                                                                                                                                                    |                                     |                | <b>2021-22</b>                | <b>2022-23</b>   | <b>2023-24</b>   | <b>2024-25</b> |
| 79  |                                                                                                                                                    | Special Ed Tuitions                 |                | 4.00%                         | 4.00%            | 4.00%            | 4.00%          |
| 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                          | 409            | 421                           | 434              | 447              |                |
| 86  |                                                                                                                                                    | Special Ed                          | 100            | 105                           | 110              | 116              |                |
| 87  |                                                                                                                                                    | Charter School Tuition Rate:        |                |                               |                  |                  |                |
| 88  |                                                                                                                                                    | Regular Ed                          | \$14,343       | \$14,773                      | \$15,216         | \$15,673         |                |
| 89  |                                                                                                                                                    | Special Ed                          | \$35,381       | \$38,919                      | \$42,811         | \$47,092         |                |
| 90  |                                                                                                                                                    | CAT Enrollment:                     |                |                               |                  |                  |                |
| 91  |                                                                                                                                                    | Full Time                           | 122            | 128                           | 134              | 141              |                |
| 92  |                                                                                                                                                    | Academic                            | 22             | 23                            | 24               | 25               |                |
| 93  |                                                                                                                                                    | CAT Tuition Rate:                   |                |                               |                  |                  |                |
| 94  |                                                                                                                                                    | Full Time                           | \$20,840       | 21,382                        | \$21,938         | \$22,508         |                |
| 95  |                                                                                                                                                    | Academic                            | \$10,353       | 10,622                        | \$10,898         | \$11,182         |                |
| 96  |                                                                                                                                                    |                                     |                |                               |                  |                  |                |
| 97  | <b><u>Supplies - 600</u></b>                                                                                                                       |                                     |                | <b>% Increase Assumptions</b> |                  |                  |                |
| 98  |                                                                                                                                                    |                                     |                | <b>2021-22</b>                | <b>2022-23</b>   | <b>2023-24</b>   | <b>2024-25</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>871,000</b> | <b>2,051,622</b>              | <b>2,113,171</b> | <b>2,176,566</b> |                |
| 103 |                                                                                                                                                    |                                     |                |                               |                  |                  |                |
| 104 | <b><u>Property - 700</u></b>                                                                                                                       |                                     |                | <b>% Increase Assumptions</b> |                  |                  |                |
| 105 |                                                                                                                                                    |                                     |                | <b>2021-22</b>                | <b>2022-23</b>   | <b>2023-24</b>   | <b>2024-25</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><u>800 Other Object Dues and Fees</u></b>                                                                                                       |                                     |                | <b>% Increase Assumptions</b> |                  |                  |                |
| 112 |                                                                                                                                                    |                                     |                | <b>2021-22</b>                | <b>2022-23</b>   | <b>2023-24</b>   | <b>2024-25</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>2021-22</b> | <b>2022-23</b> | <b>2023-24</b> | <b>2024-25</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>2021-22</b> | <b>2022-23</b> | <b>2023-24</b> | <b>2024-25</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                                                                                                | \$ 1,077,468   | \$ 852,206     | \$ 938,548     | \$ 876,286     |
| 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>2021-22</b> | <b>2022-23</b> | <b>2023-24</b> | <b>2024-25</b> |
| 26 | Title I                                                                                             | \$ 587,326     | \$ 587,326     | \$ 587,326     | \$ 587,326     |
| 27 | Title II                                                                                            | \$ 246,367     | \$ 246,367     | \$ 246,367     | \$ 246,367     |
| 28 | IDEA                                                                                                | \$ 1,572,087   | \$ 1,572,087   | \$ 1,572,087   | \$ 1,572,087   |
| 29 | Medical Access                                                                                      | \$ 1,000,000   | \$ 500,000     | \$ 500,000     | \$ 500,000     |
| 30 | Other                                                                                               | \$ 142,439     | \$ 142,439     | \$ 142,439     | \$ 142,439     |
| 31 |                                                                                                     |                |                |                |                |
| 32 | <b><u>Other</u></b>                                                                                 |                |                |                |                |
|    |                                                                                                     | <b>2021-22</b> | <b>2022-23</b> | <b>2023-24</b> | <b>2024-25</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>2020-21<br/>Budget</b> | <b>2020-21<br/>Projected</b> | <b>2021-22<br/>Forecast</b> | <b>2022-23<br/>Forecast</b> | <b>2023-24<br/>Forecast</b> | <b>2024-25<br/>Forecast</b> |
|--------------------------------------|---------------------------|------------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| <b>Administrators</b>                |                           |                              |                             |                             |                             |                             |
| Average New Hire Salary              | \$128,915                 |                              | \$132,782                   | \$136,235                   | \$139,777                   | \$143,411                   |
| Additional Headcount                 | -                         |                              | 1.00                        | -                           | -                           | -                           |
| Additional Salary Expense            | \$0                       |                              | \$135,977                   | \$0                         | \$0                         | \$0                         |
| <b>Teacher</b>                       |                           |                              |                             |                             |                             |                             |
| Average New Hire Salary              | \$57,882                  | \$54,822                     | \$56,441                    | \$57,558                    | \$58,704                    | \$59,880                    |
| Average Teacher Salary               | \$74,851                  | \$73,927                     | \$74,646                    | \$76,123                    | \$77,639                    | \$79,194                    |
| Headcount Change (Enrollment)        | 8.40                      |                              | 48.40                       | -                           | -                           | -                           |
| Headcount Change (Curricular)        | 11.60                     |                              | -                           | -                           | -                           | -                           |
| Change Salary Expense                | \$1,187,035               |                              | \$2,653,384                 | \$0                         | \$0                         | \$0                         |
| <b>Non-Bargaining</b>                |                           |                              |                             |                             |                             |                             |
| Average New Hire Salary              | \$69,818                  |                              | \$71,913                    | \$73,783                    | \$75,701                    | \$77,669                    |
| Additional Headcount                 | 2.00                      |                              | 4.00                        | -                           | -                           | -                           |
| Additional Salary Expense            | \$72,600                  |                              | \$231,060                   | \$0                         | \$0                         | \$0                         |
| <b>Support Staff</b>                 |                           |                              |                             |                             |                             |                             |
| Average New Hire Salary              | \$26,817                  |                              | \$27,286                    | \$28,820                    | \$29,676                    | \$30,447                    |
| Additional Headcount                 | 1.00                      |                              | 5.50                        | -                           | -                           | -                           |
| Additional Salary Expense            | \$19,500                  |                              | \$141,950                   | \$0                         | \$0                         | \$0                         |
| <b>Crafts/Trades</b>                 |                           |                              |                             |                             |                             |                             |
| Average New Hire Salary              | \$42,882                  |                              | \$44,478                    | \$45,830                    | \$47,617                    | \$48,855                    |
| Additional Headcount                 | -                         |                              | 0.50                        | -                           | -                           | -                           |
| Additional Salary Expense            | \$0                       |                              | \$15,500                    | \$0                         | \$0                         | \$0                         |

|                                                    | <b>2020-21<br/>Budget</b> | <b>2020-21<br/>Projected</b> | <b>2021-22<br/>Forecast</b> | <b>2022-23<br/>Forecast</b> | <b>2023-24<br/>Forecast</b> | <b>2024-25<br/>Forecast</b> |
|----------------------------------------------------|---------------------------|------------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| <b><u>Teacher Staffing Changes Detail</u></b>      |                           |                              | 2.85%                       | 2.60%                       | 2.60%                       | 2.60%                       |
| Salary before Attrition                            | 72,973,487                |                              | 75,970,565                  | 80,155,172                  | 81,726,206                  | 83,338,088                  |
| Attrition - (vacancies)                            | 750,000                   |                              | 750,000                     | 750,000                     | 750,000                     | 750,000                     |
| Estimated Attrition (turnover)                     | 500,000                   |                              | 500,000                     | 500,000                     | 500,000                     | 500,000                     |
| Increase with Attrition                            | 71,723,487                | 72,576,855                   | 74,720,565                  | 78,905,172                  | 80,476,206                  | 82,088,088                  |
| Increase with Attrition                            |                           |                              | 2.95%                       | 1.98%                       | 1.99%                       | 2.00%                       |
| Staffing changes                                   | 1,187,035                 | -                            | 2,653,384                   | -                           | -                           | -                           |
| Teacher Salary (with attrition & staffing changes) | 72,910,522                | 72,576,855                   | 77,373,949                  | 78,905,172                  | 80,476,206                  | 82,088,088                  |
| Increase with Attrition & Staffing Changes         |                           |                              | 6.61%                       | 1.98%                       | 1.99%                       | 2.00%                       |



West Chester Area School District  
Assumptions for Salaries

| <b>TOTAL SALARY EXPENSE</b>          |                    |                    |                    |                    |                    |                    |
|--------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
|                                      | <b>2020-21</b>     | <b>2020-21</b>     | <b>2021-22</b>     | <b>2022-23</b>     | <b>2023-24</b>     | <b>2024-25</b>     |
|                                      | <b>Budget</b>      | <b>Projected</b>   | <b>Forecast</b>    | <b>Forecast</b>    | <b>Forecast</b>    | <b>Forecast</b>    |
| Admin Staff                          | 9,237,294          | 9,378,877          | 9,855,528          | 10,111,772         | 10,374,678         | 10,644,419         |
| <b>Total Administration Salaries</b> | <b>9,237,294</b>   | <b>9,378,877</b>   | <b>9,855,528</b>   | <b>10,111,772</b>  | <b>10,374,678</b>  | <b>10,644,419</b>  |
| Teacher Staff Salaries               | 72,910,522         | 72,576,855         | 77,373,949         | 78,905,172         | 80,476,206         | 82,088,088         |
| Extra Duty Pymnts (123)              | 1,090,649          | 1,140,944          | 1,167,749          | 1,190,859          | 1,214,569          | 1,238,896          |
| Sabbatical Pymnts (124)              | 300,000            | 300,000            | 300,000            | 300,000            | 300,000            | 300,000            |
| 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            | 399,758            | 407,717            | 415,883            |
| 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>77,281,667</b>  | <b>76,998,295</b>  | <b>81,822,194</b>  | <b>83,384,284</b>  | <b>84,986,989</b>  | <b>86,631,363</b>  |
| Reg Salaries (141)                   | 4,054,914          | 4,054,914          | 3,955,602          | 4,058,448          | 4,163,967          | 4,272,230          |
| Overtime (143)                       | 2,000              | 2,000              | 2,208              | 2,208              | 2,208              | 2,208              |
| <b>Technical</b>                     | <b>4,056,914</b>   | <b>4,056,914</b>   | <b>3,957,810</b>   | <b>4,060,656</b>   | <b>4,166,175</b>   | <b>4,274,438</b>   |
| Reg Salaries (151)                   | 2,911,088          | 2,911,088          | 3,053,321          | 3,224,918          | 3,320,698          | 3,407,036          |
| Overtime (153)                       | 60,830             | 60,830             | 56,659             | 59,843             | 61,621             | 63,223             |
| Library/Office Aides (154),(155)     | 503,231            | 503,231            | 560,438            | 591,935            | 609,515            | 625,362            |
| Technology Aides (158)               | 434,855            | 434,855            | 556,180            | 587,437            | 604,884            | 620,611            |
| Instructional Aides (191)            | 2,341,711          | 2,191,711          | 2,420,461          | 2,556,491          | 2,632,419          | 2,700,862          |
| Instructional Aides OT (193)         | 59,450             | 59,450             | 57,750             | 60,996             | 62,807             | 64,440             |
| <b>Office Clerical</b>               | <b>6,311,165</b>   | <b>6,161,165</b>   | <b>6,704,809</b>   | <b>7,081,619</b>   | <b>7,291,943</b>   | <b>7,481,534</b>   |
| Reg Salaries Oper & Maint(161)       | 5,266,503          | 5,016,503          | 5,460,515          | 5,626,515          | 5,845,949          | 5,997,943          |
| Temporary salaries (162)             | 75,000             | 75,000             | 75,000             | 77,280             | 80,294             | 82,382             |
| Overtime (163)                       | 180,000            | 180,000            | 192,000            | 197,837            | 205,552            | 210,897            |
| Severance (167)                      | 40,000             | 40,000             | 40,000             | 40,000             | 40,000             | 40,000             |
| Reg Salaries Technology (168)        | 680,689            | 680,689            | 636,892            | 672,685            | 692,664            | 710,673            |
| <b>Crafts and Trades</b>             | <b>6,242,192</b>   | <b>5,992,192</b>   | <b>6,404,407</b>   | <b>6,614,317</b>   | <b>6,864,459</b>   | <b>7,041,895</b>   |
| <b>Total Salary Expense</b>          | <b>103,129,232</b> | <b>102,587,443</b> | <b>108,744,748</b> | <b>111,252,648</b> | <b>113,684,244</b> | <b>116,073,650</b> |
| <b>% Increase</b>                    |                    | <b>-0.53%</b>      | <b>6.00%</b>       | <b>2.31%</b>       | <b>2.19%</b>       | <b>2.10%</b>       |

| POSITIONS                                         | Func | Acct | Prog | 2020-21 Actual |               |               |              |               | 2021-22 Budget |               |               |              |               | Addition/Reductions to 2021-22 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        |
| <b>School Administration</b>                      |      |      |      |                |               |               |              |               |                |               |               |              |               |                                       |               |            |              |              |
| Superintendent                                    | 2360 | 111  | 52   | -              | -             | -             | 1.00         | 1.00          | -              | -             | -             | 1.00         | 1.00          | -                                     | -             | -          | -            | -            |
| Asst Supt of Curriculum and Secondary Ec          | 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   | -              | -             | -             | 4.00         | 4.00          | -              | -             | -             | 4.00         | 4.00          | -                                     | -             | -          | -            | -            |
| Director of Teaching and Learning                 | 2360 | 111  | 52B  | -              | -             | -             | 1.00         | 1.00          | -              | -             | -             | 1.00         | 1.00          | -                                     | -             | -          | -            | -            |
| Elementary Director of Education                  | 2360 | 111  | 52E  | -              | -             | -             | 1.00         | 1.00          | -              | -             | -             | 1.00         | 1.00          | -                                     | -             | -          | -            | -            |
| Communications Program Director                   | 2370 | 111  | 52   | -              | -             | -             | 1.00         | 1.00          | -              | -             | -             | 1.00         | 1.00          | -                                     | -             | -          | -            | -            |
| Director of Equity & Assessment                   | 2260 | 111  | 52M  | -              | -             | -             | 1.00         | 1.00          | -              | -             | -             | 1.00         | 1.00          | -                                     | -             | -          | -            | -            |
| Principals and Asst. Principals                   | 2380 | 111  | 40   | 10.00          | 9.00          | 12.00         | -            | 31.00         | 11.00          | 9.00          | 12.00         | -            | 32.00         | 1.00                                  | -             | -          | -            | 1.00         |
| Coordinator of Nursing Services                   | 2440 | 111  | 18D  | -              | -             | -             | 1.00         | 1.00          | -              | -             | -             | 1.00         | 1.00          | -                                     | -             | -          | -            | -            |
| 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          | -                                     | -             | -          | -            | -            |
| <b>School Administration Total</b>                |      |      |      | <b>10.00</b>   | <b>9.00</b>   | <b>15.00</b>  | <b>30.00</b> | <b>64.00</b>  | <b>11.00</b>   | <b>9.00</b>   | <b>15.00</b>  | <b>30.00</b> | <b>65.00</b>  | <b>1.00</b>                           | <b>-</b>      | <b>-</b>   | <b>-</b>     | <b>1.00</b>  |
| <b>Teachers</b>                                   |      |      |      |                |               |               |              |               |                |               |               |              |               |                                       |               |            |              |              |
| Full Day KG                                       | 1110 | 121  | 08F  | 32.00          | -             | -             | -            | 32.00         | 36.00          | -             | -             | -            | 36.00         | 4.00                                  | -             | -          | -            | 4.00         |
| 1st Grade                                         | 1110 | 121  | 09   | 34.00          | -             | -             | -            | 34.00         | 38.00          | -             | -             | -            | 38.00         | 4.00                                  | -             | -          | -            | 4.00         |
| 2nd Grade                                         | 1110 | 121  | 09   | 34.00          | -             | -             | -            | 34.00         | 38.00          | -             | -             | -            | 38.00         | 4.00                                  | -             | -          | -            | 4.00         |
| 3rd Grade                                         | 1110 | 121  | 09   | 32.00          | -             | -             | -            | 32.00         | 36.00          | -             | -             | -            | 36.00         | 4.00                                  | -             | -          | -            | 4.00         |
| 4th Grade                                         | 1110 | 121  | 09   | 30.00          | -             | -             | -            | 30.00         | 34.00          | -             | -             | -            | 34.00         | 4.00                                  | -             | -          | -            | 4.00         |
| 5th Grade                                         | 1110 | 121  | 09   | 31.00          | -             | -             | -            | 31.00         | 35.00          | -             | -             | -            | 35.00         | 4.00                                  | -             | -          | -            | 4.00         |
| Art                                               | 1110 | 121  | 01   | 8.17           | 7.14          | 7.40          | -            | 22.71         | 9.17           | 7.14          | 7.40          | -            | 23.71         | 1.00                                  | -             | -          | -            | 1.00         |
| ELD                                               | 1110 | 121  | 02   | 12.50          | 4.80          | 3.60          | -            | 20.90         | 13.50          | 4.80          | 3.60          | -            | 21.90         | 1.00                                  | -             | -          | -            | 1.00         |
| Eng/Lang Arts                                     | 1110 | 121  | 06   | -              | 23.60         | 32.40         | -            | 56.00         | -              | 23.60         | 32.40         | -            | 56.00         | -                                     | -             | -          | -            | -            |
| World Language                                    | 1110 | 121  | 07   | -              | 9.60          | 20.20         | -            | 29.80         | -              | 9.60          | 20.20         | -            | 29.80         | -                                     | -             | -          | -            | -            |
| Instructional Coaches                             | 1110 | 121  | 09   | 10.00          | -             | -             | -            | 10.00         | 11.00          | -             | -             | -            | 11.00         | 1.00                                  | -             | -          | -            | 1.00         |
| Computer/Tech Ed                                  | 1110 | 121  | 10   | -              | 4.80          | -             | -            | 4.80          | -              | 4.80          | -             | -            | 4.80          | -                                     | -             | -          | -            | -            |
| 11 -                                              |      |      |      |                |               |               |              |               |                |               |               |              |               |                                       |               |            |              |              |
| Health                                            | 1110 | 121  | 11A  | -              | 8.28          | 6.45          | -            | 14.73         | -              | 8.28          | 6.45          | -            | 14.73         | -                                     | -             | -          | -            | -            |
| Math                                              | 1110 | 121  | 15   | -              | 25.40         | 36.40         | -            | 61.80         | -              | 25.40         | 36.40         | -            | 61.80         | -                                     | -             | -          | -            | -            |
| 17 -                                              |      |      |      |                |               |               |              |               |                |               |               |              |               |                                       |               |            |              |              |
| Phys Ed                                           | 1110 | 121  | 17A  | 8.30           | 6.32          | 12.45         | 1.40         | 28.47         | 9.30           | 6.32          | 12.45         | 1.40         | 29.47         | 1.00                                  | -             | -          | -            | 1.00         |
| Science                                           | 1110 | 121  | 19   | -              | 20.40         | 39.10         | -            | 59.50         | -              | 20.40         | 39.10         | -            | 59.50         | -                                     | -             | -          | -            | -            |
| Social Studies                                    | 1110 | 121  | 20   | -              | 20.00         | 36.90         | -            | 56.90         | -              | 20.00         | 36.90         | -            | 56.90         | -                                     | -             | -          | -            | -            |
| AP Capstone                                       | 1110 | 121  | 25   | -              | -             | 0.25          | -            | 0.25          | -              | -             | 0.25          | -            | 0.25          | -                                     | -             | -          | -            | -            |
| 06A -                                             |      |      |      |                |               |               |              |               |                |               |               |              |               |                                       |               |            |              |              |
| Reading Specialist/Teacher                        | 1110 | 121  | 06B  | 21.00          | 12.60         | 3.00          | -            | 36.60         | 23.00          | 12.60         | 3.00          | -            | 38.60         | 2.00                                  | -             | -          | -            | 2.00         |
| Music -Vocal                                      | 1110 | 121  | 16A  | 8.20           | 3.05          | 2.60          | -            | 13.85         | 9.20           | 3.05          | 2.60          | -            | 14.85         | 1.00                                  | -             | -          | -            | 1.00         |
| Music -Instrumenta                                | 1110 | 121  | 16B  | 10.00          | 8.15          | 3.80          | -            | 21.95         | 11.00          | 8.15          | 3.80          | -            | 22.95         | 1.00                                  | -             | -          | -            | 1.00         |
| Cyber School                                      | 1110 | 121  | 25   | 48.03          | 19.71         | 16.80         | -            | 84.54         | 48.03          | 19.71         | 16.80         | -            | 84.54         | -                                     | -             | -          | -            | -            |
| TITLE 1 (federal prog)                            | 1190 | 121  | 35   | 3.40           | -             | -             | 0.60         | 4.00          | 3.40           | -             | -             | 0.60         | 4.00          | -                                     | -             | -          | -            | -            |
| <b>Total</b>                                      |      |      |      | <b>322.60</b>  | <b>173.85</b> | <b>221.35</b> | <b>2.00</b>  | <b>719.80</b> | <b>354.60</b>  | <b>173.85</b> | <b>221.35</b> | <b>2.00</b>  | <b>751.80</b> | <b>32.00</b>                          | <b>-</b>      | <b>-</b>   | <b>-</b>     | <b>32.00</b> |

| POSITIONS                                                           | Func | Acct | Prog | 2020-21 Actual |               |               |              | Total         | 2021-22 Budget |               |               |               | Total           | Addition/Reductions to 2021-22 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       |              |
| Fam and Cons Science                                                | 1340 | 121  | 12   | -              | 6.65          | 6.40          | -            | 13.05         | -              | 6.65          | 6.40          | -             | 13.05           | -                                     | -             | -           | -            | -           | -            |
| Industrial Arts                                                     | 1350 | 121  | 13   | -              | 6.60          | 3.60          | -            | 10.20         | -              | 6.60          | 3.60          | -             | 10.20           | -                                     | -             | -           | -            | -           | -            |
| Business Education                                                  | 1360 | 121  | 03   | -              | -             | 5.60          | -            | 5.60          | -              | -             | 5.60          | -             | 5.60            | -                                     | -             | -           | -            | -           | -            |
| Cyber Vocational Education                                          | 1300 | 121  | 05   | -              | 1.00          | 1.20          | -            | 2.20          | -              | 1.00          | 1.20          | -             | 2.20            | -                                     | -             | -           | -            | -           | -            |
| <b>Total</b>                                                        |      |      |      | -              | <b>14.25</b>  | <b>16.80</b>  | -            | <b>31.05</b>  | -              | <b>14.25</b>  | <b>16.80</b>  | -             | <b>31.05</b>    | -                                     | -             | -           | -            | -           | -            |
| Special Education (general)                                         | 1291 | 121  | 21   | -              | -             | -             | 6.00         | 6.00          | -              | -             | -             | 6.00          | 6.00            | -                                     | -             | -           | -            | -           | -            |
| Autistic                                                            | 1233 | 121  | 21C  | 7.00           | 3.00          | 2.00          | -            | 12.00         | 7.00           | 3.00          | 2.00          | -             | 12.00           | -                                     | -             | -           | -            | -           | -            |
| Emotional Support                                                   | 1231 | 121  | 21C  | 2.00           | 1.50          | 4.50          | -            | 8.00          | 2.00           | 1.50          | 4.50          | -             | 8.00            | -                                     | -             | -           | -            | -           | -            |
| Transitional Program                                                | 1231 | 121  | 21L  | -              | -             | 1.00          | -            | 1.00          | -              | -             | 1.00          | -             | 1.00            | -                                     | -             | -           | -            | -           | -            |
| APT Program                                                         | 1231 | 121  | 21L  | -              | -             | -             | -            | -             | -              | -             | 7.20          | -             | 7.20            | -                                     | -             | 7.20        | -            | -           | 7.20         |
| Life Skills                                                         | 1211 | 121  | 21F  | 2.50           | 2.00          | -             | -            | 4.50          | 2.50           | 2.00          | -             | -             | 4.50            | -                                     | -             | -           | -            | -           | -            |
| Learn Supp/ Life Skills                                             | 1241 | 121  | 21F  | 26.50          | 19.50         | 20.30         | -            | 66.30         | 28.50          | 19.50         | 20.30         | -             | 68.30           | 2.00                                  | -             | -           | -            | -           | 2.00         |
| Multiple Disabilities                                               | 1270 | 121  | 21J  | 2.00           | 1.00          | -             | -            | 3.00          | 2.00           | 1.00          | -             | -             | 3.00            | -                                     | -             | -           | -            | -           | -            |
| Speech & Language Therapist                                         | 1225 | 121  | 21   | -              | -             | -             | 13.00        | 13.00         | -              | -             | -             | 14.00         | 14.00           | -                                     | -             | -           | -            | -           | 1.00         |
| Gifted Program Teachers                                             | 1243 | 121  | 21A  | 8.00           | 3.50          | 3.60          | -            | 15.10         | 9.00           | 3.50          | 3.60          | -             | 16.10           | 1.00                                  | -             | -           | -            | -           | 1.00         |
| Cyber Special Education                                             | 1200 | 121  | 05   | 6.00           | 2.40          | 2.60          | 1.00         | 12.00         | 6.00           | 2.40          | 2.60          | 1.00          | 12.00           | -                                     | -             | -           | -            | -           | -            |
| <b>Total</b>                                                        |      |      |      | <b>54.00</b>   | <b>32.90</b>  | <b>34.00</b>  | <b>20.00</b> | <b>140.90</b> | <b>57.00</b>   | <b>32.90</b>  | <b>41.20</b>  | <b>21.00</b>  | <b>152.10</b>   | <b>3.00</b>                           | -             | <b>7.20</b> | <b>1.00</b>  | -           | <b>11.20</b> |
| Guidance Counselors                                                 | 2120 | 121  | 18B  | 8.00           | 9.50          | 18.50         | -            | 36.00         | 9.00           | 9.50          | 18.50         | -             | 37.00           | 1.00                                  | -             | -           | -            | -           | 1.00         |
| Certified Nurses                                                    | 2440 | 121  | 18D  | 8.00           | 3.00          | 3.00          | -            | 14.00         | 9.00           | 3.00          | 3.00          | -             | 15.00           | 1.00                                  | -             | -           | -            | -           | 1.00         |
| Psychologists                                                       | 2140 | 121  | 18C  | 9.80           | 3.00          | 3.00          | -            | 15.80         | 10.80          | 3.20          | 3.00          | -             | 17.00           | 1.00                                  | 0.20          | -           | -            | -           | 1.20         |
| Case Workers                                                        | 2160 | 121  | 18F  | -              | -             | -             | 8.00         | 8.00          | -              | -             | -             | 9.00          | 9.00            | -                                     | -             | -           | -            | -           | 1.00         |
| Librarian                                                           | 2250 | 121  | 14   | 8.30           | 3.00          | 3.00          | -            | 14.30         | 9.30           | 3.00          | 3.00          | -             | 15.30           | 1.00                                  | -             | -           | -            | -           | 1.00         |
| Cyber Support Services                                              | 2000 | 121  | 05   | 3.70           | -             | -             | -            | 3.70          | 3.70           | -             | -             | -             | 3.70            | -                                     | -             | -           | -            | -           | -            |
| <b>Total</b>                                                        |      |      |      | <b>37.80</b>   | <b>18.50</b>  | <b>27.50</b>  | <b>8.00</b>  | <b>91.80</b>  | <b>41.80</b>   | <b>18.70</b>  | <b>27.50</b>  | <b>9.00</b>   | <b>97.00</b>    | <b>4.00</b>                           | <b>0.20</b>   | -           | <b>1.00</b>  | -           | <b>5.20</b>  |
| Athletic Trainer                                                    | 3200 | 121  | 30S  | -              | -             | 3.00          | -            | 3.00          | -              | -             | 3.00          | -             | 3.00            | -                                     | -             | -           | -            | -           | -            |
| Audio Visual                                                        | 2220 | 121  | 14A  | -              | -             | 1.40          | -            | 1.40          | -              | -             | 1.40          | -             | 1.40            | -                                     | -             | -           | -            | -           | -            |
| Cyber Audio Visual                                                  | 2200 | 121  | 05   | -              | -             | 0.20          | -            | 0.20          | -              | -             | 0.20          | -             | 0.20            | -                                     | -             | -           | -            | -           | -            |
| <b>Total</b>                                                        |      |      |      | -              | -             | <b>4.60</b>   | -            | <b>4.60</b>   | -              | -             | <b>4.60</b>   | -             | <b>4.60</b>     | -                                     | -             | -           | -            | -           | -            |
| <b>Teacher Total</b>                                                |      |      |      | <b>414.40</b>  | <b>239.50</b> | <b>304.25</b> | <b>30.00</b> | <b>988.15</b> | <b>453.40</b>  | <b>239.70</b> | <b>311.45</b> | <b>32.00</b>  | <b>1,036.55</b> | <b>39.00</b>                          | <b>0.20</b>   | <b>7.20</b> | <b>2.00</b>  | -           | <b>48.40</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 Educator                                   | 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         | 11.00          | 6.00          | 9.00          | -             | 26.00           | 1.00                                  | -             | -           | -            | -           | 1.00         |
| Sec to Technology Dir                                               | 2821 | 151  | 10   | -              | -             | -             | 1.00         | 1.00          | -              | -             | -             | 1.00          | 1.00            | -                                     | -             | -           | -            | -           | -            |
| Sec for Attendance/Child Acctg                                      | 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>11.00</b>   | <b>9.00</b>   | <b>21.00</b>  | <b>16.00</b>  | <b>57.00</b>    | <b>1.00</b>                           | -             | -           | -            | -           | <b>1.00</b>  |
| Full Day KG                                                         | 1110 | 191  | 08F  | 8.00           | -             | -             | -            | 8.00          | 8.00           | -             | -             | -             | 8.00            | -                                     | -             | -           | -            | -           | -            |
| ELD                                                                 | 1110 | 191  | 02   | 8.00           | 2.00          | 3.00          | -            | 13.00         | 8.00           | 2.00          | 3.00          | -             | 13.00           | -                                     | -             | -           | -            | -           | -            |
| Autistic                                                            | 1233 | 191  | 21C  | -              | -             | -             | 17.00        | 17.00         | -              | -             | -             | 17.00         | 17.00           | -                                     | -             | -           | -            | -           | -            |
| Emotional Support                                                   | 1231 | 191  | 21C  | -              | -             | -             | 7.00         | 7.00          | -              | -             | -             | 7.00          | 7.00            | -                                     | -             | -           | -            | -           | -            |
| Transitional Program                                                | 1231 | 191  | 21L  | -              | -             | -             | 1.00         | 1.00          | -              | -             | -             | 1.00          | 1.00            | -                                     | -             | -           | -            | -           | -            |
| APT Program Support                                                 | 1231 | 191  | 21L  | -              | -             | -             | -            | -             | -              | -             | -             | 3.00          | 3.00            | -                                     | -             | -           | -            | -           | 3.00         |
| Life Skills                                                         | 1211 | 191  | 21F  | -              | -             | -             | 9.00         | 9.00          | -              | -             | -             | 9.00          | 9.00            | -                                     | -             | -           | -            | -           | -            |
| Learn Supp/ Life Skills                                             | 1241 | 191  | 21F  | -              | -             | -             | 63.00        | 63.00         | -              | -             | -             | 63.00         | 63.00           | -                                     | -             | -           | -            | -           | -            |
| <b>Total</b>                                                        |      |      |      | <b>16.00</b>   | <b>2.00</b>   | <b>3.00</b>   | <b>97.00</b> | <b>118.00</b> | <b>16.00</b>   | <b>2.00</b>   | <b>3.00</b>   | <b>100.00</b> | <b>121.00</b>   | -                                     | -             | -           | -            | <b>3.00</b> | <b>3.00</b>  |

| POSITIONS                                                                 | Func | Acct | Prog | 2020-21 Actual |               |               |               |                 | 2021-22 Budget |               |               |               |                 | Addition/Reductions to 2021-22 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         |               |
| Library Assistant                                                         | 2250 | 154  | 14   | 5.00           | 1.00          | 3.00          | -             | 9.00            | 5.50           | 1.00          | 3.00          | -             | 9.50            | 0.50                                  | -             | -           | -            | -             | 0.50          |
| Security Greeter                                                          | 2190 | 154  | 18   | -              | -             | 3.00          | -             | 3.00            | -              | -             | 3.00          | -             | 3.00            | -                                     | -             | -           | -            | -             | -             |
| Office Assistant (Dis)                                                    | 2380 | 154  | 40   | 10.00          | -             | -             | -             | 10.00           | 11.00          | -             | -             | -             | 11.00           | 1.00                                  | -             | -           | -            | -             | 1.00          |
| <b>Total</b>                                                              |      |      |      | <b>15.00</b>   | <b>1.00</b>   | <b>6.00</b>   | <b>-</b>      | <b>22.00</b>    | <b>16.50</b>   | <b>1.00</b>   | <b>6.00</b>   | <b>-</b>      | <b>23.50</b>    | <b>1.50</b>                           | <b>-</b>      | <b>-</b>    | <b>-</b>     | <b>-</b>      | <b>1.50</b>   |
| RN-LPN (non-public)                                                       | 2450 | 141  | 18D  | -              | -             | -             | 3.20          | 3.20            | -              | -             | -             | 3.20          | 3.20            | -                                     | -             | -           | -            | -             | -             |
| RN-LPN (District)                                                         | 2440 | 141  | 18D  | 4.20           | 1.00          | 3.00          | 1.80          | 10.00           | 4.20           | 1.00          | 3.00          | 2.80          | 11.00           | -                                     | -             | -           | -            | 1.00          | 1.00          |
| APT Program Coordinator                                                   | 1231 | 121  | 21L  | -              | -             | -             | -             | -               | -              | -             | -             | -             | -               | -                                     | -             | -           | -            | -             | -             |
| 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>4.20</b>    | <b>1.00</b>   | <b>3.00</b>   | <b>6.00</b>   | <b>14.20</b>    | <b>4.20</b>    | <b>1.00</b>   | <b>3.00</b>   | <b>7.00</b>   | <b>15.20</b>    | <b>-</b>                              | <b>-</b>      | <b>-</b>    | <b>-</b>     | <b>1.00</b>   | <b>1.00</b>   |
| Business Office (Professional)                                            | 2500 | 141  | 55   | -              | -             | -             | 5.00          | 5.00            | -              | -             | -             | 5.00          | 5.00            | -                                     | -             | -           | -            | -             | -             |
| Business Office Benefits (Professional)                                   | 2835 | 141  | 55   | -              | -             | -             | 1.00          | 1.00            | -              | -             | -             | 1.00          | 1.00            | -                                     | -             | -           | -            | -             | -             |
| Business Office (Hourly Support)                                          | 2500 | 151  | 55   | -              | -             | -             | 5.00          | 5.00            | -              | -             | -             | 5.00          | 5.00            | -                                     | -             | -           | -            | -             | -             |
| <b>Total</b>                                                              |      |      |      | <b>-</b>       | <b>-</b>      | <b>-</b>      | <b>11.00</b>  | <b>11.00</b>    | <b>-</b>       | <b>-</b>      | <b>-</b>      | <b>11.00</b>  | <b>11.00</b>    | <b>-</b>                              | <b>-</b>      | <b>-</b>    | <b>-</b>     | <b>-</b>      | <b>-</b>      |
| Communications Office (Professional)                                      | 2370 | 141  | 52   | -              | -             | -             | 1.00          | 1.00            | -              | -             | -             | 1.00          | 1.00            | -                                     | -             | -           | -            | -             | -             |
| Communications Office (Hourly Support)                                    | 2370 | 151  | 52   | -              | -             | -             | 2.00          | 2.00            | -              | -             | -             | 2.00          | 2.00            | -                                     | -             | -           | -            | -             | -             |
| <b>Total</b>                                                              |      |      |      | <b>-</b>       | <b>-</b>      | <b>-</b>      | <b>3.00</b>   | <b>3.00</b>     | <b>-</b>       | <b>-</b>      | <b>-</b>      | <b>3.00</b>   | <b>3.00</b>     | <b>-</b>                              | <b>-</b>      | <b>-</b>    | <b>-</b>     | <b>-</b>      | <b>-</b>      |
| 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>                                                              |      |      |      | <b>-</b>       | <b>-</b>      | <b>-</b>      | <b>3.50</b>   | <b>3.50</b>     | <b>-</b>       | <b>-</b>      | <b>-</b>      | <b>3.50</b>   | <b>3.50</b>     | <b>-</b>                              | <b>-</b>      | <b>-</b>    | <b>-</b>     | <b>-</b>      | <b>-</b>      |
| 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>                                                              |      |      |      | <b>-</b>       | <b>-</b>      | <b>-</b>      | <b>3.00</b>   | <b>3.00</b>     | <b>-</b>       | <b>-</b>      | <b>-</b>      | <b>3.00</b>   | <b>3.00</b>     | <b>-</b>                              | <b>-</b>      | <b>-</b>    | <b>-</b>     | <b>-</b>      | <b>-</b>      |
| 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           | -              | -             | -             | 9.00          | 9.00            | -                                     | -             | -           | -            | (2.00)        | (2.00)        |
| Technology Associate                                                      | 1110 | 158  | 10   | -              | -             | -             | 19.00         | 19.00           | -              | -             | -             | 17.00         | 17.00           | -                                     | -             | -           | -            | (2.00)        | (2.00)        |
| <b>Total</b>                                                              |      |      |      | <b>-</b>       | <b>-</b>      | <b>-</b>      | <b>34.00</b>  | <b>34.00</b>    | <b>-</b>       | <b>-</b>      | <b>-</b>      | <b>30.00</b>  | <b>30.00</b>    | <b>-</b>                              | <b>-</b>      | <b>-</b>    | <b>-</b>     | <b>(4.00)</b> | <b>(4.00)</b> |
| Head Custodians/ Supervisors/ Quality Contro                              | 2610 | 141  | 71A  | 10.00          | 3.00          | 3.00          | 5.00          | 21.00           | 11.00          | 3.00          | 3.00          | 5.00          | 22.00           | 1.00                                  | -             | -           | -            | -             | 1.00          |
| Custodians (Hourly Support)                                               | 2620 | 161  | 71A  | 24.00          | 15.50         | 31.00         | 7.00          | 77.50           | 24.50          | 15.50         | 31.00         | 7.00          | 78.00           | 0.50                                  | -             | -           | -            | -             | 0.50          |
| Security Services Coordinator                                             | 2660 | 141  | 71L  | -              | -             | -             | 1.00          | 1.00            | -              | -             | -             | 1.00          | 1.00            | -                                     | -             | -           | -            | -             | -             |
| Campus Security Officer                                                   | 2660 | 141  | 71L  | -              | -             | -             | -             | -               | -              | -             | -             | 2.00          | 2.00            | -                                     | -             | -           | -            | 2.00          | 2.00          |
| 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  | -              | -             | -             | 7.00          | 7.00            | -              | -             | -             | 7.00          | 7.00            | -                                     | -             | -           | -            | -             | -             |
| 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  | -              | -             | -             | 10.00         | 10.00           | -              | -             | -             | 10.00         | 10.00           | -                                     | -             | -           | -            | -             | -             |
| Mailroom (Hourly Support)                                                 | 2530 | 161  | 71F  | -              | -             | -             | 1.00          | 1.00            | -              | -             | -             | 1.00          | 1.00            | -                                     | -             | -           | -            | -             | -             |
| <b>Total</b>                                                              |      |      |      | <b>34.00</b>   | <b>18.50</b>  | <b>34.00</b>  | <b>44.00</b>  | <b>130.50</b>   | <b>35.50</b>   | <b>18.50</b>  | <b>34.00</b>  | <b>46.00</b>  | <b>134.00</b>   | <b>1.50</b>                           | <b>-</b>      | <b>-</b>    | <b>-</b>     | <b>2.00</b>   | <b>3.50</b>   |
| <b>Secretarial Staff - Central Office and School Administration Total</b> |      |      |      | <b>79.20</b>   | <b>31.50</b>  | <b>67.00</b>  | <b>217.50</b> | <b>395.20</b>   | <b>83.20</b>   | <b>31.50</b>  | <b>67.00</b>  | <b>219.50</b> | <b>401.20</b>   | <b>4.00</b>                           | <b>-</b>      | <b>-</b>    | <b>-</b>     | <b>2.00</b>   | <b>6.00</b>   |
| <b>Grand Total</b>                                                        |      |      |      | <b>503.60</b>  | <b>280.00</b> | <b>386.25</b> | <b>277.50</b> | <b>1,447.35</b> | <b>547.60</b>  | <b>280.20</b> | <b>393.45</b> | <b>281.50</b> | <b>1,502.75</b> | <b>44.00</b>                          | <b>0.20</b>   | <b>7.20</b> | <b>4.00</b>  | <b>55.40</b>  |               |

West Chester Area School District  
Assumptions for Benefits

| Gross Benefit Costs          |                   |                   |                   |                   |                   |                   |                   |
|------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
|                              | 2019-20           | 2020-21           | 2020-21           | 2021-22           | 2022-23           | 2023-24           | 2024-25           |
|                              | Actual            | Budget            | Projection        | Forecast          | Forecast          | Forecast          | Forecast          |
| Medical                      | 13,444,708        | 21,265,797        | 21,265,797        | 22,807,923        | 24,534,482        | 26,391,743        | 28,389,598        |
| Dental                       | 978,154           | 1,428,060         | 1,428,060         | 1,498,939         | 1,563,394         | 1,630,620         | 1,700,736         |
| Vision                       | 149,383           | 209,230           | 209,230           | 220,028           | 225,089           | 230,266           | 235,562           |
| Prescription                 | 3,459,632         | 5,103,577         | 5,103,577         | 5,204,954         | 5,725,450         | 6,297,995         | 6,927,794         |
| Social Security              | 7,057,077         | 7,849,447         | 7,838,600         | 8,286,691         | 8,510,828         | 8,696,845         | 8,879,634         |
| Retirement                   | 33,218,932        | 35,390,415        | 35,341,483        | 37,821,763        | 39,628,193        | 41,062,749        | 42,482,956        |
| Tuition                      | 370,641           | 600,000           | 600,000           | 600,000           | 600,000           | 600,000           | 600,000           |
| Life & Disability            | 549,979           | 552,899           | 552,899           | 578,663           | 592,008           | 604,948           | 617,662           |
| W/C, Unemp & Other           | 965,754           | 1,289,778         | 1,289,778         | 1,309,124         | 1,328,761         | 1,348,693         | 1,368,923         |
| <b>Total Benefit Expense</b> | <b>60,194,260</b> | <b>73,689,202</b> | <b>73,629,423</b> | <b>78,328,086</b> | <b>82,708,205</b> | <b>86,863,857</b> | <b>91,202,865</b> |
| % Increase                   |                   |                   | 22.32%            | 6.30%             | 5.59%             | 5.02%             | 5.00%             |

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

| Benefit Cost Sharing and Cobra payments |                  |                  |                  |                  |                  |                  |                  |
|-----------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
|                                         | 2019-20          | 2020-21          | 2020-21          | 2021-22          | 2022-23          | 2023-24          | 2024-25          |
|                                         | Actual           | Budget           | Projection       | Forecast         | Forecast         | Forecast         | Forecast         |
| Medical                                 | 4,025,370        | 5,890,045        | 5,890,045        | 6,335,921        | 6,815,550        | 7,331,488        | 7,886,481        |
| Dental                                  | 161,885          | 88,963           | 88,963           | 92,788           | 96,778           | 100,939          | 105,280          |
| Vision                                  | 26,332           | 10,671           | 10,671           | 10,916           | 11,167           | 11,424           | 11,687           |
| Prescription                            | 560,011          | 1,013,778        | 1,013,778        | 1,115,155        | 1,226,671        | 1,349,338        | 1,484,272        |
| Social Security                         | -                | -                | -                | -                | -                | -                | -                |
| Retirement                              | -                | -                | -                | -                | -                | -                | -                |
| Tuition                                 | -                | -                | -                | -                | -                | -                | -                |
| Life & Disability                       | 174,063          | 116,852          | 116,852          | 116,852          | 116,852          | 116,852          | 116,852          |
| W/C, Unemp & Other                      | -                | -                | -                | -                | -                | -                | -                |
| <b>Total Cost Share</b>                 | <b>4,947,661</b> | <b>7,120,308</b> | <b>7,120,308</b> | <b>7,671,633</b> | <b>8,267,019</b> | <b>8,910,041</b> | <b>9,604,572</b> |

| Net Benefit Costs            |                   |                   |                   |                   |                   |                   |                   |
|------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
|                              | 2019-20           | 2020-21           | 2020-21           | 2021-22           | 2022-23           | 2023-24           | 2024-25           |
|                              | Actual            | Budget            | Projection        | Forecast          | Forecast          | Forecast          | Forecast          |
| Medical                      | 9,419,338         | 15,375,752        | 15,375,752        | 16,472,001        | 17,718,932        | 19,060,255        | 20,503,116        |
| Dental                       | 816,269           | 1,339,097         | 1,339,097         | 1,406,151         | 1,466,616         | 1,529,680         | 1,595,457         |
| Vision                       | 123,051           | 198,559           | 198,559           | 209,112           | 213,921           | 218,841           | 223,875           |
| Prescription                 | 2,899,621         | 4,089,799         | 4,089,799         | 4,089,799         | 4,498,779         | 4,948,657         | 5,443,522         |
| Social Security              | 7,057,077         | 7,849,447         | 7,838,600         | 8,286,691         | 8,510,828         | 8,696,845         | 8,879,634         |
| Retirement                   | 33,218,932        | 35,390,415        | 35,341,483        | 37,821,763        | 39,628,193        | 41,062,749        | 42,482,956        |
| Tuition                      | 370,641           | 600,000           | 600,000           | 600,000           | 600,000           | 600,000           | 600,000           |
| Life & Disability            | 375,916           | 436,047           | 436,047           | 461,811           | 475,156           | 488,096           | 500,810           |
| W/C, Unemp & Other           | 965,754           | 1,289,778         | 1,289,778         | 1,309,124         | 1,328,761         | 1,348,693         | 1,368,923         |
| <b>Total Benefit Expense</b> | <b>55,246,599</b> | <b>66,568,894</b> | <b>66,509,115</b> | <b>70,656,453</b> | <b>74,441,186</b> | <b>77,953,815</b> | <b>81,598,294</b> |
| % Increase                   |                   |                   | 20.39%            | 6.14%             | 5.36%             | 4.72%             | 4.68%             |

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

800 OTHER OBJECTS AND OTHER FINANCING USES  
900

800

DUES AND FEES & PRIOR YEAR REFUNDS

o Assume inflationary increase as follows:

3%

|  | 2019-20   | 2020-21    | 2020-21    | 2021-22    | 2022-23    | 2023-24    | 2024-25    |
|--|-----------|------------|------------|------------|------------|------------|------------|
|  | Actual    | Budget     | Projection | Forecast   | Forecast   | Forecast   | Forecast   |
|  | \$337,329 | \$ 558,585 | \$ 558,585 | \$ 499,322 | \$ 514,302 | \$ 529,731 | \$ 545,623 |

|                                  | 2019-20   | 2020-21   | 2020-21   | 2021-22    | 2022-23    | 2023-24    | 2024-25    |
|----------------------------------|-----------|-----------|-----------|------------|------------|------------|------------|
| <b>DUES/FEES - Athletic Fund</b> | \$116,581 | \$131,500 | \$131,500 | \$ 131,500 | \$ 131,500 | \$ 131,500 | \$ 131,500 |

DEBT SERVICE

|                                     |             |             |             |             |             |             |             |
|-------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Debt Service Savings to Cap Reserve | \$453,890   | \$445,255   | \$1,911,236 | \$453,967   | \$448,506   | \$1,104,357 | \$1,101,147 |
| G/F Contribution to Cap Reserve     | \$3,463,200 | \$3,626,728 | \$3,626,728 | \$3,771,797 | \$3,922,669 | \$4,079,576 | \$4,242,759 |
| Transfer for Cap Reserve Facilities | \$1,534,522 | \$2,095,558 | \$2,095,558 | \$2,011,500 | \$2,071,845 | \$2,134,000 | \$2,198,020 |
|                                     | \$5,451,612 | \$6,167,541 | \$7,633,522 | \$6,237,264 | \$6,443,020 | \$7,317,933 | \$7,541,926 |

EXISTING DEBT SERVICE (PRIOR TO ACT 1)

| PRINCIPAL AT 7/1/06 | 2020-21 Budget      |                      | 2020-21 Projection  |                      | 2021-22 Budget      |                      | 2022-23 Budget      |                      | 2023-24 Budget      |                      | 2024-25 Budget      |                      |
|---------------------|---------------------|----------------------|---------------------|----------------------|---------------------|----------------------|---------------------|----------------------|---------------------|----------------------|---------------------|----------------------|
|                     | INTEREST            | PRINCIPAL            | INTEREST            | PRINCIPAL            | INTEREST            | PRINCIPAL            | INTEREST            | PRINCIPAL            | INTEREST            | PRINCIPAL            | INTEREST            | PRINCIPAL            |
| 12/10 GOR 2010AA    | \$ 391,500          | \$ 3,420,000         | \$ -                | \$ -                 | \$ -                | \$ -                 | \$ -                | \$ -                 | \$ -                | \$ -                 | \$ -                | \$ -                 |
| 7/2012 GOR 2012AA   | \$ 599,200          | \$ 7,360,000         | \$ 599,200          | \$ 7,360,000         | \$ 304,800          | \$ 7,620,000         | \$ -                | \$ -                 | \$ -                | \$ -                 | \$ -                | \$ -                 |
| GOB 2014 A          | \$ 1,279,250        | \$ 1,085,000         | \$ 1,279,250        | \$ 1,085,000         | \$ 1,225,000        | \$ 1,185,000         | \$ 1,165,750        | \$ 14,570,000        | \$ 437,250          | \$ 8,745,000         | \$ -                | \$ -                 |
| GOB 2014 AA         | \$ 2,179,800        | \$ 295,000           | \$ 2,179,800        | \$ 295,000           | \$ 2,170,950        | \$ 305,000           | \$ 2,161,800        | \$ 315,000           | \$ 2,152,350        | \$ 325,000           | \$ 2,142,600        | \$ 5,700,000         |
| GOB 2015 AA         | \$ 22,950           | \$ 755,000           | \$ 22,950           | \$ 755,000           | \$ 7,700            | \$ 770,000           | \$ -                | \$ -                 | \$ -                | \$ -                 | \$ -                | \$ -                 |
| GOB 2016            | \$ 416,750          | \$ 1,935,000         | \$ 416,750          | \$ 1,935,000         | \$ 320,000          | \$ 2,035,000         | \$ 218,250          | \$ 2,130,000         | \$ 111,750          | \$ 2,235,000         | \$ -                | \$ -                 |
| GOB 2016A           | \$ 1,248,703        | \$ 5,000             | \$ 1,248,703        | \$ 5,000             | \$ 1,248,635        | \$ 5,000             | \$ 1,248,568        | \$ 5,000             | \$ 1,248,500        | \$ 5,875,000         | \$ 954,750          | \$ 12,270,000        |
| GOB 2017            | \$ 117,115          | \$ 615,000           | \$ 117,115          | \$ 615,000           | \$ 104,715          | \$ 625,000           | \$ 92,065           | \$ 640,000           | \$ 79,065           | \$ 660,000           | \$ 65,765           | \$ 670,000           |
| <b>TOTAL</b>        | <b>\$ 6,255,268</b> | <b>\$ 15,470,000</b> | <b>\$ 5,863,768</b> | <b>\$ 12,050,000</b> | <b>\$ 5,381,800</b> | <b>\$ 12,545,000</b> | <b>\$ 4,886,433</b> | <b>\$ 17,660,000</b> | <b>\$ 4,028,915</b> | <b>\$ 17,840,000</b> | <b>\$ 3,163,115</b> | <b>\$ 18,640,000</b> |

|                                 |              |              |              |              |              |              |
|---------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Total ACT 1 eligible Debt       | \$21,725,268 | \$17,913,768 | \$17,926,800 | \$22,546,433 | \$21,868,915 | \$21,803,115 |
| Increase in ACT 1 eligible debt |              |              | \$13,032     | \$4,619,633  | (\$677,518)  | (\$65,800)   |

DEBT SERVICE - INCURRED AFTER ACT 1

| FINANCING AMOUNT & YEAR        | 2020-21 Budget      |                     | 2020-21 Projection  |                     | 2021-22 Budget      |                     | 2022-23 Budget      |                   | 2023-24 Budget      |                   | 2024-25 Budget      |                   |
|--------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-------------------|---------------------|-------------------|---------------------|-------------------|
| <b>Elementary Debt</b>         |                     |                     |                     |                     |                     |                     |                     |                   |                     |                   |                     |                   |
| 10/09 \$10,000,000 Emmaus 2009 | \$ 380,667          | \$ 650,000          | \$ 130,667          | \$ 650,000          | \$ 354,667          | \$ 650,000          | \$ 332,133          | \$ 520,000        | \$ 308,000          | \$ 645,000        | \$ 281,400          | \$ 675,000        |
| 8/2012 \$21,000,000 GOB 2012A  | \$ 630,000          | \$ -                | \$ 630,000          | \$ -                | \$ 630,000          | \$ -                | \$ 630,000          | \$ 5,000          | \$ 629,850          | \$ 5,000          | \$ 629,700          | \$ 5,000          |
| 2013 \$10,000,000 GOB          | \$ 8,500            | \$ 850,000          | \$ 8,500            | \$ 850,000          | \$ -                | \$ -                | \$ -                | \$ -              | \$ -                | \$ -              | \$ -                | \$ -              |
| \$12,000,000 GOB 2014          | \$ 489,763          | \$ -                | \$ 489,763          | \$ -                | \$ 489,763          | \$ -                | \$ 489,763          | \$ -              | \$ 489,763          | \$ -              | \$ 489,763          | \$ 5,000          |
| 9/2015 \$10,000,000 GOB- 2015A | \$ 257,543          | \$ 5,000            | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -              | \$ -                | \$ -              | \$ -                | \$ -              |
| GOB 2016AA                     | \$ 254,412          | \$ 5,000            | \$ 254,412          | \$ 5,000            | \$ 254,312          | \$ 5,000            | \$ 254,175          | \$ 5,000          | \$ 254,038          | \$ 5,000          | \$ 253,900          | \$ 5,000          |
| 12/2017 \$9,750,000 GOB 2017A  | \$ 237,475          | \$ 5,000            | \$ 237,475          | \$ 5,000            | \$ 237,388          | \$ 5,000            | \$ 237,300          | \$ 5,000          | \$ 237,212          | \$ 5,000          | \$ 237,100          | \$ 5,000          |
| 10/2018 \$9,990,000 GOB 2018   | \$ 336,578          | \$ 5,000            | \$ 336,578          | \$ 5,000            | \$ 336,452          | \$ 5,000            | \$ 336,328          | \$ 5,000          | \$ 336,203          | \$ 5,000          | \$ 336,053          | \$ 5,000          |
| 8/2019 \$35,000,000 GOB 2019   | \$ 1,390,000        | \$ 5,000            | \$ 1,390,000        | \$ 5,000            | \$ 1,389,800        | \$ 5,000            | \$ 1,389,600        | \$ 5,000          | \$ 1,389,400        | \$ 5,000          | \$ 1,389,200        | \$ 5,000          |
| 9/2020 \$16,800,000 GOR 2020   | \$ -                | \$ -                | \$ 282,023          | \$ 2,260,000        | \$ 432,850          | \$ 4,495,000        | \$ 208,100          | \$ 50,000         | \$ 205,600          | \$ 55,000         | \$ 202,850          | \$ 55,000         |
| 10/2021 \$10,000,000 GOB       | \$ -                | \$ -                | \$ -                | \$ -                | \$ 251,220          | \$ -                | \$ 403,746          | \$ 5,000          | \$ 403,610          | \$ 5,000          | \$ 403,467          | \$ 5,000          |
| 1/2023 \$10,000,000 GOB        | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ 146,721          | \$ -              | \$ 394,175          | \$ 5,000          | \$ 394,046          | \$ 5,000          |
| 12/2023 \$10,000,000 GOB       | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -              | \$ 181,082          | \$ -              | \$ 397,497          | \$ 5,000          |
| 12/2024 \$10,000,000 GOB       | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -              | \$ -                | \$ -              | \$ 179,571          | \$ -              |
| <b>Total Elementary Debt</b>   | <b>\$ 3,984,938</b> | <b>\$ 1,525,000</b> | <b>\$ 3,759,418</b> | <b>\$ 3,780,000</b> | <b>\$ 4,376,452</b> | <b>\$ 5,165,000</b> | <b>\$ 4,427,866</b> | <b>\$ 600,000</b> | <b>\$ 4,828,933</b> | <b>\$ 735,000</b> | <b>\$ 5,194,547</b> | <b>\$ 775,000</b> |
| <b>Total New Debt</b>          | <b>\$ 3,984,938</b> | <b>\$ 1,525,000</b> | <b>\$ 3,759,418</b> | <b>\$ 3,780,000</b> | <b>\$ 4,376,452</b> | <b>\$ 5,165,000</b> | <b>\$ 4,427,866</b> | <b>\$ 600,000</b> | <b>\$ 4,828,933</b> | <b>\$ 735,000</b> | <b>\$ 5,194,547</b> | <b>\$ 775,000</b> |

TOTAL DEBT SERVICE

| YEAR                      | 2020-21 Budget      |                     | 2020-21 Projection |                     | 2021-22 Budget     |                     | 2022-23 Budget     |                     | 2023-24 Budget     |                     | 2024-25 Budget     |                     |
|---------------------------|---------------------|---------------------|--------------------|---------------------|--------------------|---------------------|--------------------|---------------------|--------------------|---------------------|--------------------|---------------------|
| <b>Total Debt Service</b> | <b>\$10,240,206</b> | <b>\$16,995,000</b> | <b>\$9,623,186</b> | <b>\$15,830,000</b> | <b>\$9,768,252</b> | <b>\$17,710,000</b> | <b>\$9,314,299</b> | <b>\$18,260,000</b> | <b>\$8,857,848</b> | <b>\$18,875,000</b> | <b>\$8,367,662</b> | <b>\$19,415,000</b> |
|                           |                     | <b>\$27,238,206</b> |                    | <b>\$25,463,186</b> |                    | <b>\$27,468,252</b> |                    | <b>\$27,574,299</b> |                    | <b>\$27,432,848</b> |                    | <b>\$27,772,662</b> |

Back-End Referendum Exceptions

|                    | <u>BUDGET</u><br><u>2020-21</u> | <u>BUDGET</u><br><u>2021-22</u> | <u>BUDGET</u><br><u>2022-23</u> | <u>BUDGET</u><br><u>2023-24</u> | <u>BUDGET</u><br><u>2024-25</u> |
|--------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
|                    | (\$000)                         |                                 |                                 |                                 |                                 |
| Retirement (PSERS) | -                               | -                               | -                               | -                               | -                               |
| Special Education  | -                               | -                               | 558.1                           | 338.6                           | 340.4                           |
| <b>Total</b>       | -                               | -                               | <b>558.1</b>                    | <b>338.6</b>                    | <b>340.4</b>                    |

| <i>Index =</i>                                              | 2.60%            | 3.00%            | 2.60%           | 2.60%                   | 2.60%                   |                         |
|-------------------------------------------------------------|------------------|------------------|-----------------|-------------------------|-------------------------|-------------------------|
| <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>                                           | 29,434,359       | 29,801,115       | 30,381,103      | 30,807,564              | 31,216,967              |                         |
| 50%                                                         | 14,717,179       | 14,900,558       | 15,190,551      | 15,403,782              | 15,608,483              |                         |
| 14,623,358                                                  | 14,717,179       | 14,900,558       | 15,190,551      | 15,403,782              | 15,608,483              |                         |
| State Share of Retirement for Fed. Funded Salaries (30,671) | (30,868)         | (31,252)         | (31,860)        | (32,308)                | (32,737)                |                         |
| Increase                                                    | 93,624           | 182,994          | 289,385         | 212,783                 | 204,272                 |                         |
| Index                                                       | 379,410          | 440,589          | 386,602         | 394,126                 | 399,658                 |                         |
| <b>Total Exception</b>                                      | <b>(285,786)</b> | <b>(257,595)</b> | <b>(97,216)</b> | <b>(181,343)</b>        | <b>(195,386)</b>        |                         |
| <b>Special Education</b>                                    |                  |                  |                 |                         |                         |                         |
|                                                             | 2017-18 AFR      | 2018-19 AFR      | 2019-20 AFR     | 2020-21 AFR Est. (1.03) | 2021-22 AFR Est. (1.03) | 2022-23 AFR Est. (1.03) |
| Expenses                                                    | 46,461,210       | 46,309,762       | 44,074,356      | 45,396,587              | 46,758,485              | 48,161,239              |
| Subsidy                                                     | 6,454,135        | 6,128,947        | 6,125,165       | 5,902,650               | 5,899,089               | 5,899,089               |
| Net Expenses                                                | 40,007,075       | 40,180,815       | 37,949,192      | 39,493,937              | 40,859,396              | 42,262,150              |
| Net Increase                                                | (1,224,227)      | 173,739          | (2,231,623)     | 1,544,745               | 1,365,459               | 1,402,755               |
| Index                                                       | 854,313          | 1,040,184        | 1,205,424       | 986,679                 | 1,026,842               | 1,062,344               |
| <b>Total Exception</b>                                      | -                | -                | <b>558,066</b>  | <b>338,616</b>          | <b>340,410</b>          |                         |





## 2020-2021 Capital Budget

|                                      | # of Devices | Budget<br>2020-2021 | Projected<br>2020-2021 |
|--------------------------------------|--------------|---------------------|------------------------|
| <b>Elementary Equipment</b>          |              |                     |                        |
| Studnet/Teacher iPad                 | 1,900        | \$ 133,250          | \$ 162,878             |
|                                      |              | <b>\$ 133,250</b>   | <b>\$ 162,878</b>      |
| <b>Secondary Equipment</b>           |              |                     |                        |
| 6th Grade 1:1                        | 950          | \$ 593,750          | \$ 532,748             |
| 9th grade 1:1                        | 1,010        | \$ 858,500          | -                      |
| Video                                | 9            | \$ 15,293           | \$ 15,293              |
| TV Studio                            | 6            | \$ 3,720            | \$ 3,720               |
| Teacher Laptop                       | 533          | \$ 703,560          | \$ 623,560             |
|                                      |              | <b>\$ 2,174,823</b> | <b>\$ 1,175,321</b>    |
| <b>District</b>                      |              |                     |                        |
| Projectors - Hardware & Installation |              | \$ 1,128,763        | \$ 978,891             |
| Security Camera                      | 30           | \$ 55,000           | \$ 55,000              |
|                                      |              | <b>\$ 1,183,763</b> | <b>\$ 1,033,891</b>    |
| <b>Network</b>                       |              |                     |                        |
| Network Equipment                    |              | \$ 725,000          | \$ 725,000             |
|                                      |              | <b>\$ 725,000</b>   | <b>\$ 725,000</b>      |
| <b>Administration</b>                |              |                     |                        |
| Staff (Central + Schools)            | 320          | \$ 280,700          | \$ 169,580             |
|                                      |              | <b>\$ 280,700</b>   | <b>\$ 169,580</b>      |
| <b>Other</b>                         |              |                     |                        |
| Cost Sharing from Parents            |              | \$ (300,000)        | \$ (300,000)           |
|                                      |              | <b>\$ (300,000)</b> | <b>\$ (300,000)</b>    |
| <b>Total Fund 22</b>                 |              | <b>\$ 4,197,536</b> | <b>\$ 2,966,670</b>    |

## 2021-2022 Capital Budget

|                                        | <u># of Devices</u> | <u>Budget<br/>21-22</u>    |
|----------------------------------------|---------------------|----------------------------|
| <b>Elementary Equipment</b>            |                     |                            |
| Elementary iPad                        | 1,900               | 796,404.00                 |
| Elementary/Special Area Teacher Device | 521                 | 561,000.00                 |
|                                        |                     | <u>1,357,404.00</u>        |
| <b>Secondary Equipment</b>             |                     |                            |
| 6th Grade 1:1                          | 1,010               | 631,250.00                 |
| 9th grade 1:1                          | 1,010               | 858,500.00                 |
| Music                                  | 36                  | 47,520.00                  |
|                                        |                     | <u>1,537,270.00</u>        |
| <b>District</b>                        |                     |                            |
| Security Camera                        | 30                  | 30,000.00                  |
|                                        |                     | <u>30,000.00</u>           |
| <b>Network</b>                         |                     |                            |
| Networking                             |                     | 425,000.00                 |
|                                        |                     | <u>425,000.00</u>          |
| <b>Administration</b>                  |                     |                            |
| Staff (Central + Schools)              | 64                  | 85,193.00                  |
|                                        |                     | <u>85,193.00</u>           |
| <b>Other</b>                           |                     |                            |
| Cost Sharing from Parents              |                     | (330,500.00)               |
|                                        |                     | <u>(330,500.00)</u>        |
| <b>Total Fund 22</b>                   |                     | <u><u>3,434,867.00</u></u> |

**2021-22 Capital Reserve Fund Project List**  
December 2020

| Priority | Project # | Location        | Project                                                     | Budget  |
|----------|-----------|-----------------|-------------------------------------------------------------|---------|
| 1        |           | District-wide   | Emergency Repairs                                           | 110,000 |
| 2        |           | District-wide   | District-wide Roof Survey                                   | 50,000  |
| 3        |           | Faciltites      | Install Automatic Loading Dock Plate                        | 13,000  |
| 4        |           | Faciltites      | Install new Gas & Diesel Tanks with Containment Dike        | 95,000  |
| 5        |           | East HS         | Upgrading Stadium Lights to LED                             | 200,000 |
| 6        |           | Henderson HS    | Replace 2 Chillers                                          | 680,000 |
| 7        |           | Henderson HS    | LED fixtures in Gymnasium (material only - staff installed) | 75,000  |
| 8        |           | Rustin HS       | Gymnasium Curtain Replacement                               | 48,500  |
| 9        |           | Rustin HS       | Library Carpet Replacement                                  | 52,000  |
| 10       |           | Rustin HS       | Concrete Paving Replacement at Loading Dock                 | 56,000  |
| 11       |           | Peirce MS       | Flooring Replacement (Computer, Music, Choir Rooms)         | 60,000  |
| 12       |           | Peirce MS       | Select Paving Replacement (Bus Lane alligating)             | 125,000 |
| 13       |           | Stetson MS      | Flooring Replacement (Computer, Music, Choir Rooms)         | 60,000  |
| 14       |           | Exton ES        | Replace Shingles on Roof of old Gym wing and Cafeteria      | 250,000 |
| 15       |           | Hillsdale ES    | Replace Drain and Piping from Kindergarten Playground Area  | 42,000  |
| 16       |           | Starkweather ES | Emergency Generator Replacement                             | 95,000  |

**Total Estimated Projects Costs Fund 27** 2,011,500

**2021-22 Approved Budget** 2,011,500

**Difference** -

**2021-22 Capital Projects List**  
December 2020

| Priority | Project # | School    | Project                           | Budget    |
|----------|-----------|-----------|-----------------------------------|-----------|
| 1        |           | Rustin HS | Phase 2 - sloped roof replacement | 1,311,272 |

**Total Estimated Projects Costs Fund 30** 1,311,272

**2021-22 Approved Budget** 1,311,272

**Difference** -

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

| A  | O                                                                 | P              | Q              | R              | S              | T              | U              | V              | W              |                |
|----|-------------------------------------------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
|    | 2018-19                                                           | 2019-20        | 2019-20        | 2020-21        | 2020-21        | 2021-22        | 2022-23        | 2023-24        | 2024-25        |                |
|    | Actual                                                            | Budget         | Actual         | Budget         | Projected      | Estimated      | Estimated      | Estimated      | Estimated      |                |
| 1  |                                                                   |                |                |                |                |                |                |                |                |                |
| 2  |                                                                   |                |                |                |                |                |                |                |                |                |
| 3  | <b>Total Revenue</b>                                              | <b>249,522</b> | <b>252,595</b> | <b>255,108</b> | <b>248,488</b> | <b>251,675</b> | <b>251,355</b> | <b>253,810</b> | <b>255,939</b> | <b>257,917</b> |
| 4  | Current RE Taxes (0% rate incr.)                                  | 173,061        | 175,470        | 177,235        | 176,138        | 176,346        | 176,022        | 176,866        | 177,710        | 178,554        |
| 5  | Revenue (Excl Current R.E.T.)                                     | 76,461         | 77,125         | 77,873         | 72,350         | 75,329         | 75,334         | 76,944         | 78,229         | 79,363         |
| 6  | State (Other)                                                     | 23,383         | 24,539         | 23,888         | 22,602         | 23,023         | 23,745         | 24,570         | 24,749         | 24,778         |
| 7  | PSERS                                                             | 15,828         | 16,975         | 16,603         | 17,695         | 17,662         | 18,911         | 19,814         | 20,531         | 21,241         |
| 8  | Federal                                                           | 3,669          | 2,967          | 3,617          | 3,411          | 4,291          | 3,548          | 3,048          | 3,048          | 3,048          |
| 9  | Local (Excl. Current R.E.T.)                                      | 33,581         | 32,644         | 33,766         | 28,641         | 30,353         | 29,130         | 29,512         | 29,900         | 30,295         |
| 11 | <b>Expenses</b>                                                   | <b>242,559</b> | <b>261,809</b> | <b>238,522</b> | <b>269,816</b> | <b>267,776</b> | <b>279,720</b> | <b>290,281</b> | <b>300,163</b> | <b>310,215</b> |
| 13 | Salaries                                                          | 95,606         | 99,527         | 98,130         | 103,129        | 102,587        | 108,745        | 111,253        | 113,684        | 116,074        |
| 14 | Benefits (without PSERS)                                          | 26,471         | 31,603         | 22,028         | 31,178         | 31,168         | 32,835         | 34,813         | 36,891         | 39,115         |
| 15 | PSERS                                                             | 31,585         | 33,951         | 33,219         | 35,390         | 35,341         | 37,822         | 39,628         | 41,063         | 42,483         |
| 16 | Debt Service                                                      | 25,572         | 26,501         | 26,542         | 27,235         | 25,453         | 27,468         | 27,574         | 27,433         | 27,773         |
| 17 | Transfer to Capital Reserve                                       | 5,258          | 5,452          | 5,452          | 6,168          | 7,634          | 6,237          | 6,443          | 7,318          | 7,542          |
| 18 | Other                                                             | 58,068         | 64,777         | 53,152         | 66,715         | 65,593         | 66,613         | 70,570         | 73,774         | 77,229         |
| 20 | <b>Net Gap calculation - No tax increase no exceptions</b>        |                |                |                |                |                |                |                |                |                |
| 21 | Deficit                                                           |                |                |                |                |                | (28,364)       | (36,471)       | (44,224)       | (52,299)       |
| 22 | Change in Fund Balance                                            |                |                |                |                |                | 16,886         | -              | -              | -              |
| 23 | Cumulative Gap at No Incr. in R.E. Taxes                          |                |                |                |                |                | (11,479)       | (36,471)       | (44,224)       | (52,299)       |
| 24 | Prior Year Gap Reduction                                          |                |                |                |                |                | -              | 11,479         | 36,471         | 44,224         |
| 25 | Net Gap no Incr in R.E Taxes no Exceptions                        |                |                |                |                |                | (11,479)       | (24,992)       | (7,753)        | (8,074)        |
| 28 | <b>Net Gap calculation - Act 1 Tax Increase - no exceptions</b>   |                |                |                |                |                |                |                |                |                |
| 29 | Deficit                                                           |                |                |                |                |                | (28,364)       | (36,471)       | (44,224)       | (52,299)       |
| 30 | Change in Fund Balance                                            |                |                |                |                |                | 16,886         | -              | -              | -              |
| 31 | Cumulative Gap at No Incr. in R.E. Taxes                          |                |                |                |                |                | (11,479)       | (36,471)       | (44,224)       | (52,299)       |
| 32 | Act 1 Increase                                                    |                |                |                |                |                | 5,412          | 4,599          | 4,620          | 4,642          |
| 33 | Prior Year Tax Increase not included above                        |                |                |                |                |                | -              | 5,412          | 10,011         | 14,631         |
| 34 | Cumulative Gap at Millage Index                                   |                |                |                |                |                | (6,066)        | (26,460)       | (29,593)       | (33,025)       |
| 35 | Prior Year Gap elimination                                        |                |                |                |                |                | -              | 6,066          | 26,460         | 29,593         |
| 36 | Net Gap at Millage Index (no exceptions)                          |                |                |                |                |                | (6,066)        | (20,394)       | (3,133)        | (3,432)        |
| 39 | <b>Net Gap calculation - Act 1 Tax Increase - with exceptions</b> |                |                |                |                |                |                |                |                |                |
| 40 | Deficit                                                           |                |                |                |                |                | (28,364)       | (36,471)       | (44,224)       | (52,299)       |
| 41 | Change in Fund Balance                                            |                |                |                |                |                | 16,886         | -              | -              | -              |
| 42 | Cumulative Gap at Millage Index                                   |                |                |                |                |                | (11,479)       | (36,471)       | (44,224)       | (52,299)       |
| 43 | Act 1 Increase                                                    |                |                |                |                |                | 5,412          | 4,599          | 4,620          | 4,642          |
| 44 | Prior Year Tax Increase not included above                        |                |                |                |                |                | -              | 5,412          | 10,011         | 14,631         |
| 45 | Cumulative Gap at Millage Index                                   |                |                |                |                |                | (6,066)        | (26,460)       | (29,593)       | (33,025)       |
| 46 | Act 1 Exceptions                                                  |                |                |                |                |                | -              | 558            | 339            | 340            |
| 47 | Add'l Revenue from Prior Year exception allowance                 |                |                |                |                |                | -              | -              | 558            | 897            |
| 48 | Cumulative Gap at Millage Index and Exceptions                    |                |                |                |                |                | (6,066)        | (25,902)       | (28,696)       | (31,788)       |
| 49 | Prior Year Gap elimination                                        |                |                |                |                |                | -              | 6,066          | 25,902         | 28,696         |
| 50 | Net Gap at Millage Index - with exceptions                        |                |                |                |                |                | (6,066)        | (19,836)       | (2,794)        | (3,092)        |
| 53 | <b>Expenses % Increase</b>                                        |                |                |                |                |                |                |                |                |                |
| 54 | Salaries                                                          | 2.19%          |                | 2.64%          |                | 4.54%          | 6.00%          | 2.31%          | 2.19%          | 2.10%          |
| 55 | Benefits (without PSERS)                                          | 0.99%          |                | -16.78%        |                | 41.49%         | 5.35%          | 6.03%          | 5.97%          | 6.03%          |
| 56 | PSERS                                                             | 5.08%          |                | 5.17%          |                | 6.39%          | 7.02%          | 4.78%          | 3.62%          | 3.46%          |
| 57 | Debt Service                                                      | 2.88%          |                | 3.79%          |                | -4.10%         | 7.92%          | 0.39%          | -0.51%         | 1.24%          |
| 58 | Other                                                             | -1.97%         |                | -8.47%         |                | 23.41%         | 1.56%          | 5.94%          | 4.54%          | 4.68%          |
| 60 | Debt Service % of Budget                                          | 10.5%          |                | 11.1%          |                | 9.5%           | 9.8%           | 9.5%           | 9.1%           | 9.0%           |
| 62 | Act 1 Exceptions                                                  |                |                |                |                |                | -              | 558            | 339            | 340            |
| 64 | PSERS                                                             |                |                |                |                |                | -              | -              | -              | -              |
| 65 | Special Ed                                                        |                |                |                |                |                | -              | 558            | 339            | 340            |
| 68 | <b>Fund Balance</b>                                               |                |                |                |                |                |                |                |                |                |
| 69 | Beginning Fund Balance                                            | 31,906         |                | 38,869         |                | 55,455         | 39,354         | 22,469         | 22,469         | 22,469         |
| 70 | Transfer (to)/from Operating Budget                               | (6,962)        |                | (16,587)       |                | 16,101         | 16,886         | -              | -              | -              |
| 71 | Ending Fund Balance                                               | 38,869         |                | 55,455         |                | 39,354         | 22,469         | 22,469         | 22,469         | 22,469         |
| 73 | Fund Balance - Designation PSERS                                  | -              |                | -              |                | -              | -              | -              | -              | -              |
| 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           | 13,945.5       |                | 29,486.8       |                | 12,385.7       | -              | -              | -              | -              |
| 76 | Fund Balance - Designation- Alternative Education                 | 1,000.0        |                | 1,000.0        |                | 1,000.0        | 1,000.0        | 1,000.0        | 1,000.0        | 1,000.0        |
| 77 | Fund Balance - Designation- Enrollment Growth                     | 2,500.0        |                | 3,500.0        |                | 4,500.0        | -              | -              | -              | -              |
| 78 | Fund Balance - Designation - Athletic Fund                        | 83.6           |                | 128.9          |                | 128.9          | 128.9          | 128.9          | 128.9          | 128.9          |
| 80 | Year End Unassigned/Undesig. FB                                   | 17,180         |                | 17,180         |                | 17,180         | 17,180         | 17,180         | 17,180         | 17,180         |
| 81 | % of Expenses                                                     | 7.1%           |                | 7.2%           |                | 6.4%           | 6.1%           | 5.9%           | 5.7%           | 5.5%           |
| 83 | <b>Capital Reserves</b>                                           |                |                |                |                |                |                |                |                |                |
| 84 | Beginning Fund Balance                                            | 22,108         |                | 20,813         |                | 21,768         | 25,654         | 26,460         | 27,263         | 28,424         |
| 85 | Inflow                                                            | 4,529          |                | 4,687          |                | 6,913          | 4,301          | 4,446          | 5,259          | 5,419          |
| 86 | Outflow                                                           | 5,824          |                | 3,732          |                | 3,027          | 3,495          | 3,643          | 4,098          | 4,233          |
| 87 | Year-end Fund Balance                                             | 20,813         |                | 21,768         |                | 25,654         | 26,460         | 27,263         | 28,424         | 29,610         |
| 88 | Year End Designated                                               | 17,411         |                | 17,864         |                | 19,776         | 18,764         | 19,212         | 20,316         | 21,418         |
| 89 | Year End Unassigned/Undesig. FB                                   | 3,403          |                | 3,904          |                | 5,879          | 7,697          | 8,051          | 8,108          | 8,193          |
| 91 | Act 1 index Assumptions                                           |                |                |                |                | 2.6%           | 3.0%           | 2.6%           | 2.6%           | 2.6%           |

**West Chester Area School District**

**Property and Finance Committee**

**January 19, 2021**

**Approval of Tax Collector Compensation for the period 1-1-22 through 12-31-25**

Every four years, school districts may establish the method and rate of compensation that will be paid to local tax collectors for the next four years. The deadline for School Districts to file a resolution to change the method and compensation for the period of January 1, 2022 through December 31, 2025 is February 15, 2021.

Currently all tax collectors with the exception of Thornbury, Delaware County have deputized the School District to collect the taxes. In 2013, we made some minor revisions to the resolution and agreement to reflect our arrangement of using a contracted service for the collection of real estate taxes as well as to change the fees for tax certifications. At this time, the Administration is recommending that the method and rate of compensation remain unchanged from our current method and rate.

After the general election in November, 2021, we will send a letter to the elected tax collectors so they can decide whether or not to actually collect the taxes or to deputize the collection of taxes for the West Chester Area School District.

John T. Scully  
Director of Business Affairs  
January 12, 2021

## RESOLUTION NO.

### BACKGROUND

The Board of School Directors of the West Chester Area School District are offering the School District's elected tax collectors two compensation options for collecting the School District's real estate taxes for the term commencing 2022. With one option the tax collector is responsible for all administrative functions involved in the tax collection. In the other option, the majority of the tax collector functions are delegated to the School District and a bank selected by the School District and deputized by the tax collector to collect the real estate taxes. Accordingly, this Resolution is being adopted, per the Local Tax Collection Law, and specifically, 72 P.S. §5511.36a.

### RESOLUTION

AND NOW, this 25th day of January, 2021, the Board of School Directors of the West Chester Area School District resolves as follows:

1. The compensation for the West Chester Area School District ("WCASD" or "District") tax collectors for the term commencing 2022 shall be computed on a per tax bill basis according to one of the following options to be selected by each tax collector:

Option 1: The District will pay the tax collector Fifty-Five Cents (\$.55) per bill if the tax collector prepares and mails the tax bills, and collects and deposits the taxes per the requirements of this Resolution, the School District's rules and regulation, and the laws of this Commonwealth. In addition, expenses for postage and printing of tax notices shall be paid by the School District as provided by the School Laws of this Commonwealth.

Option 2: The District will pay the tax collector One Dollar (\$1.00) per annum, plus reasonable documented expenses, not to exceed Twenty Cents (\$.20) per tax bill, if the tax collector contracts with the School District to prepare and mail the tax bills and deputizes the bank selected by the School District to collect the taxes, per the requirements of this Resolution, the School District's rules and regulations, and the laws of this Commonwealth. In addition, the School District shall agree to indemnify and hold harmless tax collector from any

and all claims which may be brought against tax collector because of any action or inaction of the School District pursuant to said contract.

2. If Option 1 is selected by a tax collector, he or she shall comply with the following requirements:

(a) Checks for tax payments shall be made payable to West Chester Area School District. Tax collectors shall deposit all tax payments into the designated West Chester Area School District (WCASD) bank account on the day the tax payments are received.

(b) Tax collectors shall accept the envelope postmark for mailed payments to determine compliance with the tax collection deadlines, and shall not make exceptions to tax collection deadline rule when determining payment periods and crediting amounts due from taxpayers.

(c) Tax collectors shall accept installment payments according to the procedures set forth in section 11 of the Tax Collection Act, 72 P.S. § 5511.11. Due dates on installment tax bills shall match WCASD payment period time lines.

(d) Tax collectors shall be compensated for single bill only. In other words, in the case of installment payments, tax collectors will not be compensated for each installment, but just for the single bill. When taxes are paid in installments, the tax collectors shall provide payment stubs to WCASD each day on the day they are received. Deposits for installment payments shall be prepared separately from the deposits for regular bills, and shall match the installment payment stubs' total.

(e) For daily collections, tax collectors shall send a daily electronic file compatible with WCASD real estate tax record keeping software. Data shall list at a minimum, OCR encoding or invoice number (which shall match the OCR encoding or invoice number assigned by WCASD) and the amount paid. Total taxes shall match daily deposit amount.

(f) For tax bills collected through mortgage service companies, WCASD requires the following:

(1) Except with respect to the contract provisions concerning to whom payments shall be made, the tax collectors shall not do anything inconsistent with the terms of the contracts (as they may be modified from time to time) between WCASD and mortgage service companies.

(2) Tax collectors shall require mortgage service companies to pay for and obtain a copy of the tax duplicate electronic file from WCASD.

(3) The tax collectors shall require each mortgage service company to deliver to WCASD an electronic file of the property owners for which the mortgage companies are making payments.

(g) Weekly reports shall be delivered by the tax collectors to WCASD by the close of business each Friday (or final workday of week). The first report shall list a count of tax bills paid, taxes collected, taxpayer name, OCR encoding number, invoice number, parcel number, discounts, penalties, date of collection; and shall reconcile to weekly deposits. The second report shall list a count of bills unpaid, taxes uncollected, taxpayer name, OCR encoding number, invoice number, parcel number, and amount due.

(h) Monthly reports shall be delivered by tax collectors to WCASD by the close of business on the fourth (4th) working day after the month end. The first report shall list a count of bills paid, taxes collected, taxpayer name, OCR encoding number, invoice number, parcel number, discounts, penalties, date of collection; and shall reconcile to monthly deposits. The second report shall list a count of bills unpaid, taxes uncollected, taxpayer name, OCR encoding number, invoice number, parcel number, and amount due.

(i) Tax collectors shall deliver the following reports to WCASD within four (4) working days after the tax collection period deadlines for Discount, Face, and Penalty. The first report shall list a count of bills paid, taxes collected, taxpayer name, invoice number, parcel number, discounts, penalties, and date of collection. The second report shall list a count of bills unpaid, taxes uncollected, taxpayer name,



invoice number, parcel number, and amount due.

(j) Separate weekly and monthly reports and discount, face, and penalty period reports shall be prepared in the same manner and delivered within the same time frames for interim tax collections as for regular tax collections.

(k) WCASD will release the tax duplicates on June 15 of each tax year. WCASD is responsible for updating the tax duplicates for address changes, transfers, etc. and will remit any tax duplicate changes to the tax collectors after the initial mailing. The tax collectors shall promptly prepare rebillings for any changes sent by WCASD after the initial mailing.

(l) Tax collectors shall generate and mail regular and full year interim tax bills by July 1, or four (4) business days after the mill rate is set, whichever is sooner.

(m) WCASD shall provide each tax collector with a monthly report of additions to the tax duplicate for interim taxes. Within ten (10) business days after receipt of each monthly report, each tax collector shall mail interim tax notices, and each tax collector shall also provide to WCASD an electronic file, compatible with WCASD real estate tax record keeping software of interim billing information, including OCR encoding number, invoice number, parcel number, taxpayer name, address, tax parcel description, location, year, assessment, and discount, face and penalty dates and amounts.

(n) Tax collectors shall prepare and mail final notices to taxpayers for unpaid tax bills by December 1 of each year.

(o) Tax collectors shall provide written tax certifications and duplicate bills, at the request of taxpayers, real estate offices, and other parties and entities, for Twenty Dollars (\$20.00) each. Oral confirmation of tax certificates is prohibited.

(p) At the request of the tax collectors, WCASD shall issue tax refunds as a result of appeals, duplicate payments, etc. For duplicate payments the tax

collectors shall provide to WCASD the canceled checks from the parties who issued the duplicate payments, and a letter from both (all) parties designating who shall receive the refund. For all other refunds, the tax collectors shall provide documentation satisfactory to WCASD's internal control standards, to verify that the refund is due.

(q) Tax collectors shall make a final settlement of the tax duplicate by June 15th of the applicable tax year.

(r) Tax collectors shall comply with the terms of this Resolution, District rules and regulations and the laws of the Commonwealth.

(s) In compliance with Section 22(b) of the Local Tax Collection Law, 72 P.S. 5511.22(b), the tax collectors shall appoint a deputy tax collector in the event of the tax collector's incapacitation and complete such forms as required by the Commonwealth to indicate the appointment.

3. If Option 2 is selected by a tax collector, he or she shall:

(a) Enter into an agreement with WCASD, which agreement shall be substantially the same as the form which is attached hereto and made a part hereof and marked Exhibit "A".

(b) Pursuant to 72 P.S. §5511.22, deputize the District, any tax administrator appointed by the District, and the bank selected by WCASD to collect the real estate taxes for WCASD.

(c) Tax collectors shall comply with the terms of this Resolution, District rules and regulations and the laws of the Commonwealth.

4. On or before February 15, 2021, a copy of this Resolution as certified by the Board Secretary, shall be hand delivered or mailed by certified mail, return receipt requested, to each of the District's existing tax collectors, and that a copy thereof be published in the same manner as are notices of the Board's public meetings.

5. All resolutions or parts of resolutions conflicting or inconsistent herewith are hereby repealed.

I certify that this is a true and correct copy of the Resolution adopted by the Board of

School Directors of the West Chester Area School District in public meeting on January 25, 2021 and is made a part of the minutes of that meeting.

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Board Secretary

**EXHIBIT "A"**

## MEMORANDUM AGREEMENT

In consideration of One Dollar (\$1.00) and other good and valuable consideration set forth herein, and intending to be legally bound hereby, the WEST CHESTER AREA SCHOOL DISTRICT ("District") and \_\_\_\_\_, Tax Collector for \_\_\_\_\_ Township, enter into the following Memorandum Agreement with respect to the collection of real estate taxes for the West Chester Area School District for the period beginning January 1, 2022, and ending December 31, 2025.

### A. THE DISTRICT SHALL:

1. Perform all duties of the elected Tax Collector for the School District real estate taxes, including the preparation of required reports. In particular, the District shall prepare and mail the tax bills for the above Tax Collector. Said tax bills shall be prepared in the name of the West Chester Area School District and shall contain instructions prominently placed upon the bill directing the taxpayer to either send the real estate tax payment to the West Chester Area School District, P.O. Box 4787, Lancaster, PA 17604 (a lock box controlled by the bank appointed by the School District as depositor), or to personally pay said real estate tax payment at the offices of whatever bank is designated to collect said taxes on behalf of the District. In addition, the District shall handle all questions from taxpayers and do whatever else is necessary and appropriate to carry out the tax collection function.

2. Pay to the Tax Collector compensation equal to One Dollar (\$1.00) per annum, plus reasonable documented expenses, not to exceed Twenty Cents (\$.20) per tax bill.

3. (a) Said compensation for regular real estate taxes shall be paid to Tax Collector within twenty (20) working days after the discount, face and penalty period dates specified on the tax bills for said taxes and shall be based upon all tax payments processed by the District through its computer as of the end of said period. To the extent tax payments are processed more than fifteen (15) working days after the penalty period date, then the compensation relating thereto shall be paid as if it were compensation for interim real estate taxes.

(b) The compensation for interim real estate taxes shall be paid on the last day of the month when, by the first of the month, such compensation accumulates to Twenty-Five Dollars (\$25.00) or more. Any unpaid balance is to be paid at the end of the Tax Collector's elected term<sup>6</sup>

(c) Each compensation check shall be accompanied by an itemized explanation of the number of bills and time period covered thereby.

4. Make available a copy of the computer printout of all paid accounts on a monthly basis for Tax Collector to pick up at the School District's office during regular business hours.

5. Indemnify and hold harmless Tax Collector against any claims, actions, costs, expenses, liabilities, penalties and damages, including counsel fees, resulting to Tax Collector from any errors made by School District.

6. Forward all mail received related to Township taxes including Township tax payments to the Tax Collector.

**B. THE TAX COLLECTOR SHALL:**

1. Appoint the West Chester Area School District and deputize whatever bank the District selects as its depository, as agents to collect and account for the School District real estate taxes.

2. Direct every and all taxpayers of School District real estate taxes to pay said taxes to West Chester Area School District as directed on the tax notice.

3. Forward all mail related to School District real estate taxes including tax payments to West Chester Area School District in business reply envelopes furnished by the School District, and refuse to accept and refrain from handling monies attempted to be tendered by a taxpayer for the payment of West Chester Area School District real estate taxes.

4. Sign any required Commonwealth reports tendered by the School District, including the lien list during the week prior to the last business day in February and the Tax Collector's report required by Pennsylvania law to be filed with the Department of Community Affairs, Commonwealth of Pennsylvania, Harrisburg, PA.

5. In compliance with Section 22(b) of the Local Tax Collection Law, 72 P.S. 5511.22(b), appoint the School District's Director of Business Affairs as the deputy tax collector in the event of the tax collector's incapacitation and complete such forms as required by the Commonwealth to indicate the appointment.

TAX COLLECTOR FOR:

WEST CHESTER AREA SCHOOL  
DISTRICT

\_\_\_\_\_ TOWNSHIP  
CHESTER COUNTY, PENNSYLVANIA

\_\_\_\_\_  
President

\_\_\_\_\_  
Tax Collector

ATTEST:

\_\_\_\_\_

DATE: \_\_\_\_\_

West Chester Area School District

Property and Finance Committee

January 19, 2021

**Approval of Revised Board Policy 827, Conflict of Interest, First Reading**

In December 2020, the State completed its procurement review of the West Chester Area School District's Food Service program for purchases made during the 2018-19 fiscal year. This was a review of the goods and services purchased utilizing funds from the District's Cafeteria accounts.

As a result of the review, the State recommended a revision to the District's Conflict of Interest Board Policy 827 to comply with federal regulations related to gifts of nominal value. The Solicitor reviewed the Policy's wording changes and is in agreement with the revisions.

Attached for Board approval is Policy 827 with revisions referencing changes to regulations related to gifts of nominal value.

If you have any questions, please feel free to reach out to me.

John T. Scully  
*Director of Business Affairs*  
January 8, 2021



|              |                      |
|--------------|----------------------|
| Book         | Policy Manual        |
| Section      | 800 Operations       |
| Title        | Conflict of Interest |
| Code         | 827                  |
| Status       | First Reading        |
| Adopted      | July 25, 2016        |
| Last Revised | March 27, 2017       |

### **Purpose**

This policy shall affirm standards of conduct established to ensure that Board members and employees avoid potential and actual conflicts of interest, as well as the perception of a conflict of interest.

### **Definitions**

**Confidential information** shall mean information not obtainable from reviewing a public document or from making inquiry to a publicly available source of information.[\[1\]](#)

**Conflict or Conflict of interest** shall mean use by a Board member or high level employee of the authority of his/her office or employment, or any confidential information received through his/her holding public office or employment, for the private pecuniary benefit of him/herself, a member of his/her immediate family or a business with which s/he or a member of his/her immediate family is associated. The term does not include an action having a de minimis economic impact, or which affects to the same degree a class consisting of the general public or a subclass consisting of an industry, occupation or other group which includes the Board member or high level employee, a member of his/her immediate family or a business with which s/he or a member of his/her immediate family is associated.[\[1\]](#)

**De minimis economic impact** shall mean an economic consequence which has an insignificant effect.[\[1\]](#)

**Financial interest** shall mean any financial interest in a legal entity engaged in business for profit which comprises more than five percent (5%) of the equity of the business or more than five percent (5%) of the assets of the economic interest in indebtedness.[\[1\]](#)

**High level employee** shall mean Superintendent, Assistant Superintendent, Director of Business Affairs, Assistant Director of Business Affairs, Director of Elementary Education, Director of Facilities and Operations, Director of Human Resources, Director of Information Technology, Director of Pupil Services, Director of Secondary Education, principals, assistant principals, any Board Officer, or any other person employed by the district who files a Statement of Financial Interest under the Ethics Act or otherwise is responsible for taking or recommending official action of a nonministerial nature with regard to contracting or procurement, the selection, awarding, administering or monitoring grants or



subsidies, or other activity where the official action has an economic impact of greater than de minimis nature on the interest of any person.

**Honorarium** shall mean payment made in recognition of published works, appearances, speeches and presentations, and which is not intended as consideration for the value of such services which are nonpublic occupational or professional in nature. The term does not include tokens presented or provided which are of de minimis economic impact.[1]

**Immediate family** shall mean a parent, parent-in-law, spouse, child, spouse of a child, brother, brother-in-law, sister, sister-in-law, or the domestic partner of a parent, child, brother or sister.[1]

**Business partner** shall mean a person who, along with another person, plays a significant role in owning, managing, or creating a company in which both individuals have a financial interest in the company.

**Business with which a person is associated** shall mean a business in which a person is a director, officer, owner, employee or has a financial interest.

### **Delegation of Responsibility**

Each high level employee and Board member shall be responsible to maintain standards of conduct that avoid conflicts of interest. The Board prohibits members of the Board and high level employees from engaging in conduct that constitutes a conflict of interest as outlined in this policy.

### **Guidelines**

All Board members and high level employees shall be provided with a copy of this policy and acknowledge in writing that they have been made aware of it.

### **Disclosure of Financial Interests**

No Board member shall be allowed to take the oath of office or enter or continue upon his/her duties, nor shall s/he receive compensation from public funds, unless s/he has filed a statement of financial interests as required by law.[2]

The district solicitor and designated district employees shall file a statement of financial interests as required by law and regulations.[3][4]

### **Standards of Conduct**

The district maintains the following standards of conduct covering conflicts of interest and governing the actions of its high level employees and Board members engaged in the selection, award and administration of contracts.[5]

No high level employee or Board member may participate in the selection, award or administration of a contract supported by a federal award if s/he has a real or apparent conflict of interest as defined above, as well as any other circumstance in which the high level employee, Board member, any member of his/her immediate family, his/her business partner, or an organization which employs or is about to employ any of them, has a financial or other interest in or a tangible personal benefit from a firm considered for a contract.[5]

The district shall not enter into any contract with a Board member or high level employee, or his/her spouse or child, or any business in which the person or his/her spouse or child is associated valued at \$500 or more, nor in which the person or spouse or child or business with which associated is a subcontractor unless the Board has determined it is in the best interests of the district to do so, and the contract has been awarded through an open and public process, including prior public notice and subsequent public disclosure of all proposals considered and contracts awarded. In such a case, the Board member or high level employee shall not have any supervisory or overall responsibility for the implementation or administration of the contract.[1]

When advertised formal bidding is not required or used, an open and public process shall include at a minimum:

1. Public notice of the intent to contract for goods or services;
2. A reasonable amount of time for potential contractors to consider whether to offer quotes; and
3. Post-award public disclosure of who made bids, quotes, or applications and who was chosen, except that in the event of an employment application, post-award disclosure need only include who was selected.

Any Board member or high level employee who in the discharge of his/her official duties would be required to vote on a matter that would result in a conflict of interest shall abstain from voting and, prior to the vote being taken, publicly announce and disclose the nature of his/her interest as a public record in a written statement to be attached to the Board minutes.[\[1\]](#)

No Board member or high level employee shall accept an honorarium.[\[1\]](#)

Board members and high level employees may neither solicit nor accept gratuities, favors or anything of monetary value from contractors or parties to subcontracts, unless the item is an unsolicited item and of de minimis or nominal value. ~~Items of de minimis or nominal value shall include any gift, hospitality, transportation or lodging that may be accepted under the Pennsylvania's Ethics Act, but shall be subject to reporting on a Statement of Financial Interest if the value thereof is such as to require reporting under the Ethics Act.~~[\[5\]](#)[\[6\]](#) Gifts of a nominal value may be accepted in accordance with law."

### Improper Influence

No person shall offer or give to a Board member, high level employee or nominee or candidate for the Board, or a member of his/her immediate family or a business with which s/he is associated, anything of monetary value, including a gift, loan, political contribution, reward or promise of future employment based on the offeror's or donor's understanding that the vote, official action or judgment of the Board member, high level employee or nominee or candidate for the Board would be influenced thereby.[\[1\]](#)

No Board member, high level employee or nominee or candidate for the Board shall solicit or accept anything of monetary value, including a gift, loan, political contribution, reward or promise of future employment, based on any understanding of that Board member, high level employee or nominee or candidate that the vote, official action or judgment of the Board member, high level employee or nominee or candidate for the Board would be influenced thereby.[\[1\]](#)

### Organizational Conflicts

Organizational conflicts of interest may exist when due to the district's relationship with a subsidiary, affiliated or parent organization that is a candidate for award of a contract in connection with federally funded activities, the district may be unable or appear to be unable to be impartial in conducting a procurement action involving a related organization.[\[5\]](#)

In the event of a potential organizational conflict, the potential conflict shall be reviewed by the Superintendent or designee to determine whether it is likely that the district would be unable or appear to be unable to be impartial in making the award. If such a likelihood exists, this shall not disqualify the related organization; however, the following measures shall be applied:

1. The organizational relationship shall be disclosed as part of any notices to potential contractors;
2. Any high level employees or officials directly involved in the activities of the related organization are excluded from the selection and award process;

3. A competitive bid, quote or other basis of valuation is considered; and
4. The Board has determined that contracting with the related organization is in the best interests of the program involved.

### Reporting Conflicts of Interest

Any perceived conflict of interest that is detected or suspected by any employee or third party shall be reported to the Superintendent. If the Superintendent is the subject of the perceived conflict of interest, the employee or third party shall report the incident to the Board President.

Any perceived conflict of interest of a Board member that is detected or suspected by any employee or third party shall be reported to the Board President. If the Board President is the subject of the perceived conflict of interest, the employee or third party shall report the incident to the Superintendent, who shall report the incident to the solicitor.

No reprisals or retaliation shall occur as a result of good faith reports of conflicts of interest.

The Superintendent or designee shall report in writing to the federal awarding agency or pass-through entity any potential conflict of interest related to a federal award, in accordance with federal awarding agency policy.[\[7\]](#)

### Investigation

Investigations based on reports of perceived violations of this policy shall comply with state and federal laws and regulations. No person sharing in the potential conflict of interest being investigated shall be involved in conducting the investigation or reviewing its results.

In the event an investigation determines that a violation of this policy has occurred, the violation shall be reported to the federal awarding agency in accordance with that agency's policies.[\[7\]](#)

### Disciplinary Actions

If an investigation results in a finding that the complaint is factual and constitutes a violation of this policy, the district shall take prompt, corrective action to ensure that such conduct ceases and will not recur. District staff shall document the corrective action taken and, when not prohibited by law, inform the complainant.

Violations of this policy may result in disciplinary action up to and including discharge, fines and possible imprisonment. Disciplinary actions shall be consistent with Board policies, procedures, applicable collective bargaining agreements and state and federal laws.[\[8\]](#)

Legal

1. [65 Pa. C.S.A. 1101 et seq](#)
2. Pol. 004
3. [51 PA Code 15.2](#)
4. [65 Pa. C.S.A. 1104](#)
5. [2 CFR 200.318](#)
6. Pol. 322
7. [2 CFR 200.112](#)
8. Pol. 317
- Pol. 011
- Pol. 319
- Pol. 609
- Pol. 702



MEMO from the Director of Business Affairs

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*Date: January 14, 2021*  
*TO: School Board Members*  
*FROM: John Scully*

*PROPERTY & FINANCE COMMITTEE*  
*MEMO AGENDA ITEMS – for January 25, 2021*

Unless I hear otherwise, the following items will be placed on the School Board “Consent Agenda” for the January 25, 2021 Board meeting. Enclosed please find the attachments for all items.

BOARD CONSENT ITEMS for January 25, 2021:

- Approval to Acknowledge Receipt of 2019-20 Local Audit Report

cc: Dr. Scanlon & Cabinet

WEST CHESTER AREA SCHOOL DISTRICT  
Property & Finance Committee  
Consent Memo Item for 1/25/21

**Approval to Acknowledge Receipt of Local Audit Report**

In accordance with Section 2408 of Pennsylvania School Code, each year the School Board of Directors must acknowledge receipt of the Local Audit Report. The 2019-20 audit report including the District's financial statements is attached.

Our financial statements have been prepared in accordance with GASB 34. The statements present both the government wide and fund level financial statements using both the accrual and modified accrual basis of accounting, respectively. The statements are in the same format used since the implementation of GASB 34 in the 2001-02 school year:

- On document pages numbered 11-21 are the District Management's Discussion and Analysis (MD&A). This includes a discussion of the financial results of the District for the past school year and gives insight to the reader on the District's future.
- On document pages numbered 22 and 23 are our Government Wide Financial Statements. These report financial statements of our District as a whole using accounting methods similar to those used by private sector companies.
  - The Statement of Net Position (page 22) includes all of the government's assets and liabilities.
  - The Statement of Activities (page 23) reports all of the current year's revenues and expenditures based on the accrual method of accounting.
- The remainder of the statements are the fund financial statements.

The approval of this acknowledgement must be entered into the minutes of the January Board meeting and will be placed on the consent agenda.

Mr. John T. Scully  
Director of Business Affairs  
January 6, 2021



**WEST CHESTER AREA SCHOOL DISTRICT**

*Educating and inspiring students to achieve their personal best*

Dr. James R. Scanlon, Superintendent of Schools

# **COMPREHENSIVE ANNUAL FINANCIAL REPORT**

**For the Fiscal Year Ended June 30, 2020**



West Chester Area School District  
782 Springdale Drive  
Exton, Pennsylvania 19341



**WEST CHESTER AREA SCHOOL DISTRICT**

*Educating and inspiring students to achieve their personal best*

Dr. James R. Scanlon, Superintendent of Schools

**COMPREHENSIVE ANNUAL  
FINANCIAL REPORT  
For the Fiscal Year Ended June 30, 2020**



**Prepared by the  
West Chester Area School District  
Business Office**

**Mr. John Scully, Director of Business Affairs  
Mr. Justin Matys, Assistant Director of Business Affairs  
Ms. Jennifer Matthews, Controller**

West Chester Area School District  
782 Springdale Drive  
Exton, Pennsylvania 19341



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# WEST CHESTER AREA SCHOOL DISTRICT

## INTRODUCTORY SECTION





# WEST CHESTER AREA SCHOOL DISTRICT

*Educating and inspiring students to achieve their personal best*

Dr. James R. Scanlon, Superintendent of Schools

December 09, 2020

Dear Community Member,

We are pleased to present the Comprehensive Annual Financial Report (CAFR) of the West Chester Area School District for the fiscal year ended June 30, 2020. This District's Business Office prepared this report.

The CAFR is published to present complete and accurate financial information on all the funds and financial activities of the District for the 2019-2020 fiscal year. The Business Office staff and management are responsible for the accuracy of the statements, notes, schedules, and statistical tables. We believe that the information in the report is a fair presentation of the financial position and the results of operations of the District based upon a comprehensive framework of internal controls that have been established for this purpose. The report is prepared in accordance with generally accepted accounting and financial reporting principles applicable to governmental entities in the United States of America. Most importantly, this report will provide the reader with a comprehensive understanding of the District's financial affairs.

Barbacane Thornton & Company LLP, Certified Public Accountants, have audited the District's financial statements. They have issued unmodified opinions on the West Chester Area School District's financial statements for the year ending June 30, 2020. Their report is located at the beginning of the Financial Section of the CAFR.

The Management's Discussion and Analysis (MD&A), which follows the independent auditor's report, provides an overview of the District's financial performance during the fiscal year ending June 30, 2020. It should be read in conjunction with this transmittal letter and the District's basic financial statements.

## Reporting Entity

The West Chester Area School District is an independent reporting entity and a primary government as defined in the criteria established in the Governmental Accounting Standards Board's (GASB) *Codification of Governmental Accounting and Financial Reporting*. The basic criteria for determining the inclusion in the reporting entity is financial accountability and the nature and significance of the relationship.

## Profile of the District

The West Chester Area School District was formed by Pennsylvania state law and began operations on July 1, 1966. The District encompasses several communities in Chester County and one in western

Delaware County. The District covers an area of approximately 75 square miles. The District's boundaries are coterminous with those of the Borough of West Chester, and the Townships of East Bradford, East Goshen, Thornbury, West Goshen, Westtown and West Whiteland in Chester County and the Township of Thornbury in Delaware County. The Borough of West Chester, which is located in the geographic center of the District and which serves as the county seat for Chester County, is approximately 25 miles west of Philadelphia. The Borough of West Chester is the financial and professional center for the surrounding area. The Townships are principally residential in character with regional shopping centers and industrial parks.

The District is governed by a nine-member Board of School Directors ("the School Board") who are elected for four-year terms. The Superintendent is the chief administrative officer of the School District with overall responsibility for all aspects of operations including education. The Director of Business Affairs is responsible for budget and financial operations. Both of these officials are appointed by the School Board.

The purpose of the District is to provide an education system Kindergarten through 12<sup>th</sup> grade including regular instruction, special instruction, vocational education and support services to the approximately 15,500 students that live within the District boundaries. To accomplish this goal, the District operates ten (10) elementary schools, three (3) middle schools and three (3) high schools. Additionally, the District is required to pay the tuition for the 482 children that live within the District boundaries that attend charter schools. During the year ending June 30, 2020, the District paid \$7,775,748 in tuition to charter schools.

#### Budget Process

The Board considers preparation of an annual budget to be one of its most important responsibilities because the budget is the financial reflection of the District's educational plan. The budget shall be designed to carry out that plan in a thorough and efficient manner, to maintain the facilities, and to honor District obligations. Budget planning for the District is an integral part of program planning so that the annual operating budget may effectively express and implement all programs and activities of the District. Budget planning is a year-round process involving active participation by administrators, Board members, and appropriate District personnel. The District maintains budgetary controls to ensure compliance with legal provisions incorporated within the annual appropriated budget. The annual appropriated budget is adopted by the School Board by June 30 of each year. Legal budgetary control is maintained at the sub-function major object level.

The District follows the Pennsylvania Public School Code requirements, the procedures mandated by the Pennsylvania Department of Education and the District policies for annual general fund budget approval. Pennsylvania State code requires that each Pennsylvania school district prepare and adopt an annual appropriation budget for the general fund. The District's annual general fund budget sets forth District expenditures and revenues and establishes the tax levy prior to the beginning of each fiscal year. The total amount of the budget may not exceed expected revenue plus a prudent and reasonable contingency and reserve. At least thirty days prior to adoption of the final budget, the Board prepares and presents a proposed budget which is set forth in detail using the forms required by the Pennsylvania Department of Education. The Board holds one or more public hearings on the annual budget prior to the meeting at which it is formally adopted.

During the course of the year, the Pennsylvania School Code prohibits spending to exceed the approved budget. To adjust for price changes and other changes to the original budget assumptions, the District allows for the transfer of funds among budget line items upon the recommendation of the

Superintendent and the Director of Business Affairs. By law, such transfers may only be made during the last nine months of the fiscal year and all transfers require Board approval.

#### Internal Controls

The objective of a system of internal controls is to provide reasonable, but not absolute, assurance that the District assets are properly protected and to ensure that financial transactions, which are relied on in the preparation of financial reports, are accurately recorded. The concept of reasonable assurances recognizes that the cost of the system of internal controls should not exceed the benefits likely to be realized and that the valuation of costs and benefits requires estimates and judgments by management. The District has established policies and procedures to effectively implement and maintain a system of internal accounting controls. Management and independent auditors continually evaluate these policies and procedures to ensure the adequacy and effectiveness of the internal control structure.

#### Economic Condition and Outlook

The area's economy remains healthy with Chester County's economic indicators surpassing state-wide data. The county has one of the lowest unemployment rates among the Commonwealth's 67 counties. Moody's Investors Service reaffirmed the District's Triple-A ratings based on the sizeable and affluent residential tax base, solid financial position that is expected to remain stable, and manageable debt burden.

That having been said, the District has been impacted by a number of factors. In 2006, the Pennsylvania General Assembly passed into law Act 1 of 2006. This law places restrictions on the amount that school districts can raise property taxes to within a cost of living increase. The law does allow for exceptions to the Act 1 tax increase above the index for Special Education and state retirement purposes. In 2019-2020, the Districts base index was 2.3 percent. The School Board opted to increase property taxes by 1.8 percent which is under the allowable act 1 base index.

As the District continues to navigate under the budgetary constraints of Act 1 funding restrictions, other school districts throughout Pennsylvania incurred a number of unfavorable budgetary impacts. The Pennsylvania economy, which has a direct effect on the District's earned income tax and other local revenues, has seen slight growth over the past few years. The District pension program, which is administered by the State, continues to show increases in pension rates through 2022-2023. The District contribution rate has increased from the 2018-2019 contribution rate of 33.43 percent to the rate of 34.29 percent in 2019-2020. Both federal and state revenues remained relatively flat over the past few years, and the District anticipates minimal increases in the upcoming years.

As a result of the above noted economic conditions, the District's Comprehensive Plan has incorporated a financial goal of funding priorities based on fiscal realities. Part of the goal requires the District to control debt spending and fund balance limits. The District continues to closely manage economic indicators that will impact the next few budget cycles.

#### Long-term Financial Planning and Financial Policies

As stated earlier, the District budgeting process is a year-round process. As part of that process, the Business Office aggressively forecasts revenues and expenditures going five years into the future. This long-term financial planning is essential to absorbing the anticipated changes to mandated expenditure patterns and revenue streams. To assist with this management, the District has many policies in place which include, but are not limited to, fund balance policies and debt policies.



## Major Initiatives

The District is in the middle of a multiyear elementary school renovation project. The most recent elementary school master plan projects renovating all of the District's ten (10) elementary schools between 2011-2012 and 2025-2026. In 2019-2020, the District completed a majority of the phase III renovations at East Goshen Elementary school. The original construction and renovation of the District buildings is included in the statistical section of the CAFR under operating information.

Over the past several years, the District has seen a great deal of rapid and recently approved residential development in the District including about 2,800 new residential units. The District believes the strength of our educational programming is attractive to new families, and we expect to see about 750 new students from these homes, 500 of which will attend elementary schools. To accommodate the additional influx of students, the District is in the process of building an additional eleventh elementary school slated to open in the 2021-2022 school year.

In light of the current economic outlooks, the District is cautiously planning the funding of these projects. The District has always exercised caution and a conservative approach to borrowing.

The District has developed and implemented a West Chester Cyber program for the start of 2020-2021 school year. As a result of the pandemic, the District is now preparing to offer grades K-12 in year one of the cyber program.

## Independent Audit

The District engages an independent certified public accounting firm to audit the District's annual financial statements. The auditor's report on the fiscal 2019-2020 financial statements is included in the Financial Section of this report and complies with applicable guidelines.

## Awards

The Association of School Business Officials International (ASBO) awarded the Certificate of Excellence (COE) in Financial Reporting to the West Chester Area School District for its Comprehensive Annual Financial Report (CAFR) for the fiscal year ended June 30, 2019. This award confirms the school business officials' commitment to financial accountability and transparency. Recognition through the COE program can help strengthen a district's presentation for bond issuance statements and can help promote a high level of financial reporting.

## Acknowledgements

The preparation of the Comprehensive Annual Financial Report on a timely basis was made possible by the dedicated service of the entire staff of the Business Office. Each member has our sincere appreciation for contributions made in the preparation of this report.

Respectfully,



John Scully  
Director of Business Affairs

## WEST CHESTER AREA SCHOOL DISTRICT

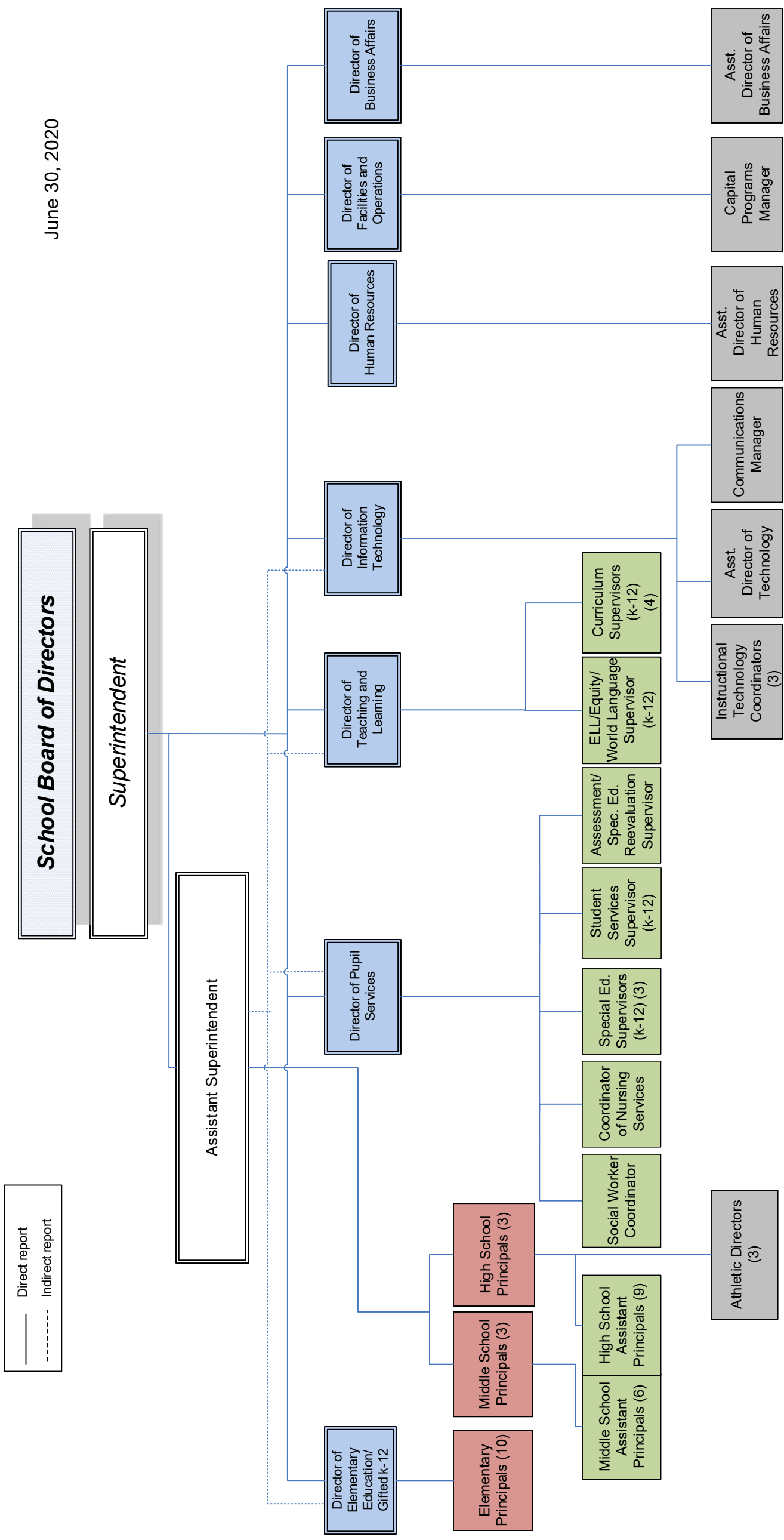
### 2019-2020 School Board Members

|                  |                             |
|------------------|-----------------------------|
| Chris McCune     | School Board President      |
| Sue Tiernan      | School Board Vice President |
| Gary Bevilacqua  | Member                      |
| Joyce Chester    | Member                      |
| Daryl Durnell    | Member                      |
| Brian Gallen     | Member                      |
| Karen Herrmann   | Member                      |
| Kate Shaw        | Member                      |
| Randell Spackman | Member                      |

### District Administrators

|                       |                                       |
|-----------------------|---------------------------------------|
| Dr. Jim Scanlon       | Superintendent                        |
| Dr. Robert Sokolowski | Assistant Superintendent              |
| Dr. Tammi Florio      | Director of Teaching and Learning     |
| Dr. Sara Missett      | Director of Elementary Education      |
| Kevin Campbell        | Director of Facilities and Operations |
| Michael Wagman        | Director of Information Technology    |
| Dr. Jeff Ulmer        | Director of Human Resources           |
| John Scully           | Director of Business Affairs          |
| Dr. Leigh Ann Ranieri | Director of Pupil Services            |

June 30, 2020





ASSOCIATION OF  
SCHOOL BUSINESS OFFICIALS  
INTERNATIONAL

**The Certificate of Excellence in Financial Reporting  
is presented to**

**West Chester Area School District**

**for its Comprehensive Annual Financial Report (CAFR)  
for the Fiscal Year Ended June 30, 2019.**

The CAFR meets the criteria established for  
ASBO International's Certificate of Excellence.



A handwritten signature in black ink, reading 'Claire Hertz'.

**Claire Hertz, SFO**  
President

A handwritten signature in black ink, reading 'David J. Lewis'.

**David J. Lewis**  
Executive Director

# WEST CHESTER AREA SCHOOL DISTRICT

## FINANCIAL SECTION





## INDEPENDENT AUDITOR'S REPORT

December 09, 2020

Board of School Directors  
West Chester Area School District  
Exton, Pennsylvania

### Report on the Financial Statements

We have audited the accompanying financial statements of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of the West Chester Area School District ("the District"), Exton, Pennsylvania, as of and for the year ended June 30, 2020, and the related notes to the financial statements, which collectively comprise the District's basic financial statements as listed in the table of contents.

### Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

### Auditor's Responsibility

Our responsibility is to express opinions on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

Board of School Directors  
West Chester Area School District

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

Opinions

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of the West Chester Area School District, Exton, Pennsylvania, as of June 30, 2020, and the respective changes in financial position, and, where applicable, cash flows thereof, and the budgetary comparison statement of the general fund for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Other Matters

*Required Supplementary Information*

Accounting principles generally accepted in the United States of America require that the management's discussion and analysis on pages 11 through 21, and the schedule of the District's proportionate share of the net pension liability - PSERS, schedule of District pension contributions - PSERS, schedule of the District's proportionate share of the net OPEB liability - PSERS, schedule of District OPEB contributions - PSERS, and schedule of changes in the District's net OPEB liability - single employer plan on pages 69 through 73 be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board, who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

Board of School Directors  
West Chester Area School District

*Other Information*

Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the District's basic financial statements. The introductory section, statistical section, and combining statement of changes in assets and liabilities - all agency funds are presented for the purposes of additional analysis and are not a required part of the basic financial statements. The schedule of expenditures of federal awards is presented for purposes of additional analysis as required by Title 2 U.S. Code of Federal Regulations (CFR) Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* ("Uniform Guidance"), and is also not a required part of the basic financial statements.

The schedule of expenditures of federal awards and the combining statement of changes in assets and liabilities - all agency funds are the responsibility of management and were derived from and relate directly to the underlying accounting and other records used to prepare the basic financial statements. Such information has been subjected to the auditing procedures applied in the audit of the basic financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the basic financial statements or to the basic financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the schedule of expenditures of federal awards and the combining statement of changes in assets and liabilities - all agency funds are fairly stated, in all material respects, in relation to the basic financial statements as a whole.

The introductory and statistical sections have not been subjected to the auditing procedures applied in the audit of the basic financial statements and, accordingly, we do not express an opinion or provide any assurance on them.

*Other Reporting Required by Government Auditing Standards*

In accordance with *Government Auditing Standards*, we have also issued our report dated December 09, 2020, on our consideration of the District's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the District's internal control over financial reporting and compliance.

*Barbacane, Thornton & Company LLP*

BARBACANE, THORNTON & COMPANY LLP



**WEST CHESTER AREA SCHOOL DISTRICT  
MANAGEMENT'S DISCUSSION AND ANALYSIS - UNAUDITED  
JUNE 30, 2020**

**INTRODUCTION**

The discussion and analysis of the financial performance of the West Chester Area School District ("the District") provides an overall review of the District's financial activities for the fiscal year ended June 30, 2020. The intent of this discussion and analysis is to look at the District's financial performance as a whole. Readers should also review the financial statements and the notes to the financial statements to enhance their understanding of the District's financial performance.

**DISTRICT MISSION STATEMENT**

The District's mission is to educate and inspire our students to achieve their personal best.

**DISTRICT PROFILE**

The District consists of ten elementary schools, three middle schools, and three high schools, serving 12,100 students. The District serves a 75-square-mile suburban, urban, and rural area in Chester County, Pennsylvania and is comprised of West Chester Borough and the surrounding townships of East Goshen, West Goshen, East Bradford, West Whiteland, Westtown, Thornbury in Chester County, and Thornbury in Delaware County. The staff, headed by Superintendent Dr. Jim Scanlon, includes more than 950 teachers, 60 administrators, and 400 support staff. More than 70 percent of our certified teaching staff and 100 percent of our administrative staff hold advanced degrees. Student achievement is the primary focus in the District, as it is consistently ranked among the best in the state and nation. The 2019 recognition includes U.S. News and World Report, and Newsweek's Best Public High Schools in the nation. Niche, a national database of public schools rated the District as 27 out of 496 Pennsylvania school districts, and The National Music Merchants recognized the District as one of the best communities for music education. In 2020, 31 District students were named national merit scholars, and 329 students were named AP scholars.

**FINANCIAL HIGHLIGHTS**

- The largest District revenue stream is local property tax. In 2019-2020, the School Board raised property taxes 1.80 percent or 0.3899 mills. The taxpayers in Chester County were assessed for property taxes at 21.6622 mills. (Please note that one mill is equal to one-tenth of a cent or \$0.001 of assessed value.) The Delaware County tax rate was assessed based upon the equalized millage calculation, which resulted in an increase in tax rate from 16.0761 mills in 2018-2019 to 16.2597 mills in 2019-2020.
- The statement of net position reflects the actuarially determined net pension liability of \$320,414,000, deferred outflows of resources of \$39,469,196 comprised of contributions made by the District after the measurement date of June 30, 2019, contributions made in excess of the required contribution made in the year of the measurement date and changes in the District's proportionate share of the net pension liability, deferred inflows of resources of \$12,393,000 comprised of investment returns on pension assets over projected returns and differences between the actuarially expected and actual experience to be recognized as a future reduction in pension expense, and a decrease in the liability until fully recognized.

**WEST CHESTER AREA SCHOOL DISTRICT  
MANAGEMENT'S DISCUSSION AND ANALYSIS - UNAUDITED (CONT'D)  
JUNE 30, 2020**

- On an entity-wide basis, the District's total net position was negative \$195,940,986 at June 30, 2020. This represented a decrease of 10.00 percent from the prior year.
- On a level reporting basis, compared to the prior year, the District's General Fund total revenues, excluding other financing sources, increased 2.24 percent or \$5,582,113. This increase was driven by property tax revenue growth, basic education state subsidy, and retirement state subsidy.
- On a fund level reporting basis, compared to the prior year, the District's General Fund expenditures decreased \$4,231,336 or 1.78 percent. This decrease was the result of lower than anticipated medical claims and savings as a result of the pandemic shut in the areas of contracted professional staff, professional services, tuitions and student transportation.

### **OVERVIEW OF FINANCIAL STATEMENTS**

The accompanying financial statements have been prepared in accordance with GASB Statement No. 34 and present both entity-wide and fund level financial statements using both the accrual basis and modified accrual basis of accounting, respectively.

#### **Entity-wide Financial Statements**

The first two statements are entity-wide financial statements - the Statement of Net Position and the Statement of Activities. These provide both long-term and short-term information about the District's overall financial status.

The entity-wide statements report information about the District as a whole using accounting methods similar to those used by private-sector companies. The Statement of Net Position includes all of the District's assets, deferred outflows of resources, liabilities, and deferred inflows of resources. All of the current year's revenues and expenses are accounted for in the Statement of Activities regardless of when cash is received or paid.

The two entity-wide statements report the District's net position and how they have changed. Net position, the difference between the District's assets and deferred outflows of resources and liabilities and deferred inflows of resources, is one way to measure the District's financial health or position.

Over time, increases or decreases in the District's net position are an indication of whether its financial health is improving or deteriorating, respectively.

To assess the overall health of the District, the reader needs to consider additional nonfinancial factors, such as changes in the District's property tax base and the performance of the students.

The entity-wide financial statements of the District are divided into two categories:

- **Governmental Activities** – All of the District's basic services are included here, such as instruction, administration, and community services. Property taxes and state and federal subsidies and grants finance most of these activities.

**WEST CHESTER AREA SCHOOL DISTRICT  
MANAGEMENT'S DISCUSSION AND ANALYSIS - UNAUDITED (CONT'D)  
JUNE 30, 2020**

- **Business-type Activities** – The District operates a food service operation and charges fees to staff and students to cover the costs of the food service operation.

#### **Fund Level Financial Statements**

The remaining statements are fund financial statements that focus on individual parts of the District's operations in more detail than the entity-wide statements. The governmental funds statements tell how the District's general services were financed in the short term as well as what remains for future spending. Proprietary fund statements offer short-term and long-term financial information about the activities that the District operates like a business. For this District, this is our Food Service Fund. Fiduciary fund statements provide information about financial relationships for which the District acts solely as a trustee or agent for the benefit of others.

- **Governmental Funds** – Most of the District's activities are reported in governmental funds, which focus on the determination of financial position and change in financial position, not on income determination. The District's major governmental funds are the General Fund, the Capital Projects Fund, and the Capital Reserve Fund. Governmental funds are reported using the modified accrual accounting method, which measures cash and all other financial assets that can readily be converted to cash. The governmental fund statements provide a detailed short-term view of the District's operations and the services it provides. Governmental fund information helps the reader determine whether there are more or fewer financial resources that can be spent in the near future to finance the District's programs. The relationship (or differences) between governmental activities (reported in the Statement of Net Position and the Statement of Activities) and governmental funds is reconciled in the financial statements.
- **Proprietary Funds** – These funds are used to account for District activities that are similar to business operations in the private sector; or where the reporting is on determining net income, financial position, changes in financial position, and a significant portion of funding through user charges. When the District charges customers for services it provides - whether to outside customers or to other units in the District - these services generally are reported in proprietary funds. The Food Service Fund is the District's proprietary fund and is the same as the business-type activities reported in the entity-wide statements.
- **Fiduciary Funds** – The District is the trustee, or fiduciary, for some scholarship funds. All of the District's fiduciary activities are reported in a separate Statement of Fiduciary Net Position. These activities are excluded from the District's other financial statements because the District cannot use these assets to finance its operations.

The financial statements also include notes that explain some of the information in the financial statements and provide more detailed data.

#### **FINANCIAL ANALYSIS OF THE DISTRICT – ENTITY-WIDE STATEMENTS**

The District's total net position was negative \$195,940,986 at June 30, 2020. This represents a decrease of \$21,780,161 over the prior year. The next table presents condensed financial information for the net position of the District as of June 30, 2020 and 2019.

**WEST CHESTER AREA SCHOOL DISTRICT  
MANAGEMENT'S DISCUSSION AND ANALYSIS - UNAUDITED (CONT'D)  
JUNE 30, 2020**

**Statement of Net Position  
June 30, 2020 and 2019**

|                                           | Governmental Activities |                         | Business-type Activities |                    | Totals                  |                         |
|-------------------------------------------|-------------------------|-------------------------|--------------------------|--------------------|-------------------------|-------------------------|
|                                           | 2020                    | 2019                    | 2020                     | 2019               | 2020                    | 2019                    |
| <b>ASSETS:</b>                            |                         |                         |                          |                    |                         |                         |
| Current and other assets                  | \$ 130,013,265          | \$ 82,944,446           | \$1,078,780              | \$1,343,287        | \$ 131,092,045          | \$ 84,287,733           |
| Capital assets                            | 310,543,100             | 309,879,738             | 657,609                  | 702,071            | 311,200,709             | 310,581,809             |
| <b>TOTAL ASSETS</b>                       | <b>440,556,365</b>      | <b>392,824,184</b>      | <b>1,736,389</b>         | <b>2,045,358</b>   | <b>442,292,754</b>      | <b>394,869,542</b>      |
| <b>DEFERRED OUTFLOWS<br/>OF RESOURCES</b> |                         |                         |                          |                    |                         |                         |
|                                           | 46,134,851              | 54,247,023              | -                        | -                  | 46,134,851              | 54,247,023              |
| <b>LIABILITIES:</b>                       |                         |                         |                          |                    |                         |                         |
| Current liabilities                       | 48,619,442              | 48,806,568              | 358,522                  | 406,192            | 48,977,964              | 49,212,760              |
| Noncurrent liabilities                    | 621,325,587             | 610,707,599             | -                        | -                  | 621,325,587             | 610,707,599             |
| <b>TOTAL LIABILITIES</b>                  | <b>669,945,029</b>      | <b>659,514,167</b>      | <b>358,522</b>           | <b>406,192</b>     | <b>670,303,551</b>      | <b>659,920,359</b>      |
| <b>DEFERRED INFLOWS<br/>OF RESOURCES</b>  |                         |                         |                          |                    |                         |                         |
|                                           | 14,065,040              | 6,917,353               | -                        | -                  | 14,065,040              | 6,917,353               |
| <b>NET POSITION (DEFICIT):</b>            |                         |                         |                          |                    |                         |                         |
| Net investment in capital assets          | 49,714,318              | 43,699,285              | 657,609                  | 702,071            | 50,371,927              | 44,401,356              |
| Restricted for capital projects           | 21,345,455              | 20,557,393              | -                        | -                  | 21,345,455              | 20,557,393              |
| Unrestricted (Deficit)                    | (268,378,626)           | (283,616,991)           | 720,258                  | 937,095            | (267,658,368)           | (282,679,896)           |
| <b>TOTAL NET POSITION<br/>(DEFICIT)</b>   | <b>\$ (197,318,853)</b> | <b>\$ (219,360,313)</b> | <b>\$1,377,867</b>       | <b>\$1,639,166</b> | <b>\$ (195,940,986)</b> | <b>\$ (217,721,147)</b> |

The governmental activities restricted net position in the amount of \$21,345,455 are set aside to fund capital improvements, the replacement of and additions to public works, and deferred maintenance. The total unrestricted net position in the amount of negative \$267,658,368 included \$720,258 which could be used for capital and other expenditures within the District's food service program.

The results of this year's operations as a whole are reported in the Statement of Activities. All expenses are reported in the first column. Specific charges, grants, revenues, and subsidies that relate directly to specific expense categories are presented to determine the final amount of the District's activities that are supported by other general revenues. The largest revenues are property taxes, local taxes, and the state basic education subsidy.

The table below presents condensed financial information for the Statement of Activities in a different format so that the reader can see the total revenues for the year. Compared to the prior year, the District's total revenues increased by \$4,772,374 or 1.88 percent. The largest change in revenue occurred in property taxes. Property taxes increased \$4,619,288 or 2.67 percent. The balance of the revenue growth came from increases in other revenues, operating grants and contributions, and other taxes.

**WEST CHESTER AREA SCHOOL DISTRICT  
MANAGEMENT'S DISCUSSION AND ANALYSIS - UNAUDITED (CONT'D)  
JUNE 30, 2020**

Expenses decreased by \$9,773,284 or 3.96 percent. The largest drivers of this decrease were instruction, pupil transportation, and administrative/financial support spending. The main driving factors of this decrease were lower than anticipated medical claims and savings as a result of the pandemic shut in the areas of contracted professional staff, professional services, tuitions and student transportation.

**Statement of Activities  
For the Years Ended June 30, 2020 and 2019**

|                                                    | Governmental Activities |                         | Business-type Activities |                    | Totals                  |                         |
|----------------------------------------------------|-------------------------|-------------------------|--------------------------|--------------------|-------------------------|-------------------------|
|                                                    | 2020                    | 2019                    | 2020                     | 2019               | 2020                    | 2019                    |
| <b>REVENUES</b>                                    |                         |                         |                          |                    |                         |                         |
| Program services:                                  |                         |                         |                          |                    |                         |                         |
| Charges for services                               | \$ 855,698              | \$ 1,088,823            | \$1,883,936              | \$2,627,303        | \$ 2,739,634            | \$ 3,716,126            |
| Operating grants and contributions                 | 35,297,106              | 34,458,080              | 779,634                  | 921,644            | 36,076,740              | 35,379,724              |
| General revenues:                                  |                         |                         |                          |                    |                         |                         |
| Property taxes                                     | 177,781,018             | 173,161,730             | -                        | -                  | 177,781,018             | 173,161,730             |
| Other taxes                                        | 26,466,353              | 26,230,460              | -                        | -                  | 26,466,353              | 26,230,460              |
| Grants, subsidies and contributions not restricted | 12,408,464              | 11,889,779              | -                        | -                  | 12,408,464              | 11,889,779              |
| Other revenue                                      | 3,117,463               | 3,419,809               | 21,859                   | 41,529             | 3,139,322               | 3,461,338               |
| <b>TOTAL REVENUES</b>                              | <b>255,926,102</b>      | <b>250,248,681</b>      | <b>2,685,429</b>         | <b>3,590,476</b>   | <b>258,611,531</b>      | <b>253,839,157</b>      |
| <b>EXPENSES</b>                                    |                         |                         |                          |                    |                         |                         |
| Instruction                                        | 148,865,697             | 153,646,716             | -                        | -                  | 148,865,697             | 153,646,716             |
| Instructional student support                      | 18,695,408              | 18,205,681              | -                        | -                  | 18,695,408              | 18,205,681              |
| Administrative/financial support                   | 20,927,142              | 24,435,957              | -                        | -                  | 20,927,142              | 24,435,957              |
| Operation and maintenance of plant services        | 18,228,580              | 18,774,548              | -                        | -                  | 18,228,580              | 18,774,548              |
| Pupil transportation                               | 13,120,151              | 14,219,229              | -                        | -                  | 13,120,151              | 14,219,229              |
| Student activities                                 | 5,117,896               | 5,444,746               | -                        | -                  | 5,117,896               | 5,444,746               |
| Community services                                 | 110,805                 | 148,357                 | -                        | -                  | 110,805                 | 148,357                 |
| Interest on long-term debt                         | 8,818,963               | 8,246,501               | -                        | -                  | 8,818,963               | 8,246,501               |
| Food service                                       | -                       | -                       | 2,946,728                | 3,482,919          | 2,946,728               | 3,482,919               |
| <b>TOTAL EXPENSES</b>                              | <b>233,884,642</b>      | <b>243,121,735</b>      | <b>2,946,728</b>         | <b>3,482,919</b>   | <b>236,831,370</b>      | <b>246,604,654</b>      |
| CHANGE IN NET POSITION                             | 22,041,460              | 7,126,946               | (261,299)                | 107,557            | 21,780,161              | 7,234,503               |
| BEGINNING NET POSITION (DEFICIT)                   | (219,360,313)           | (226,487,259)           | 1,639,166                | 1,531,609          | (217,721,147)           | (224,955,650)           |
| <b>ENDING NET POSITION (DEFICIT)</b>               | <b>\$ (197,318,853)</b> | <b>\$ (219,360,313)</b> | <b>\$1,377,867</b>       | <b>\$1,639,166</b> | <b>\$ (195,940,986)</b> | <b>\$ (217,721,147)</b> |

The table on page 16 presents condensed financial information on the expenses of the District by function. The table illustrates both the gross and net costs of services. Unrestricted grants, subsidies, and contributions are deducted to reflect the amount needed to be funded by other revenue sources. The amount needed to be funded by other revenue sources decreased by \$10,361,679 or 5.30 percent from the prior year. The table for business-type activity reflects condensed financial activities of the food service program, the only business-type activity of the District.

**WEST CHESTER AREA SCHOOL DISTRICT  
MANAGEMENT'S DISCUSSION AND ANALYSIS - UNAUDITED (CONT'D)  
JUNE 30, 2020**

|                                                              | Total Cost of Services |                       | Net Cost of Services  |                       |
|--------------------------------------------------------------|------------------------|-----------------------|-----------------------|-----------------------|
|                                                              | 2020                   | 2019                  | 2020                  | 2019                  |
| <b><u>Government-type Activities</u></b>                     |                        |                       |                       |                       |
| Expenses - Governmental Activities:                          |                        |                       |                       |                       |
| Instruction                                                  | \$ 148,865,697         | \$ 153,646,716        | \$ 125,267,992        | \$ 131,052,396        |
| Instructional student support                                | 18,695,408             | 18,205,681            | 15,319,359            | 14,690,067            |
| Administrative and financial support                         | 20,927,142             | 24,435,957            | 18,972,007            | 22,505,046            |
| Operation and maintenance of plant services                  | 18,228,580             | 18,774,548            | 15,339,227            | 15,723,314            |
| Pupil transportation                                         | 13,120,151             | 14,219,229            | 9,816,690             | 10,858,643            |
| Student activities                                           | 5,117,896              | 5,444,746             | 4,087,098             | 4,350,807             |
| Community services                                           | 110,805                | 148,357               | 110,502               | 148,058               |
| Interest on long-term debt                                   | 8,818,963              | 8,246,501             | 8,818,963             | 8,246,501             |
|                                                              | <u>\$ 233,884,642</u>  | <u>\$ 243,121,735</u> | <u>197,731,838</u>    | <u>207,574,832</u>    |
| Less: Grants, subsidies and, contributions<br>not restricted |                        |                       | <u>(12,408,464)</u>   | <u>(11,889,779)</u>   |
| AMOUNT NEEDED TO BE FUNDED BY OTHER REVENUE SOURCES          |                        |                       | <u>\$ 185,323,374</u> | <u>\$ 195,685,053</u> |

|                                        | Total Cost of Services |                     | Net Cost of Services |                    |
|----------------------------------------|------------------------|---------------------|----------------------|--------------------|
|                                        | 2020                   | 2019                | 2020                 | 2019               |
| <b><u>Business-type Activities</u></b> |                        |                     |                      |                    |
| Food services                          | <u>\$ 2,946,728</u>    | <u>\$ 3,482,919</u> | <u>\$ 283,158</u>    | <u>\$ (66,028)</u> |

***THE DISTRICT FUNDS***

**General Fund**

At June 30, 2020, the District reported a General Fund balance of \$55,455,486 which represents 23.79 percent of total expenditures and was an increase of \$16,586,662 over the prior year. Of this amount, the District committed \$4,159,909 for the purpose of healthcare rate stabilization. Due to the nature of self-insuring health insurance claims, the District experiences volatility in annual health insurance costs. To smooth these expenditures, in 2011, the District established a health insurance rate stabilization fund; and for the current year, the District maintained a balance consistent with the prior year of \$4,159,909. The District assigned \$29,486,832 of the fund balance towards tax rate stabilization. These funds will be used to offset the 2020-2021 budget gap and eliminate the need for future tax increases. The School Board of the District manages the fund balance to respond to unforeseen contingencies and economic conditions. This philosophy was established during a healthy and growing economy within the District and accurate and timely forecasting which allows the District to constantly monitor economic trends within our community. This philosophy conforms to the Board's belief that the tax burden should be aligned with the current funding needs of the District. In 2017, to help fund fluctuations in alternative education costs, the District established an Alternative Education Fund; and for the current year, the District's assigned balance was \$1,000,000. During 2019, the District established an enrollment growth fund to plan for the costs associated with opening a new elementary school that will meet the needs of

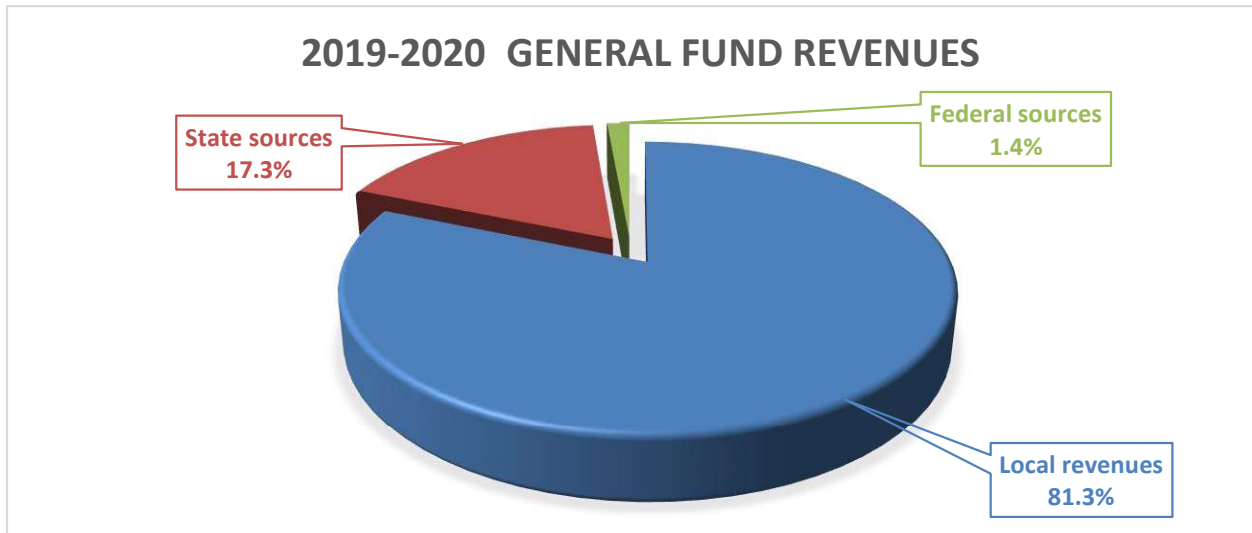
**WEST CHESTER AREA SCHOOL DISTRICT  
MANAGEMENT'S DISCUSSION AND ANALYSIS - UNAUDITED (CONT'D)  
JUNE 30, 2020**

student growth within the District. For the current year, the District assigned \$3,500,000 to the Enrollment Growth Fund. The remaining assigned fund balance of \$128,904 is assigned for athletic activities.

**REVENUE**

General Fund revenues, excluding other financing sources, total \$255,102,753, which is an increase from the collections in the prior year. The table below reflects a comparison of current year revenues to prior year revenues:

|                 | General Fund<br>Revenue<br>2020 | Percentage<br>of Total | Increase/<br>(Decrease)<br>from 2019 | Variance<br>Over/(Under)<br>Final Budget |
|-----------------|---------------------------------|------------------------|--------------------------------------|------------------------------------------|
| Local revenues  | \$ 207,397,185                  | 81.3%                  | \$ 4,224,403                         | \$ 2,881,919                             |
| State sources   | 44,089,036                      | 17.3%                  | 1,409,899                            | (1,023,635)                              |
| Federal sources | 3,616,532                       | 1.4%                   | (52,189)                             | 649,502                                  |
| <b>TOTAL</b>    | <b>\$ 255,102,753</b>           | <b>100.00%</b>         | <b>\$ 5,582,113</b>                  | <b>\$ 2,507,786</b>                      |



Local revenues increased by \$4,224,403. The District's real estate tax revenues increased \$4,174,275 from the prior year due to a 1.8 percent or 0.3899 mill increase in the tax rate in Chester County and a 1.1 percent or 0.1836 mill increase in the tax rate in Delaware County. Additionally, delinquent tax collections increased by \$682,989. The increases were offset by decreases in investment income in the amount of \$477,909.

The increase in state revenues is due to increases in basic education funding and pension funding. The state reimburses the District for 50 percent of the District's pension cost. The increase in the state

**WEST CHESTER AREA SCHOOL DISTRICT  
MANAGEMENT'S DISCUSSION AND ANALYSIS - UNAUDITED (CONT'D)  
JUNE 30, 2020**

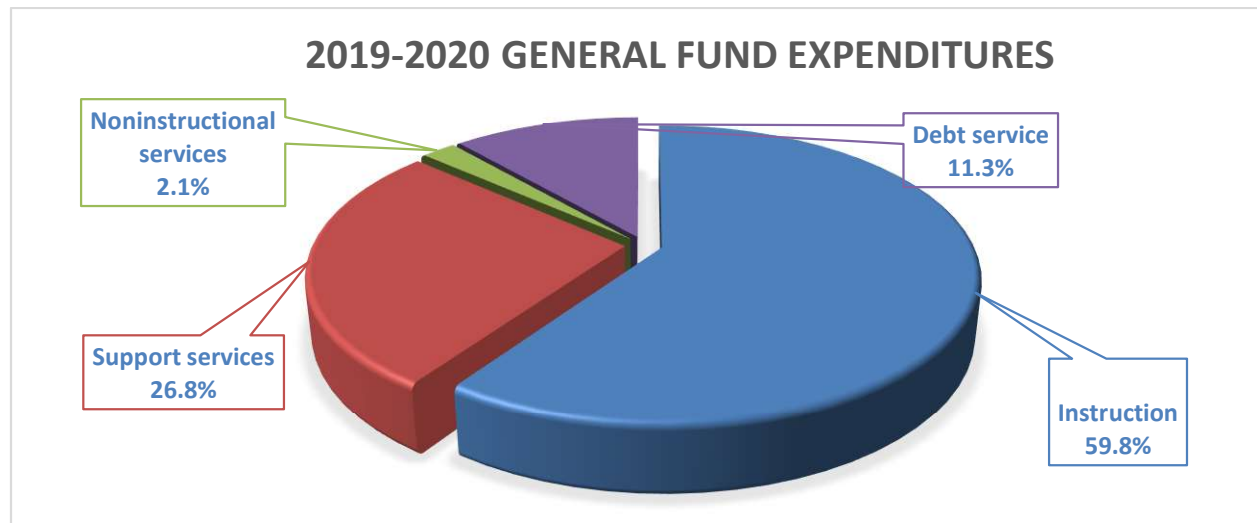
pension rates caused both an increase in the annual pension costs as well as an increase of \$775,349 in the related retirement subsidy reimbursement. In addition to the increase in retirement subsidy, the District had an increase in the Basic Education Fund in the amount of \$388,573.

Federal revenues decreased by 1.4 percent, which is the net effect of a decrease in Medical Assistance funding of \$229,557 and Title I funding in the amounts of \$105,671, which was offset by an increase in other federal funding for the safe schools initiative in the amount of \$213,803.

**EXPENDITURES**

General Fund expenditures, excluding transfers to other governmental funds, totaled \$233,070,145. This was a decrease of \$4,231,336 or 1.78 percent over the prior year, and it was \$23,287,645 under the approved budget. The expenditures were segregated into various programs depending on the functions of the activity. These programs and the costs associated with each, as well as comparison to the costs incurred in the prior year and the final 2019-2020 budget, are as follows:

|                           | General Fund<br>Expenditures<br>2020 | Percentage<br>of Total | Increase/<br>(Decrease)<br>from 2019 | Variance<br>Over/(Under)<br>Final Budget |
|---------------------------|--------------------------------------|------------------------|--------------------------------------|------------------------------------------|
| Instruction               | \$ 139,156,057                       | 59.8%                  | \$ (2,931,953)                       | \$ (13,309,590)                          |
| Support services          | 62,518,123                           | 26.8%                  | (1,943,213)                          | (9,137,851)                              |
| Noninstructional services | 4,854,313                            | 2.1%                   | (325,980)                            | (826,353)                                |
| Debt service              | 26,541,652                           | 11.3%                  | 969,810                              | (13,851)                                 |
| <b>TOTAL</b>              | <b>\$ 233,070,145</b>                | <b>100.0%</b>          | <b>\$ (4,231,336)</b>                | <b>\$ (23,287,645)</b>                   |





**WEST CHESTER AREA SCHOOL DISTRICT  
MANAGEMENT'S DISCUSSION AND ANALYSIS - UNAUDITED (CONT'D)  
JUNE 30, 2020**

The driving factors for the 2019-2020 decreases in expenses were lower than anticipated medical claims and savings as a result of the pandemic shut in the area of contracted professional staff, professional services, tuitions and student transportation. Medical claims, contracted professional staff, and tuition expense decreases drove instructional expense and non-instructional support services expense decreases. Medical claims and student transportation expense decreases were the main factors affecting support services expense. There was a planned increase in debt service expenses.

**Capital Projects Fund**

In 2019, the District identified the need for an eleventh elementary school due to the student growth within the District. During 2019-2020, construction began on the new Greystone Elementary School, which is scheduled to be completed and open in August 2021. As of June 30, 2020, the District had a Capital Projects Fund balance of \$24,357,797. This was an increase of \$25,667,656 from the prior year. The District reported net cash inflows of \$34,750,000 which represented the new bond funds secured to fund the latest elementary school renovations and the start of the new elementary school. The District also reported expenditures of \$14,726,184 in 2019-2020. These expenditures were primarily related to the design and renovation of the elementary schools.

**Capital Reserve Fund**

The Capital Reserve Fund had a fund balance of \$21,345,455 at June 30, 2020. This was a \$788,062 increase from the prior year. The Capital Reserve Fund is funded by transfers from the General Fund. In 2019-2020, the capital outflows from the Capital Reserve Fund were spent on technology replacements and maintenance projects. The Capital Reserve Fund received a transfer in of \$5,451,612 from the General Fund. This transfer represented General Fund maintenance projects and debt service savings achieved through refinancing an existing bond issue.

**GENERAL FUND BUDGET**

During the fiscal year, the Board of School Directors authorizes revisions to the original budget to accommodate differences from the original budget to the actual expenditures of the District. All adjustments are confirmed again at the time the annual audit is accepted. This is done after the end of the fiscal year in accordance with state law. A schedule showing the District's original and final budget amounts compared with amounts actually paid and received is provided in the financial statements.

Due to legislative restrictions, the District must adopt a preliminary budget six months before the start of the fiscal year. Subsequent to the start of the fiscal year, the District's projections indicated that future budget years would experience a budgetary shortfall due to rising pension rates and limited local revenue increases. In reaction to this anticipated gap, the District has been conservative with spending. This is evident when reviewing the District's actual expenditures versus the approved budget. Total revenues were collected above budgeted amounts at \$2,507,786 over budget or 0.99 percent. Total expenditures were under the amended budget by \$23,287,645 or 9.08 percent.

**WEST CHESTER AREA SCHOOL DISTRICT  
MANAGEMENT'S DISCUSSION AND ANALYSIS - UNAUDITED (CONT'D)  
JUNE 30, 2020**

**CAPITAL ASSETS**

At June 30, 2020, the District had \$311,200,709 invested in a broad range of governmental capital assets, including land, buildings, furniture, and equipment. This amount represents a net increase (including additions, deletions, and depreciation) of \$5,813,334 or 1.90 percent from the prior year. Additionally, the District's construction-in-progress balance increased by \$12,830,058 from the prior year.

The following schedule depicts the capital assets for the period July 1, 2019 through June 30, 2020. More detailed information about capital assets is included in the notes to the financial statements.

|                                | Governmental<br>Activities | Business-type<br>Activities | Total Assets              |
|--------------------------------|----------------------------|-----------------------------|---------------------------|
| Capital Assets:                |                            |                             |                           |
| Land                           | \$ 28,289,916              | \$ -                        | \$ 28,289,916             |
| Land improvements              | 16,416,508                 | -                           | 16,416,508                |
| Buildings                      | 426,266,132                | -                           | 426,266,132               |
| Construction-in-progress       | 44,337,846                 | -                           | 44,337,846                |
| Furniture and equipment        | 43,349,091                 | 1,630,967                   | 44,980,058                |
| TOTAL CAPITAL ASSETS           | 558,659,493                | 1,630,967                   | 560,290,460               |
| TOTAL ACCUMULATED DEPRECIATION | 248,116,393                | 973,358                     | 249,089,751               |
| <br>CAPITAL ASSETS, NET        | <br><u>\$ 310,543,100</u>  | <br><u>\$ 657,609</u>       | <br><u>\$ 311,200,709</u> |

**DEBT ADMINISTRATION**

As of June 30, 2020, the District had total outstanding bonds and related charges of \$286,636,539, an increase of \$21,191,087 from the prior year. Based upon a projection of future debt margins, the retirement of principal on current issues, and estimated future borrowing, the District is certain that it will not exceed its debt limit.

**Debt Service Schedule  
June 30, 2020**

|                                       | Principal<br>Outstanding<br>June 30, 2019 | Maturities/<br>Refinancing | Additions                | Principal<br>Outstanding<br>June 30, 2020 |
|---------------------------------------|-------------------------------------------|----------------------------|--------------------------|-------------------------------------------|
| GENERAL OBLIGATION<br>BONDS AND NOTES | \$ 250,425,000                            | \$ 16,290,000              | \$ 34,750,000            | \$ 268,885,000                            |
| <i>Deferred amounts:</i>              |                                           |                            |                          |                                           |
| Net issuance premium                  | 15,020,452                                | 2,912,753                  | 5,643,840                | 17,751,539                                |
| <br>LONG-TERM DEBT                    | <br><u>\$ 265,445,452</u>                 | <br><u>\$ 19,202,753</u>   | <br><u>\$ 40,393,840</u> | <br><u>\$ 286,636,539</u>                 |

**WEST CHESTER AREA SCHOOL DISTRICT  
MANAGEMENT'S DISCUSSION AND ANALYSIS - UNAUDITED (CONT'D)  
JUNE 30, 2020**

**OTHER LONG-TERM LIABILITIES**

Other obligations include accrued vacation pay and severance for specific employees of the District. More detailed information about long-term liabilities is included in the notes to the financial statements.

**THE DISTRICT'S FUTURE**

The West Chester Area School District forecasts budgetary impacts five years forward. Looking forward, the District is currently forecasting expenses to outpace revenues, creating a budgetary gap. Local revenue, the District's largest budgetary stream, has shown signs over the past year of moderate growth. Interim real estate tax, earned income tax, growth in real estate tax base, and transfer tax collections all follow local economic trends. While State funding has increased recently, increases were driven by pension and social security subsidy increases that are mirrored by the cost and do not assist in addressing budgetary gaps. Expense growth in the future will continue to be driven by pension, staffing salary, and benefit costs. The District's employer pension contribution rate rose to 34.29 percent in 2019-2020 and will continue to increase going forward. The District also projects an annual increase of 7.57 percent per year in health benefits.

In response, the District continues to budget conservatively. The District uses fund balance management techniques to reserve funds for future enrollment growth, potential health care costs, alternative education costs, and reduce millage impact. The District has changed health care plans for all its labor groups in an attempt to limit healthcare expenses. While currently the District is showing a deficit, the District School Board and staff are working hard to develop methods to address the District's long-term financial needs.

During the past year, the District has seen a large number of residential development projects approved within the District's boundaries. In anticipation of the future influx of additional new student enrollment, the District has adjusted its long-term elementary school master plan to include a new eleventh elementary school. The District will continue the renovations and/or additions to each of its existing ten elementary schools. This project was the continuation of the District's secondary school renovation program that was completed. The District has completed five building renovations, is in progress with both the sixth and seventh renovations, and has begun construction of the new elementary school. As for the balance of the plan, the District has always exercised caution in a conservative approach to borrowing, including waiting until long-term bonds (20-year notes) were capable of being sold at advantageous, fixed rates of interest.

**FINANCIAL MANAGEMENT**

Our financial report is designed to provide our citizens, taxpayers, parents, students, investors, and creditors with a general overview of the District's finances and to show the Board's accountability for the money it receives. If you have questions about this report or wish to request additional financial information, please contact Mr. John Scully, Director of Business Affairs at The West Chester Area School District, 782 Springdale Drive, Exton, PA 19341, (484) 266-1020.

**WEST CHESTER AREA SCHOOL DISTRICT**  
**STATEMENT OF NET POSITION**  
**JUNE 30, 2020**

|                                                                                         | Governmental<br>Activities | Business-type<br>Activities | Total                 |
|-----------------------------------------------------------------------------------------|----------------------------|-----------------------------|-----------------------|
| <b>ASSETS AND DEFERRED OUTFLOWS OF RESOURCES</b>                                        |                            |                             |                       |
| <b>ASSETS</b>                                                                           |                            |                             |                       |
| Current Assets:                                                                         |                            |                             |                       |
| Cash and cash equivalents                                                               | \$ 25,548,566              | \$ 27,910                   | \$ 25,576,476         |
| Investments                                                                             | 87,046,824                 | 1,096,946                   | 88,143,770            |
| Internal balances                                                                       | 91,859                     | (91,859)                    | -                     |
| Due from other governments                                                              | 8,288,183                  | 31,035                      | 8,319,218             |
| Other receivables                                                                       | 1,454,032                  | 11,743                      | 1,465,775             |
| Taxes receivable                                                                        | 3,586,978                  | -                           | 3,586,978             |
| Prepaid expenses                                                                        | 3,499,326                  | -                           | 3,499,326             |
| Inventories                                                                             | -                          | 3,005                       | 3,005                 |
| Total Current Assets                                                                    | <u>129,515,768</u>         | <u>1,078,780</u>            | <u>130,594,548</u>    |
| Noncurrent Assets:                                                                      |                            |                             |                       |
| Investments                                                                             | 497,497                    | -                           | 497,497               |
| Capital assets:                                                                         |                            |                             |                       |
| Land                                                                                    | 28,289,916                 | -                           | 28,289,916            |
| Construction-in-progress                                                                | 44,337,846                 | -                           | 44,337,846            |
| Land improvements                                                                       | 16,416,508                 | -                           | 16,416,508            |
| Buildings                                                                               | 426,266,132                | -                           | 426,266,132           |
| Furniture and equipment                                                                 | 43,349,091                 | 1,630,967                   | 44,980,058            |
| Less: accumulated depreciation                                                          | (248,116,393)              | (973,358)                   | (249,089,751)         |
| Total Noncurrent Assets                                                                 | <u>311,040,597</u>         | <u>657,609</u>              | <u>311,698,206</u>    |
| <b>TOTAL ASSETS</b>                                                                     | <u>440,556,365</u>         | <u>1,736,389</u>            | <u>442,292,754</u>    |
| <b>DEFERRED OUTFLOWS OF RESOURCES</b>                                                   |                            |                             |                       |
| Deferred amount on refunding                                                            | 3,422,433                  | -                           | 3,422,433             |
| Deferred outflows relating to OPEB                                                      | 3,243,222                  | -                           | 3,243,222             |
| Deferred outflows relating to pension                                                   | 39,469,196                 | -                           | 39,469,196            |
| <b>TOTAL DEFERRED OUTFLOWS OF RESOURCES</b>                                             | <u>46,134,851</u>          | <u>-</u>                    | <u>46,134,851</u>     |
| <b>TOTAL ASSETS AND DEFERRED OUTFLOWS OF RESOURCES</b>                                  | <u>\$ 486,691,216</u>      | <u>\$ 1,736,389</u>         | <u>\$ 488,427,605</u> |
| <b>LIABILITIES, DEFERRED INFLOWS OF RESOURCES,<br/>AND NET POSITION (DEFICIT)</b>       |                            |                             |                       |
| <b>LIABILITIES</b>                                                                      |                            |                             |                       |
| Current Liabilities:                                                                    |                            |                             |                       |
| Accounts payable and other current liabilities                                          | \$ 26,769,956              | \$ 109,889                  | \$ 26,879,845         |
| Accrued interest                                                                        | 1,639,225                  | -                           | 1,639,225             |
| Unearned revenues                                                                       | 235,320                    | 248,633                     | 483,953               |
| Bonds and notes payable, net                                                            | 19,974,941                 | -                           | 19,974,941            |
| Total Current Liabilities                                                               | <u>48,619,442</u>          | <u>358,522</u>              | <u>48,977,964</u>     |
| Noncurrent Liabilities:                                                                 |                            |                             |                       |
| Bonds and notes payable, net                                                            | 266,661,598                | -                           | 266,661,598           |
| Accrued severance and compensated absences                                              | 5,440,155                  | -                           | 5,440,155             |
| Net OPEB liability                                                                      | 28,809,834                 | -                           | 28,809,834            |
| Net pension liability                                                                   | 320,414,000                | -                           | 320,414,000           |
| Total Noncurrent Liabilities                                                            | <u>621,325,587</u>         | <u>-</u>                    | <u>621,325,587</u>    |
| <b>TOTAL LIABILITIES</b>                                                                | <u>669,945,029</u>         | <u>358,522</u>              | <u>670,303,551</u>    |
| <b>DEFERRED INFLOWS OF RESOURCES</b>                                                    |                            |                             |                       |
| Deferred inflows relating to OPEB                                                       | 1,672,040                  | -                           | 1,672,040             |
| Deferred inflows relating to pension                                                    | 12,393,000                 | -                           | 12,393,000            |
| <b>TOTAL DEFERRED INFLOWS OF RESOURCES</b>                                              | <u>14,065,040</u>          | <u>-</u>                    | <u>14,065,040</u>     |
| <b>NET POSITION (DEFICIT)</b>                                                           |                            |                             |                       |
| Net investment in capital assets                                                        | 49,714,318                 | 657,609                     | 50,371,927            |
| Restricted for capital projects                                                         | 21,345,455                 | -                           | 21,345,455            |
| Unrestricted (deficit)                                                                  | (268,378,626)              | 720,258                     | (267,658,368)         |
| <b>TOTAL NET POSITION (DEFICIT)</b>                                                     | <u>(197,318,853)</u>       | <u>1,377,867</u>            | <u>(195,940,986)</u>  |
| <b>TOTAL LIABILITIES, DEFERRED INFLOWS OF<br/>RESOURCES, AND NET POSITION (DEFICIT)</b> | <u>\$ 486,691,216</u>      | <u>\$ 1,736,389</u>         | <u>\$ 488,427,605</u> |

The accompanying notes are an integral part of these financial statements.

**WEST CHESTER AREA SCHOOL DISTRICT  
STATEMENT OF ACTIVITIES  
FOR THE YEAR ENDED JUNE 30, 2020**

|                                                                                | Program Revenues      |                         |                                          | Net (Expense) Revenue and<br>Changes in Net Position (Deficit) |                            |                                 |                        |
|--------------------------------------------------------------------------------|-----------------------|-------------------------|------------------------------------------|----------------------------------------------------------------|----------------------------|---------------------------------|------------------------|
|                                                                                | Expenses              | Charges for<br>Services | Operating<br>Grants and<br>Contributions | Capital<br>Grants and<br>Contributions                         | Governmental<br>Activities | Business-<br>type<br>Activities | Totals                 |
| <b>PRIMARY GOVERNMENT</b>                                                      |                       |                         |                                          |                                                                |                            |                                 |                        |
| <b>GOVERNMENTAL ACTIVITIES:</b>                                                |                       |                         |                                          |                                                                |                            |                                 |                        |
| Instruction                                                                    | \$ 148,865,697        | \$ 120,608              | \$ 23,477,097                            | \$ -                                                           | \$(125,267,992)            | \$ -                            | \$(125,267,992)        |
| Instructional student support                                                  | 18,695,408            | -                       | 3,376,049                                | -                                                              | (15,319,359)               | -                               | (15,319,359)           |
| Administrative and financial support services                                  | 20,927,142            | -                       | 1,955,135                                | -                                                              | (18,972,007)               | -                               | (18,972,007)           |
| Operation and maintenance of plant services                                    | 18,228,580            | 270,577                 | 2,618,776                                | -                                                              | (15,339,227)               | -                               | (15,339,227)           |
| Pupil transportation                                                           | 13,120,151            | -                       | 3,303,461                                | -                                                              | (9,816,690)                | -                               | (9,816,690)            |
| Student activities                                                             | 5,117,896             | 464,513                 | 566,285                                  | -                                                              | (4,087,098)                | -                               | (4,087,098)            |
| Community services                                                             | 110,805               | -                       | 303                                      | -                                                              | (110,502)                  | -                               | (110,502)              |
| Interest on long-term debt                                                     | 8,818,963             | -                       | -                                        | -                                                              | (8,818,963)                | -                               | (8,818,963)            |
| <b>TOTAL GOVERNMENTAL ACTIVITIES</b>                                           | <b>233,884,642</b>    | <b>855,698</b>          | <b>35,297,106</b>                        | <b>-</b>                                                       | <b>(197,731,838)</b>       | <b>-</b>                        | <b>(197,731,838)</b>   |
| <b>BUSINESS-TYPE ACTIVITIES:</b>                                               |                       |                         |                                          |                                                                |                            |                                 |                        |
| Food service                                                                   | 2,946,728             | 1,883,936               | 779,634                                  | -                                                              | -                          | (283,158)                       | (283,158)              |
| <b>TOTAL PRIMARY GOVERNMENT</b>                                                | <b>\$ 236,831,370</b> | <b>\$ 2,739,634</b>     | <b>\$ 36,076,740</b>                     | <b>\$ -</b>                                                    | <b>(197,731,838)</b>       | <b>(283,158)</b>                | <b>(198,014,996)</b>   |
| <b>GENERAL REVENUES</b>                                                        |                       |                         |                                          |                                                                |                            |                                 |                        |
| Property taxes, levied for general purposes                                    |                       |                         |                                          |                                                                | 177,781,018                | -                               | 177,781,018            |
| Taxes levied for specific purposes                                             |                       |                         |                                          |                                                                | 26,466,353                 | -                               | 26,466,353             |
| Grants, entitlements, and contributions<br>not restricted to specific programs |                       |                         |                                          |                                                                | 12,408,464                 | -                               | 12,408,464             |
| Investment earnings                                                            |                       |                         |                                          |                                                                | 2,948,828                  | 21,859                          | 2,970,687              |
| Other                                                                          |                       |                         |                                          |                                                                | 168,635                    | -                               | 168,635                |
| <b>TOTAL GENERAL REVENUES</b>                                                  |                       |                         |                                          |                                                                | <b>219,773,298</b>         | <b>21,859</b>                   | <b>219,795,157</b>     |
| <b>CHANGE IN NET POSITION (DEFICIT)</b>                                        |                       |                         |                                          |                                                                | <b>22,041,460</b>          | <b>(261,299)</b>                | <b>21,780,161</b>      |
| <b>NET POSITION (DEFICIT), BEGINNING OF YEAR</b>                               |                       |                         |                                          |                                                                | <b>(219,360,313)</b>       | <b>1,639,166</b>                | <b>(217,721,147)</b>   |
| <b>NET POSITION (DEFICIT), END OF YEAR</b>                                     |                       |                         |                                          |                                                                | <b>\$(197,318,853)</b>     | <b>\$ 1,377,867</b>             | <b>\$(195,940,986)</b> |

The accompanying notes are an integral part of these financial statements.

**WEST CHESTER AREA SCHOOL DISTRICT  
BALANCE SHEET - GOVERNMENTAL FUNDS  
JUNE 30, 2020**

|                                                                                | General Fund         | Capital<br>Projects Fund | Capital<br>Reserve Fund | Totals                |
|--------------------------------------------------------------------------------|----------------------|--------------------------|-------------------------|-----------------------|
| <b>ASSETS</b>                                                                  |                      |                          |                         |                       |
| Cash and cash equivalents                                                      | \$ 22,847,816        | \$ 814,863               | \$ 1,885,887            | \$ 25,548,566         |
| Investments                                                                    | 41,356,663           | 26,633,111               | 19,554,547              | 87,544,321            |
| Taxes receivable                                                               | 3,586,978            | -                        | -                       | 3,586,978             |
| Due from other funds                                                           | 91,859               | -                        | -                       | 91,859                |
| Due from other governments                                                     | 8,288,183            | -                        | -                       | 8,288,183             |
| Other receivables                                                              | 1,277,981            | -                        | 176,051                 | 1,454,032             |
| Prepaid expenditures                                                           | 2,912,426            | 3,500                    | 583,400                 | 3,499,326             |
| <b>TOTAL ASSETS</b>                                                            | <u>\$ 80,361,906</u> | <u>\$ 27,451,474</u>     | <u>\$ 22,199,885</u>    | <u>\$ 130,013,265</u> |
| <b>LIABILITIES, DEFERRED INFLOWS OF RESOURCES,<br/>AND FUND BALANCES</b>       |                      |                          |                         |                       |
| <b>LIABILITIES:</b>                                                            |                      |                          |                         |                       |
| Accounts payable and accrued liabilities                                       | \$ 5,012,578         | \$ 3,093,677             | \$ 854,430              | \$ 8,960,685          |
| Unearned revenue                                                               | 235,320              | -                        | -                       | 235,320               |
| Payroll accruals and withholdings                                              | 17,809,271           | -                        | -                       | 17,809,271            |
| <b>TOTAL LIABILITIES</b>                                                       | <u>23,057,169</u>    | <u>3,093,677</u>         | <u>854,430</u>          | <u>27,005,276</u>     |
| <b>DEFERRED INFLOWS OF RESOURCES:</b>                                          |                      |                          |                         |                       |
| Unavailable revenue - property taxes                                           | 1,849,251            | -                        | -                       | 1,849,251             |
| <b>TOTAL DEFERRED INFLOWS OF RESOURCES</b>                                     | <u>1,849,251</u>     | <u>-</u>                 | <u>-</u>                | <u>1,849,251</u>      |
| <b>FUND BALANCES:</b>                                                          |                      |                          |                         |                       |
| Nonspendable                                                                   | 2,912,426            | 3,500                    | 583,400                 | 3,499,326             |
| Restricted                                                                     | -                    | 24,354,297               | 20,762,055              | 45,116,352            |
| Committed                                                                      | 4,159,909            | -                        | -                       | 4,159,909             |
| Assigned                                                                       | 34,115,736           | -                        | -                       | 34,115,736            |
| Unassigned                                                                     | 14,267,415           | -                        | -                       | 14,267,415            |
| <b>TOTAL FUND BALANCES</b>                                                     | <u>55,455,486</u>    | <u>24,357,797</u>        | <u>21,345,455</u>       | <u>101,158,738</u>    |
| <b>TOTAL LIABILITIES, DEFERRED INFLOWS OF<br/>RESOURCES, AND FUND BALANCES</b> | <u>\$ 80,361,906</u> | <u>\$ 27,451,474</u>     | <u>\$ 22,199,885</u>    | <u>\$ 130,013,265</u> |

The accompanying notes are an integral part of these financial statements.

**WEST CHESTER AREA SCHOOL DISTRICT  
RECONCILIATION OF BALANCE SHEET - GOVERNMENTAL FUNDS  
TO STATEMENT OF NET POSITION  
JUNE 30, 2020**

TOTAL FUND BALANCES FOR GOVERNMENTAL FUNDS \$ 101,158,738

Amounts reported for governmental activities in the statement of net position are different because:

Capital assets used in governmental activities are not financial resources and, therefore, are not reported as assets in the governmental funds. The cost of assets was \$558,659,493, and accumulated depreciation was \$248,116,393. 310,543,100

Some of the District's revenues will be collected after year end but are not available soon enough to pay the current year's expenditures and, therefore, are reported as unavailable revenue - property taxes in the governmental funds. 1,849,251

Governmental funds report deferred amounts on bond refundings as other financing sources. However, these amounts are reported on the statement of net position as deferred outflows of resources and amortized over the life of the 3,422,433

Long-term liabilities applicable to the governmental activities are not due and payable in the current period and, therefore, are not reported in the governmental funds.

|                                              |                     |               |
|----------------------------------------------|---------------------|---------------|
| Accrued interest                             | \$ (1,639,225)      |               |
| Bonds and notes payable in future years, net | (286,636,539)       |               |
| Accumulated compensated absences             | (5,440,155)         |               |
| Net pension liability                        | (320,414,000)       |               |
| Net OPEB liability                           | <u>(28,809,834)</u> | (642,939,753) |

Deferred inflows and outflows of resources related to the District's net pension and OPEB liabilities are based on the differences between actuarially determined expected and actual investment returns, changes in the actuarially determined proportion of the District's amount of the total pension and OPEB liabilities, differences between actual and expected experience, and pension and OPEB contributions made after the measurement date of the net pension and OPEB liabilities. These amounts will be amortized over the estimated remaining average service life of the employees.

|                                 |                     |                   |
|---------------------------------|---------------------|-------------------|
| Deferred outflows of resources: |                     |                   |
| Deferred outflows - OPEB        | 3,243,222           |                   |
| Deferred outflows - pension     | 39,469,196          |                   |
| Deferred inflows of resources:  |                     |                   |
| Deferred inflows - OPEB         | (1,672,040)         |                   |
| Deferred inflows - pension      | <u>(12,393,000)</u> | <u>28,647,378</u> |

TOTAL NET DEFICIT OF GOVERNMENTAL ACTIVITIES \$ (197,318,853)

The accompanying notes are an integral part of these financial statements.

**WEST CHESTER AREA SCHOOL DISTRICT  
STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES - GOVERNMENTAL FUNDS  
FOR THE YEAR ENDED JUNE 30, 2020**

|                                                                      | General Fund         | Capital<br>Projects Fund | Capital<br>Reserve Fund | Totals                |
|----------------------------------------------------------------------|----------------------|--------------------------|-------------------------|-----------------------|
| <b>REVENUES</b>                                                      |                      |                          |                         |                       |
| Local sources                                                        | \$ 207,397,185       | -                        | \$ 769,782              | \$ 208,166,967        |
| State sources                                                        | 44,089,036           | -                        | -                       | 44,089,036            |
| Federal sources                                                      | 3,616,532            | -                        | -                       | 3,616,532             |
| <b>TOTAL REVENUES</b>                                                | <u>255,102,753</u>   | <u>-</u>                 | <u>769,782</u>          | <u>255,872,535</u>    |
| <b>EXPENDITURES</b>                                                  |                      |                          |                         |                       |
| Current:                                                             |                      |                          |                         |                       |
| Instruction                                                          | 139,156,057          | -                        | -                       | 139,156,057           |
| Support services                                                     | 62,518,123           | -                        | 3,299,286               | 65,817,409            |
| Operation of noninstructional services                               | 4,854,313            | -                        | -                       | 4,854,313             |
| Debt service:                                                        |                      |                          |                         |                       |
| Principal                                                            | 16,290,000           | -                        | -                       | 16,290,000            |
| Interest                                                             | 10,251,652           | -                        | -                       | 10,251,652            |
| Bond issuance costs                                                  | -                    | 388,048                  | -                       | 388,048               |
| Capital outlays                                                      | -                    | 14,338,136               | 2,134,046               | 16,472,182            |
| <b>TOTAL EXPENDITURES</b>                                            | <u>233,070,145</u>   | <u>14,726,184</u>        | <u>5,433,332</u>        | <u>253,229,661</u>    |
| <b>EXCESS (DEFICIENCY) OF REVENUES<br/>OVER (UNDER) EXPENDITURES</b> | <u>22,032,608</u>    | <u>(14,726,184)</u>      | <u>(4,663,550)</u>      | <u>2,642,874</u>      |
| <b>OTHER FINANCING SOURCES (USES)</b>                                |                      |                          |                         |                       |
| Refund of prior year expenditures                                    | 5,666                | -                        | -                       | 5,666                 |
| Bonds issued for capital projects                                    | -                    | 34,750,000               | -                       | 34,750,000            |
| Premium on bonds issued                                              | -                    | 5,643,840                | -                       | 5,643,840             |
| Transfers in                                                         | -                    | -                        | 5,451,612               | 5,451,612             |
| Transfers out                                                        | (5,451,612)          | -                        | -                       | (5,451,612)           |
| <b>TOTAL OTHER FINANCING SOURCES (USES)</b>                          | <u>(5,445,946)</u>   | <u>40,393,840</u>        | <u>5,451,612</u>        | <u>40,399,506</u>     |
| <b>NET CHANGE IN FUND BALANCES</b>                                   | 16,586,662           | 25,667,656               | 788,062                 | 43,042,380            |
| <b>FUND BALANCES (DEFICIT), BEGINNING OF YEAR</b>                    | <u>38,868,824</u>    | <u>(1,309,859)</u>       | <u>20,557,393</u>       | <u>58,116,358</u>     |
| <b>FUND BALANCES, END OF YEAR</b>                                    | <u>\$ 55,455,486</u> | <u>\$ 24,357,797</u>     | <u>\$ 21,345,455</u>    | <u>\$ 101,158,738</u> |

The accompanying notes are an integral part of these financial statements.



**WEST CHESTER AREA SCHOOL DISTRICT  
RECONCILIATION OF STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN  
FUND BALANCES - GOVERNMENTAL FUNDS TO STATEMENT OF ACTIVITIES  
FOR THE YEAR ENDED JUNE 30, 2020**

NET CHANGE IN FUND BALANCES - TOTAL GOVERNMENTAL FUNDS \$ 43,042,380

Amounts reported for governmental activities in the statement of activities are different because:

Capital outlays are reported in governmental funds as expenditures. However, in the statement of activities, the cost of those assets is capitalized and allocated over their estimated useful lives as depreciation expense. In addition, disposal of assets before they are fully depreciated results in a loss that is not reported in the governmental funds. In the current period, these amounts are:

|                      |                     |           |
|----------------------|---------------------|-----------|
| Capital outlays      | \$ 18,750,453       |           |
| Depreciation expense | <u>(12,892,657)</u> | 5,857,796 |

Because some amounts will not be collected for several months after the District's fiscal year ends, they are not considered as "available" revenues in the governmental funds. 47,901

The issuance of long-term debt (e.g. bonds, leases) provides current financial resources to governmental funds, while the repayment of the principal of long-term debt consumes the current financial resources of governmental funds. Neither transaction, however, has any effect on net position. Also, governmental funds report the effect of premiums, discounts, and similar items when debt is first issued, whereas these amounts are deferred and amortized in the statement of activities. This amount is the net effect of these differences in the treatment of long-term debt and related items. Repayment of note principal is an expenditure in the governmental funds, but the repayment reduces long-term liabilities in the statement of net position. (21,191,087)

Governmental funds report deferred amounts on bond refundings as other financing sources. However, these amounts are reported on the statement of net position as deferred outflows of resources and amortized over the life of the refunding debt. (1,037,000)

In the statement of activities, certain operating expenses – compensated absences (vacations and sick leave) and severance benefits (early retirement) – are measured by the amounts earned during the year. In the governmental funds, however, expenditures for these items are measured by the amount of financial resources used (essentially, the amounts actually paid). This is the amount by which current period amounts paid exceeded current period compensated absences earned. (285,088)

OPEB expenses in the statement of activities differs from the amount reported in the governmental funds because OPEB expenses are recognized in the statement of activities based on the District's proportionate share of the expenses of the cost-sharing OPEB plan and expenses of the single employer, whereas OPEB expenditures are recognized in the governmental funds when a requirement to remit contributions to the plan exists. 290,152

Interest on long-term debt in the statement of activities differs from the amount reported in the governmental funds because interest is recognized as an expenditure in the funds when it is due and, thus, requires the use of current financial resources. In the statement of activities, however, interest expense is recognized as the interest accrues, regardless of when it is due. (55,016)

Pension expense in the statement of activities differs from the amount reported in the governmental funds because pension expense is recognized in the statement of activities based on the District's proportionate share of the expenses of the cost-sharing pension plan, whereas pension expenditures are recognized in the governmental funds when a requirement to remit contributions to the plan (4,628,578)

CHANGE IN NET POSITION OF GOVERNMENTAL ACTIVITIES \$ 22,041,460

The accompanying notes are an integral part of these financial statements.

**WEST CHESTER AREA SCHOOL DISTRICT  
BUDGETARY COMPARISON STATEMENT - GENERAL FUND  
FOR THE YEAR ENDED JUNE 30, 2020**

|                                                                      | Budgeted Amounts     |                      | Actual               | Variance With<br>Final Budget<br>Positive<br>(Negative) |
|----------------------------------------------------------------------|----------------------|----------------------|----------------------|---------------------------------------------------------|
|                                                                      | Original             | Final                |                      |                                                         |
| <b>REVENUES</b>                                                      |                      |                      |                      |                                                         |
| Local sources                                                        | \$ 204,515,266       | \$ 204,515,266       | \$ 207,397,185       | \$ 2,881,919                                            |
| State sources                                                        | 45,112,671           | 45,112,671           | 44,089,036           | (1,023,635)                                             |
| Federal sources                                                      | 2,967,030            | 2,967,030            | 3,616,532            | 649,502                                                 |
| <b>TOTAL REVENUES</b>                                                | <u>252,594,967</u>   | <u>252,594,967</u>   | <u>255,102,753</u>   | <u>2,507,786</u>                                        |
| <b>EXPENDITURES</b>                                                  |                      |                      |                      |                                                         |
| Current:                                                             |                      |                      |                      |                                                         |
| Instruction                                                          |                      |                      |                      |                                                         |
| Regular programs, elementary/secondary                               | 99,886,277           | 101,764,670          | 94,197,736           | 7,566,934                                               |
| Special programs, elementary/secondary                               | 41,491,539           | 43,071,464           | 37,658,954           | 5,412,510                                               |
| Vocational education programs                                        | 6,321,040            | 6,442,402            | 6,292,293            | 150,109                                                 |
| Other instructional programs                                         | 823,503              | 1,120,673            | 940,636              | 180,037                                                 |
| Nonpublic school programs                                            | 51,860               | 66,438               | 66,438               | -                                                       |
| Total Instruction                                                    | <u>148,574,219</u>   | <u>152,465,647</u>   | <u>139,156,057</u>   | <u>13,309,590</u>                                       |
| Support services                                                     |                      |                      |                      |                                                         |
| Pupil personnel                                                      | 9,798,248            | 10,029,354           | 9,151,408            | 877,946                                                 |
| Instructional staff                                                  | 6,237,853            | 6,511,913            | 5,668,075            | 843,838                                                 |
| Administration                                                       | 12,893,993           | 13,160,515           | 11,293,929           | 1,866,586                                               |
| Pupil health                                                         | 2,337,099            | 2,409,043            | 2,395,807            | 13,236                                                  |
| Business                                                             | 1,969,353            | 1,997,370            | 1,787,151            | 210,219                                                 |
| Operation and maintenance of plant services                          | 18,554,224           | 19,163,641           | 16,068,868           | 3,094,773                                               |
| Student transportation services                                      | 14,164,872           | 14,171,768           | 12,409,575           | 1,762,193                                               |
| Central                                                              | 3,936,835            | 3,981,149            | 3,595,539            | 385,610                                                 |
| Other support services                                               | 226,867              | 231,221              | 147,771              | 83,450                                                  |
| Total Support Services                                               | <u>70,119,344</u>    | <u>71,655,974</u>    | <u>62,518,123</u>    | <u>9,137,851</u>                                        |
| Operation of noninstructional services                               |                      |                      |                      |                                                         |
| Student activities                                                   | 5,498,341            | 5,524,465            | 4,749,544            | 774,921                                                 |
| Community services                                                   | 145,000              | 156,201              | 104,769              | 51,432                                                  |
| Total Operation of Noninstructional Services                         | <u>5,643,341</u>     | <u>5,680,666</u>     | <u>4,854,313</u>     | <u>826,353</u>                                          |
| Debt service                                                         |                      |                      |                      |                                                         |
| Principal, interest, and fiscal agent fees                           | 26,555,503           | 26,555,503           | 26,541,652           | 13,851                                                  |
| <b>TOTAL EXPENDITURES</b>                                            | <u>250,892,407</u>   | <u>256,357,790</u>   | <u>233,070,145</u>   | <u>23,287,645</u>                                       |
| <b>EXCESS (DEFICIENCY) OF REVENUES<br/>OVER (UNDER) EXPENDITURES</b> | <u>1,702,560</u>     | <u>(3,762,823)</u>   | <u>22,032,608</u>    | <u>25,795,431</u>                                       |
| <b>OTHER FINANCING SOURCES (USES)</b>                                |                      |                      |                      |                                                         |
| Refund of prior year expenditures                                    | -                    | -                    | 5,666                | 5,666                                                   |
| Budgetary reserve                                                    | (5,465,384)          | -                    | -                    | -                                                       |
| Interfund transfer out                                               | (5,451,612)          | (5,451,612)          | (5,451,612)          | -                                                       |
| <b>TOTAL OTHER FINANCING USES</b>                                    | <u>(10,916,996)</u>  | <u>(5,451,612)</u>   | <u>(5,445,946)</u>   | <u>5,666</u>                                            |
| <b>NET CHANGE IN FUND BALANCE</b>                                    | (9,214,436)          | (9,214,435)          | 16,586,662           | 25,801,097                                              |
| <b>FUND BALANCE, BEGINNING OF YEAR</b>                               | <u>38,868,824</u>    | <u>38,868,824</u>    | <u>38,868,824</u>    | <u>-</u>                                                |
| <b>FUND BALANCE, END OF YEAR</b>                                     | <u>\$ 29,654,388</u> | <u>\$ 29,654,389</u> | <u>\$ 55,455,486</u> | <u>\$ 25,801,097</u>                                    |

The accompanying notes are an integral part of these financial statements.

**WEST CHESTER AREA SCHOOL DISTRICT  
STATEMENT OF NET POSITION - PROPRIETARY FUND  
JUNE 30, 2020**

|                                               | <u>Food<br/>Service Fund</u> |
|-----------------------------------------------|------------------------------|
| <b>ASSETS</b>                                 |                              |
| <b>CURRENT ASSETS:</b>                        |                              |
| Cash and cash equivalents                     | \$ 27,910                    |
| Investments                                   | 1,096,946                    |
| Due from other governments                    | 31,035                       |
| Other receivables                             | 11,743                       |
| Inventories, donated commodities              | 3,005                        |
| <b>TOTAL CURRENT ASSETS</b>                   | <u>1,170,639</u>             |
| <br><b>CAPITAL ASSETS:</b>                    |                              |
| Furniture and equipment, net                  | <u>657,609</u>               |
| <br><b>TOTAL ASSETS</b>                       | <u><u>\$ 1,828,248</u></u>   |
| <br><b>LIABILITIES AND NET POSITION</b>       |                              |
| <b>CURRENT LIABILITIES:</b>                   |                              |
| Accounts payable and accrued liabilities      | \$ 109,889                   |
| Due to other funds                            | 91,859                       |
| Unearned revenue                              | 248,633                      |
| <b>TOTAL LIABILITIES</b>                      | <u>450,381</u>               |
| <br><b>NET POSITION:</b>                      |                              |
| Investment in capital assets                  | 657,609                      |
| Unrestricted                                  | 720,258                      |
| <b>TOTAL NET POSITION</b>                     | <u>1,377,867</u>             |
| <br><b>TOTAL LIABILITIES AND NET POSITION</b> | <u><u>\$ 1,828,248</u></u>   |

The accompanying notes are an integral part of these financial statements.

**WEST CHESTER AREA SCHOOL DISTRICT  
STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION -  
PROPRIETARY FUND  
FOR THE YEAR ENDED JUNE 30, 2020**

|                                    | <u>Food<br/>Service Fund</u> |
|------------------------------------|------------------------------|
| OPERATING REVENUES                 |                              |
| Food service revenues              | \$ 1,883,936                 |
| TOTAL OPERATING REVENUES           | <u>1,883,936</u>             |
| OPERATING EXPENSES                 |                              |
| Professional and contract services | 2,828,135                    |
| Depreciation                       | 118,593                      |
| TOTAL OPERATING EXPENSES           | <u>2,946,728</u>             |
| OPERATING LOSS                     | <u>(1,062,792)</u>           |
| NONOPERATING REVENUES              |                              |
| State sources                      | 43,838                       |
| Federal sources                    | 734,166                      |
| Local sources                      | 1,630                        |
| Interest income                    | 21,859                       |
| TOTAL NONOPERATING REVENUES        | <u>801,493</u>               |
| CHANGE IN NET POSITION             | (261,299)                    |
| NET POSITION, BEGINNING OF YEAR    | <u>1,639,166</u>             |
| NET POSITION, END OF YEAR          | <u>\$ 1,377,867</u>          |

The accompanying notes are an integral part of these financial statements.

**WEST CHESTER AREA SCHOOL DISTRICT  
STATEMENT OF CASH FLOWS - PROPRIETARY FUND  
FOR THE YEAR ENDED JUNE 30, 2020**

|                                                                                      | <u>Food<br/>Service Fund</u> |
|--------------------------------------------------------------------------------------|------------------------------|
| CASH FLOWS FROM OPERATING ACTIVITIES:                                                |                              |
| Receipts from customers                                                              | \$ 1,968,112                 |
| Payments to suppliers                                                                | (2,747,088)                  |
| NET CASH USED BY OPERATING ACTIVITIES                                                | <u>(778,976)</u>             |
| CASH FLOWS FROM NONCAPITAL FINANCING ACTIVITIES:                                     |                              |
| State sources                                                                        | 45,211                       |
| Federal sources                                                                      | 613,099                      |
| Local sources                                                                        | 1,630                        |
| NET CASH PROVIDED BY NONCAPITAL FINANCING ACTIVITIES                                 | <u>659,940</u>               |
| CASH FLOWS FROM CAPITAL AND RELATED FINANCING ACTIVITIES:                            |                              |
| Purchase of capital assets                                                           | (74,131)                     |
| NET CASH USED BY CAPITAL AND RELATED FINANCING ACTIVITIES                            | <u>(74,131)</u>              |
| CASH FLOWS FROM INVESTING ACTIVITIES:                                                |                              |
| Sale of investment securities and deposits to investment pools                       | 124,685                      |
| Interest income                                                                      | 21,859                       |
| NET CASH PROVIDED BY INVESTING ACTIVITIES                                            | <u>146,544</u>               |
| NET CHANGE IN CASH AND CASH EQUIVALENTS                                              | (46,623)                     |
| CASH AND CASH EQUIVALENTS, BEGINNING OF YEAR                                         | <u>74,533</u>                |
| CASH AND CASH EQUIVALENTS, END OF YEAR                                               | <u>\$ 27,910</u>             |
| RECONCILIATION OF OPERATING LOSS TO NET CASH USED<br>BY OPERATING ACTIVITIES:        |                              |
| Operating loss                                                                       | \$ (1,062,792)               |
| Adjustments to reconcile operating loss to net cash used by<br>operating activities: |                              |
| Depreciation                                                                         | 118,593                      |
| Commodities usage                                                                    | 123,092                      |
| Changes in assets and liabilities:                                                   |                              |
| Increase in other receivables                                                        | (4,209)                      |
| Decrease in due from other funds                                                     | 3,152                        |
| Increase in inventory                                                                | (1,001)                      |
| Increase in due to other funds                                                       | 91,859                       |
| Decrease in accounts payable and accrued liabilities                                 | (132,903)                    |
| Increase in unearned revenue                                                         | 85,233                       |
| NET CASH USED BY OPERATING ACTIVITIES                                                | <u>\$ (778,976)</u>          |
| <u>SUPPLEMENTAL DISCLOSURE</u>                                                       |                              |
| NONCASH NONCAPITAL FINANCING ACTIVITY:                                               |                              |
| USDA donated commodities                                                             | <u>\$ 123,092</u>            |

The accompanying notes are an integral part of these financial statements.

**WEST CHESTER AREA SCHOOL DISTRICT**  
**STATEMENT OF NET POSITION - FIDUCIARY FUNDS**  
**JUNE 30, 2020**

|                                           | Student<br>Activity Funds | Other<br>Agency Fund | Total<br>Agency<br>Funds | Private-<br>Purpose<br>Trust |
|-------------------------------------------|---------------------------|----------------------|--------------------------|------------------------------|
| <b>ASSETS</b>                             |                           |                      |                          |                              |
| Cash and cash equivalents                 | \$ 439,313                | \$ 74,930            | \$ 514,243               | \$ 607,413                   |
| Other receivables                         | -                         | 5,402                | 5,402                    | -                            |
| <b>TOTAL ASSETS</b>                       | <b>\$ 439,313</b>         | <b>\$ 80,332</b>     | <b>\$ 519,645</b>        | <b>\$ 607,413</b>            |
| <b>LIABILITIES AND NET POSITION</b>       |                           |                      |                          |                              |
| <b>LIABILITIES:</b>                       |                           |                      |                          |                              |
| Other current liabilities                 | \$ 439,313                | \$ 80,332            | \$ 519,645               | \$ 7,648                     |
| <b>TOTAL LIABILITIES</b>                  | <b>439,313</b>            | <b>80,332</b>        | <b>519,645</b>           | <b>7,648</b>                 |
| <b>NET POSITION:</b>                      |                           |                      |                          |                              |
| Restricted                                | -                         | -                    | -                        | 599,765                      |
| <b>TOTAL NET POSITION</b>                 | <b>-</b>                  | <b>-</b>             | <b>-</b>                 | <b>599,765</b>               |
| <b>TOTAL LIABILITIES AND NET POSITION</b> | <b>\$ 439,313</b>         | <b>\$ 80,332</b>     | <b>\$ 519,645</b>        | <b>\$ 607,413</b>            |

The accompanying notes are an integral part of these financial statements.

**WEST CHESTER AREA SCHOOL DISTRICT  
STATEMENT OF CHANGES IN NET POSITION - FIDUCIARY FUND  
FOR THE YEAR ENDED JUNE 30, 2020**

|                                 | <u>Private-<br/>Purpose<br/>Trust</u> |
|---------------------------------|---------------------------------------|
| ADDITIONS                       |                                       |
| Gifts and contributions         | <u>\$ 503,175</u>                     |
| TOTAL ADDITIONS                 | <u>503,175</u>                        |
| DEDUCTIONS                      |                                       |
| Grants                          | <u>375,657</u>                        |
| TOTAL DEDUCTIONS                | <u>375,657</u>                        |
| CHANGE IN NET POSITION          | 127,518                               |
| NET POSITION, BEGINNING OF YEAR | <u>472,247</u>                        |
| NET POSITION, END OF YEAR       | <u><u>\$ 599,765</u></u>              |

The accompanying notes are an integral part of these financial statements.

WEST CHESTER AREA SCHOOL DISTRICT

NOTES TO FINANCIAL STATEMENTS

NOTE 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The West Chester Area School District's ("the District") financial statements are prepared in accordance with accounting principles generally accepted in the United States of America ("GAAP"). The Governmental Accounting Standards Board ("GASB") is responsible for establishing GAAP for state and local governments through its pronouncements (Statements and Interpretations). The more significant accounting policies established in GAAP and used by the District are discussed below.

Reporting Entity

The District is governed by an elected Board of Directors. GAAP requires that the financial statements present the District and its component units, entities for which the District is considered to be financially accountable. Blended component units, although legally separate entities, are, in substance, part of the District's operations and, therefore, data from these units are required to be combined with data of the primary school district. Each discretely presented component unit, on the other hand, is required to be reported in a separate column in the entity-wide financial statements to emphasize it is legally separate from the District. Based on the application of these principles, there are no component units presented in the District's financial statements.

Entity-wide and Fund Financial Statements

The entity-wide financial statements (i.e., the statement of net position and the statement of activities) report information on all of the nonfiduciary activities of the District and its component units. For the most part, the effect of interfund activity has been removed from these statements. Governmental activities, which normally are supported by taxes and intergovernmental revenues, are reported separately from business-type activities, which rely to a significant extent on fees and charges for services.

The statement of activities demonstrates the degree to which the direct expenses of a given function or segment is offset by program revenues. Direct expenses are those that are clearly identifiable with a specific function or segment. Program revenues include 1) charges to customers or applicants who purchase, use, or directly benefit from goods, services, or privileges provided by a given function or segment; and 2) grants and contributions that are restricted to meeting the operational or capital requirements of a particular function or segment. Taxes and other items not properly included among program revenues are reported instead as general revenues.

Separate financial statements are provided for governmental funds, proprietary funds, and fiduciary funds even though the latter are excluded from the entity-wide financial statements. Major individual governmental funds and major individual enterprise funds are reported as separate columns in the fund financial statements.



WEST CHESTER AREA SCHOOL DISTRICT

NOTES TO FINANCIAL STATEMENTS

NOTE 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

Measurement Focus, Basis of Accounting, and Financial Statement Presentation

The entity-wide financial statements are reported using the economic resources measurement focus and the accrual basis of accounting, as are the proprietary fund and fiduciary fund financial statements. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Property taxes are recognized as revenues in the year for which they are levied. Grants and similar items are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met.

Governmental fund financial statements are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Revenues are recognized as soon as they are both measurable and available. Revenues are considered to be available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the District considers revenues to be available if they are collected within 60 days of the end of the current fiscal period. Expenditures generally are recorded when a liability is incurred, as under accrual accounting. However, debt service expenditures, as well as expenditures related to compensated absences and claims and judgments, are recorded only when payment is due.

Property taxes, franchise taxes, licenses, and interest associated with the current fiscal period are all considered to be susceptible to accrual and, therefore, have been recognized as revenues of the current fiscal period. Only a portion of special assessment receivables due within the current fiscal period is considered to be susceptible to accrual as revenue of the current period. All other revenue items are considered to be measurable and available only when cash is received by the District.

The District reports the following major government funds:

**General Fund** – The general fund is the District's primary operating fund. It accounts for all financial resources, except those required to be accounted for in another fund.

**Capital Projects Fund** – The capital projects fund is used to account for financial resources to be used for the acquisition or construction of major capital assets other than those financed by enterprise operations.

**Capital Reserve Fund** – The capital reserve fund is used for funds set aside that are legally restricted to expenditures for specific purposes.

The District reports the following major proprietary fund:

WEST CHESTER AREA SCHOOL DISTRICT

NOTES TO FINANCIAL STATEMENTS

NOTE 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

**Food Service Fund** – The Food Service Fund (an enterprise fund) is used to account for the operations of the District's school cafeterias that are financed and operated in a manner similar to a private business enterprise wherein the intent of the governing body is that the cost of providing goods or services to the school population on a continuing basis will be recovered or financed primarily through user charges.

These funds distinguish operating revenues and expenses from nonoperating items. Operating revenues and expenses generally result from providing services and producing and delivering goods in connection with the proprietary funds' principal ongoing operations. The principal operating revenue of the District's enterprise fund is food service charges. Operating expenses for the District's enterprise fund includes food production costs, supplies, and administrative costs. All revenues or expenses not meeting this definition are reported as nonoperating revenues and expenses.

For purposes of the statement of cash flows of proprietary funds, cash equivalents include all highly liquid debt instruments with original maturities of three months or less.

When both restricted and unrestricted resources are available for use, it is the District's policy to use restricted resources first, then unrestricted resources as they are needed.

Additionally, the District reports the following fund types:

**Fiduciary Funds** – Fiduciary funds are used to account for assets held by the District in a trustee capacity or as an agent for individuals, private organizations, or other governments. These include private-purpose trust funds and agency funds. Private-purpose trust funds account for resources, including both principal and earnings, which must be expended in accordance with a trust agreement and are accounted for in essentially the same manner as proprietary funds. Agency funds are purely custodial and thus do not involve measurement of the results of operations.

Assets, Liabilities, and Net Position or Equity

***Deposits and Investments***

Under Section 440-1 of the Public School Code of 1949, as amended, the District is permitted to invest funds consistent with sound business practices in the following types of investments:

- Obligations of (a) the United States of America or any of its agencies or instrumentalities backed by the full faith and credit of the United States of America; (b) the Commonwealth of Pennsylvania or any of its agencies or instrumentalities backed by the full faith and credit of the Commonwealth of Pennsylvania; or (c) any political subdivision of the Commonwealth of Pennsylvania or any of its agencies or instrumentalities backed by the full faith and credit of the political subdivision.

WEST CHESTER AREA SCHOOL DISTRICT

NOTES TO FINANCIAL STATEMENTS

NOTE 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

- Deposits in savings accounts or time deposits or share accounts of institutions insured by the Federal Deposit Insurance Corporation ("FDIC") or the Federal Savings and Loan Insurance Corporation ("FSLIC") to the extent that such accounts are so insured and, for any amounts above the insured maximum, provided that approved collateral as provided by law therefore shall be pledged by the depository.

In 2016, permitted investments were expanded to include highly rated commercial paper, bankers' acceptances, and negotiable certificates of deposit.

Investments are reported at fair value, except for repurchase agreements and nonnegotiable certificates of deposit which are reported at cost and external investment pools which are reported at amortized cost. In establishing the fair value of investments, the District uses the following hierarchy. The lowest level of valuation available is used for all investments.

Level 1 – Valuations based on quoted market prices in active markets for identical assets or liabilities that the entity has the ability to access.

Level 2 – Valuations based on quoted prices of similar products in active markets or identical products in markets that are not active or for which all significant inputs are observable, directly or indirectly.

Level 3 – Valuations based on inputs that are unobservable and significant to the overall fair value measurement.

***Receivables and Payables***

Activity between funds that are representative of lending/borrowing arrangements outstanding at the end of the fiscal year is referred to as either "due to/from other funds" (i.e., the current portion of interfund loans) or "advances to/from other funds" (i.e., the noncurrent portion of interfund loans). Any residual balances outstanding between the governmental activities and business-type activities are reported in the entity-wide financial statements as "internal balances."

All trade and property tax receivables are shown net of any allowance for uncollectibles. There are no allowances at June 30, 2020.

Property taxes are levied on July 1 and payable in the following periods:

|                 |                             |                     |
|-----------------|-----------------------------|---------------------|
| Discount Period | - July 1 to August 31       | - 2% of gross levy  |
| Flat Period     | - September 1 to October 31 |                     |
| Penalty Period  | - November 1 to collection  | - 10% of gross levy |
| Lien Date       | - January 15                |                     |

WEST CHESTER AREA SCHOOL DISTRICT

NOTES TO FINANCIAL STATEMENTS

NOTE 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

***Prepaid Items***

Certain payments to vendors reflect costs applicable to future accounting periods and are reported as prepaid items in both entity-wide and fund financial statements.

***Inventory***

All inventories are valued at the lower of cost (first-in, first-out method) or market. Inventories reported in the governmental funds consist of expendable materials and supplies, which are recorded as expenditures when purchased. Inventories in the proprietary fund consist of food and related supplies, and are recorded as expenses when consumed.

***Capital Assets***

Capital assets, which include property, plant, and equipment, are reported in the applicable governmental or business-type activities columns in the entity-wide financial statements. Capital assets are defined by the District as assets with an initial, individual cost of more than \$5,000 and an estimated useful life in excess of one year. Such assets are recorded at historical cost or estimated historical cost if purchased or constructed. The costs of normal maintenance and repairs that do not add to the value of the assets or materially extend assets' lives are not capitalized. Donated capital assets, donated works of art, historical treasures and similar assets, and capital assets that are received in a service concession arrangement will be measured at acquisition value.

Major outlays for capital assets and improvements are capitalized as projects as constructed. Interest incurred during construction is not capitalized.

Property, plant, and equipment is depreciated using the straight-line method over the following estimated useful lives:

|                         |               |
|-------------------------|---------------|
| Buildings               | 20 - 40 years |
| Land improvements       | 20 years      |
| Furniture and equipment | 3 - 10 years  |

***Compensated Absences***

It is the District's policy to permit employees to accumulate earned but unused vacation and sick pay benefits. The liability for unpaid accumulated sick leave is accounted for in the accrued severance pay. This time is paid out only through severance pay calculations.

District employees who are required to work on a 12-month schedule are credited with vacation at rates which vary with length of service or job classification. Vacation must be taken in the year subsequent to when it was earned. If separation of service occurs in the year subsequent to earning, then the unused balance of the amount earned in the prior year is paid at separation. The liability at June 30 represents vacation earned at the date.

WEST CHESTER AREA SCHOOL DISTRICT

NOTES TO FINANCIAL STATEMENTS

NOTE 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

***Accrued Severance Pay***

Administrative personnel who have completed at least 12 years of credited District service and retire under normal PSERS guidelines receive severance pay in the form of compensation. Instructional, secretarial, and support personnel who have completed at least 15 years of credited District service and retire under the normal PSERS guidelines receive severance pay in the form of compensation. Administrative personnel receive \$45 - \$80 per day for every day of accumulated sick and personal days at retirement. Instructional personnel receive \$45 - \$80 per day. Secretarial and support personnel receive \$100 per day for every day of accumulated sick and personal days at retirement to a maximum \$10,000 of compensation. Severance pay generally is liquidated by the general fund.

***Long-term Obligations***

In the entity-wide financial statements and proprietary fund financial statements, long-term debt and other long-term obligations are reported as liabilities in the applicable governmental activities, business-type activities, or proprietary fund type statement of net position. Bond premiums and discounts are netted against outstanding principal balances and amortized over the life of the bonds. Bond issuance costs are expensed when incurred. Deferred amounts on refunding are recorded as deferred inflows or outflows of resources and amortized over the life of the old debt or the life of the new debt, whichever is shorter. All amortized amounts are amortized using the straight-line method which approximates the effective interest method.

In the fund financial statements, governmental fund types recognize bond premiums and discounts, as well as bond issuance costs, during the current period. The face amount of debt issued is reported as other financing sources. Premiums received on debt issuances are reported as other financing sources while discounts on debt issuances are reported as other financing uses. Issuance costs, whether or not withheld from the actual debt proceeds received, are reported as debt service expenditures.

***Deferred Inflows and Deferred Outflows of Resources***

In addition to assets and liabilities, the statement of net position includes separate sections for deferred outflows of resources and deferred inflows of resources. These separate financial statement elements represent an addition to or consumption of net position that applies to future periods and so will not be recognized as an outflow of resources (expense) or inflow of resources (revenue) until then. The District has various items that are reported in these categories.

The first deferred outflow is the deferred charge on refunding reported in the government-wide statement of net position. A deferred charge on refunding results from the difference in the carrying value of refunded debt and its reacquisition price. This amount is deferred and amortized over the shorter of the life of the refunded or refunding debt.

WEST CHESTER AREA SCHOOL DISTRICT

NOTES TO FINANCIAL STATEMENTS

NOTE 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

The second deferred outflow of resources relates to certain changes to the net pension and OPEB liabilities which are required to be amortized over a period of years; the unamortized portions of these changes are reflected as deferred outflows of resources in the statement of net position. In the statement of net position, a deferred inflow of resources is recorded for differences related to changes in the net pension and OPEB liabilities which will be amortized over future periods. See Notes 13 through 16 for further analysis of deferred outflows and inflows of resources related to the net pension and OPEB liabilities.

Governmental funds report deferred inflows of resources in connection with receivables for revenues that are not considered to be available to liquidate liabilities of the current period. Governmental funds also defer revenue recognition with resources that have been received but not yet earned. At the end of the current fiscal year, deferred inflows of resources reported in the general fund resulted from delinquent property taxes receivable.

***Fund Equity***

Fund balance will be displayed in the following classification (if applicable) depicting the relative strength of the spending constraints placed on the purposes for which resources can be used:

*Nonspendable* – that portion of the fund balance that cannot be spent because it is either in a nonspendable form or legally or contractually required to be maintained intact.

*Restricted* – that portion of the fund balance that is constrained to be used for a specific purpose as per an external party or law.

*Committed* – that portion of the balance that is to be used for a specific purpose as per School Board motion. These constraints can be removed or changed by equal level action. Action to constrain resources should occur prior to the fiscal year end. Direction from the School Board can commit specific dollar amounts, percentages, or funds related to a specific activity.

*Assigned* – that portion of the fund balance that is intended to be used for specific purposes. The Property and Finance Committee, the Superintendent, or the Director of Business Affairs may assign amounts for specific purposes.

*Unassigned* – that portion of the fund balance that represents expendable available financial resources. It is the residual after the nonspendable, restricted, committed, and assigned portions are deducted from the total fund balance. A negative unassigned fund balance may be reported in the other governmental funds (not general fund) if expenditures incurred for specific purposes exceeded the amounts restricted, committed, or assigned to those purposes.

When an expenditure is incurred for purposes for which both restricted and unrestricted fund balances are available, the District considers restricted funds to have been spent first. When an expenditure is incurred for which committed, assigned, or unassigned fund balances are

WEST CHESTER AREA SCHOOL DISTRICT

NOTES TO FINANCIAL STATEMENTS

NOTE 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

available, the District considers amounts to have been spent first out of committed funds, then assigned funds and, finally, unassigned funds, as needed, unless the School Board, the Property and Finance Committee, the Superintendent, or the Director of Business Affairs has provided otherwise in its commitment or assignment actions.

The District is committed to maintaining a prudent level of financial resources to protect against the needs to reduce service levels because of temporary revenue shortfalls or unpredicted expenditures. The District's minimum fund balance policy requires that the unassigned fund balance equal or exceed five percent of the subsequent year's general fund operating expenditures.

***Net Position***

The entity-wide financial statements report net position in one of three components. Net investment in capital assets consists of capital assets, net of accumulated depreciation, and reduced by the outstanding balances of borrowings attributable to acquiring, constructing, or improving those assets. Net position is reported as restricted when constraints placed on net position use are either externally imposed by creditors (such as through debt covenants), grantors, contributors, or laws or regulations of other governments or imposed by law through constitutional provisions or enabling legislation. Those restrictions affect net position arising from the capital projects fund. Unrestricted net position consists of net position that does not meet the definition of "net investment in capital assets" or "restricted."

Use of Estimates in the Preparation of Financial Statements

The preparation of basic financial statements in conformity with GAAP requires management to make estimates and assumptions that affect the amounts reported in the financial statements and accompanying notes. Actual results may differ from those estimates.

NOTE 2 BUDGETARY INFORMATION

Budgets are adopted on a basis consistent with GAAP. An annual appropriated budget is adopted for the general fund. All annual appropriations lapse at fiscal year-end. Project-length financial plans are adopted for all capital projects funds.

The District follows these procedures in establishing the budgetary data reflected in the financial statements:

1. The Director of Business Affairs submits to the School Board a proposed operating budget for the fiscal year commencing the following July 1. The operating budget includes proposed expenditures and the means of financing them.
2. Public hearings are conducted at the District offices to obtain taxpayer comments.

WEST CHESTER AREA SCHOOL DISTRICT

NOTES TO FINANCIAL STATEMENTS

NOTE 2 BUDGETARY INFORMATION

3. Prior to July 1, the budget is legally enacted through passage of an ordinance.
4. Formal budgetary integration is employed as a management control device during the year for the general fund.
5. Budgeted amounts are as originally adopted or as amended by the School Board.

NOTE 3 DEPOSITS

Custodial Credit Risk

Custodial credit risk is the risk that in the event of a bank failure, the government's deposits may not be returned. The District does not have a policy for custodial credit risk but operates under the provisions of Commonwealth laws (Act 72). At June 30, 2020, the carrying amount of the District's deposits was \$26,698,132, and the bank balance was \$27,139,519. Of the bank balance, \$250,000 was covered by federal depository insurance. The remaining balance was fully collateralized. This collateral was held by the depository's agent on a pooled basis not in the District's name.

NOTE 4 INVESTMENTS

The District purchases money market holdings, certificates of deposit ("CDs"), and government agency securities through Fulton Financial Advisors. The money market is a federal money market fund and maintains a stable net asset value of \$1 per share, is rated by a nationally recognized statistical rating organization, and is subject to an independent annual audit. As of June 30, 2020, it was rated AAA by a nationally recognized statistical rating agency. Fulton Financial Advisors is a registered member of the Securities and Exchange Commission and subject to the Commission's oversight. These investments are held by a third party. Investments are in short-term securities in accordance with the District's investment policy and school district code. All agency securities purchased are highly rated by a nationally recognized rating agency. As of June 30, 2020, it was rated AA by a nationally recognized statistical rating agency. All CDs are purchased at values to stay within the FDIC insurance limits.

The District also invests in the Pennsylvania Local Government Investment Trust ("PLGIT"), the Pennsylvania School District Liquid Asset Fund ("PSDLAF"), and the Pennsylvania Treasurer's Investment Program for Local Governments ("PTIP"). Although not registered with the Securities and Exchange Commission and not subject to regulatory oversight, PLGIT, PSDLAF, and PTIP act like money market mutual funds in that their objective is to maintain a stable net asset value of \$1 per share, are rated by a nationally recognized statistical rating organization, and are subject to an independent annual audit. These external investment pools are considered 2a7-like pools and are recorded at amortized cost. The amortized cost, which approximates fair



WEST CHESTER AREA SCHOOL DISTRICT

NOTES TO FINANCIAL STATEMENTS

NOTE 4 INVESTMENTS (cont'd)

value of the pool, is determined by the pool's share price. As of June 30, 2020, PLGIT, PSDLAF, and PTIP were rated as AAAm by a nationally recognized statistical rating organization. As of June 30, 2020, the District had \$35,495,855 invested in PLGIT, PSDLAF, and PTIP (\$7,399,963 in the general fund, \$26,633,111 in the capital projects fund, \$365,835 in the capital reserve fund, and \$1,096,946 in the food service fund.)

The District categorizes its fair value measurements within the fair value hierarchy established by GAAP. The District has the following recurring fair value measurements as of June 30, 2020:

|                                    | Fair Value          | Level 1             | Level 2             | Maturity in<br>Less than<br>One Year | Maturity in<br>Greater than<br>One Year |
|------------------------------------|---------------------|---------------------|---------------------|--------------------------------------|-----------------------------------------|
| General Fund                       |                     |                     |                     |                                      |                                         |
| CRIMS - Certificates of deposit    | \$11,364,930        | \$ -                | \$11,364,930        | \$11,364,930                         | \$ -                                    |
| CRIMS - Money market               | 17,596,374          | 17,596,374          | -                   | 17,596,374                           | -                                       |
| CRIMS - Commercial paper           | 4,995,396           | -                   | 4,995,396           | 4,995,396                            | -                                       |
| Total General Fund                 | <u>33,956,700</u>   | <u>17,596,374</u>   | <u>16,360,326</u>   | <u>33,956,700</u>                    | <u>-</u>                                |
| Capital Reserve Fund Account       |                     |                     |                     |                                      |                                         |
| CRIMS - Certificates of deposit    | 8,957,438           | -                   | 8,957,438           | 8,459,941                            | 497,497                                 |
| CRIMS - Money market               | 2,039,180           | 2,039,180           | -                   | 2,039,180                            | -                                       |
| CRIMS - Municipal bonds            | 250,949             | -                   | 250,949             | 250,949                              | -                                       |
| CRIMS - Commercial paper           | 7,941,145           | -                   | 7,941,145           | 7,941,145                            | -                                       |
| Total Capital Reserve Fund Account | <u>19,188,712</u>   | <u>2,039,180</u>    | <u>17,149,532</u>   | <u>18,691,215</u>                    | <u>497,497</u>                          |
| TOTALS                             | <u>\$53,145,412</u> | <u>\$19,635,544</u> | <u>\$33,509,858</u> | <u>\$52,647,915</u>                  | <u>\$ 497,497</u>                       |

Concentration Risk

Investments shall be diversified by avoiding concentration in obligations of a specific issuer (excluding U.S. Treasury securities) and continuously investing a portion of the portfolio in readily available funds such as local government investment pools, money market mutual funds, or bank accounts subject to immediate withdrawal.

Interest Rate Risk

Investment maturities shall be based on a review of cash flow forecasts. Maturities will be scheduled so as to permit the district to meet all projected obligations.

For operating funds, the maximum weighted average maturity will be no more than six (6) months at any point in time and the maximum maturity of any individual investment will be 397 days from purchase date to maturity date. For reserve funds, the maximum weighted average maturity will be no more than two and a half (2 ½) years from at any point in time and the maximum maturity of any individual investment will be five (5) years from purchase date to maturity date. Scholarship and other similarly designated funds shall be invested such that the final maturity will be suitable to the expected life of the designated fund.

WEST CHESTER AREA SCHOOL DISTRICT

NOTES TO FINANCIAL STATEMENTS

NOTE 5 TAXES RECEIVABLE

Taxes receivable as of year-end for the District, in the aggregate, are as follows:

|                        | <u>General Fund</u> |
|------------------------|---------------------|
| Real estate taxes      | \$ 2,291,960        |
| Transfer taxes         | 220,233             |
| Earned income taxes    | <u>1,074,785</u>    |
| Total Taxes Receivable | <u>\$ 3,586,978</u> |

The District's evaluation of taxes resulted in no allowance for uncollectible accounts.

Governmental funds report unearned revenue in connection with receivables for revenues that are not considered to be available to liquidate liabilities of the current period. At the end of the current fiscal year, unavailable revenue of \$1,849,251 reported in the governmental funds resulted from delinquent property taxes receivable which was not collected within 60 days of fiscal year end.

NOTE 6 CAPITAL ASSETS

Capital asset activity for the year ended June 30, 2020 was as follows:

|                                             | <u>Beginning<br/>Balance</u> | <u>Increases</u>    | <u>Decreases</u> | <u>Transfers</u>   | <u>Ending<br/>Balance</u> |
|---------------------------------------------|------------------------------|---------------------|------------------|--------------------|---------------------------|
| <b>GOVERNMENTAL ACTIVITIES</b>              |                              |                     |                  |                    |                           |
| Capital assets not being depreciated:       |                              |                     |                  |                    |                           |
| Land                                        | \$ 28,289,916                | \$ -                | \$ -             | \$ -               | \$ 28,289,916             |
| Construction-in-progress                    | <u>31,507,788</u>            | <u>15,993,933</u>   | <u>-</u>         | <u>(3,163,875)</u> | <u>44,337,846</u>         |
| Total Capital Assets Not Being Depreciated  | <u>59,797,704</u>            | <u>15,993,933</u>   | <u>-</u>         | <u>(3,163,875)</u> | <u>72,627,762</u>         |
| Capital assets being depreciated:           |                              |                     |                  |                    |                           |
| Land improvements                           | 16,416,508                   | -                   | -                | -                  | 16,416,508                |
| Buildings                                   | 424,119,730                  | -                   | -                | 2,146,402          | 426,266,132               |
| Furniture and equipment                     | <u>39,850,208</u>            | <u>2,756,520</u>    | <u>275,110</u>   | <u>1,017,473</u>   | <u>43,349,091</u>         |
| Total Capital Assets Being Depreciated      | <u>480,386,446</u>           | <u>2,756,520</u>    | <u>275,110</u>   | <u>3,163,875</u>   | <u>486,031,731</u>        |
| Accumulated depreciation for:               |                              |                     |                  |                    |                           |
| Land improvements                           | 8,799,499                    | 666,322             | -                | -                  | 9,465,821                 |
| Buildings                                   | 191,112,046                  | 10,724,069          | -                | -                  | 201,836,115               |
| Furniture and equipment                     | <u>35,587,301</u>            | <u>1,502,266</u>    | <u>275,110</u>   | <u>-</u>           | <u>36,814,457</u>         |
| Total accumulated depreciation              | <u>235,498,846</u>           | <u>12,892,657</u>   | <u>275,110</u>   | <u>-</u>           | <u>248,116,393</u>        |
| Total Capital Assets Being Depreciated, Net | <u>244,887,600</u>           | <u>(10,136,137)</u> | <u>-</u>         | <u>3,163,875</u>   | <u>237,915,338</u>        |
| Governmental Activities, Net                | <u>\$304,685,304</u>         | <u>\$ 5,857,796</u> | <u>\$ -</u>      | <u>\$ -</u>        | <u>\$310,543,100</u>      |

WEST CHESTER AREA SCHOOL DISTRICT

NOTES TO FINANCIAL STATEMENTS

NOTE 6 CAPITAL ASSETS (cont'd)

|                                | Beginning<br>Balance | Increases          | Decreases   | Transfers   | Ending<br>Balance |
|--------------------------------|----------------------|--------------------|-------------|-------------|-------------------|
| BUSINESS-TYPE ACTIVITIES       |                      |                    |             |             |                   |
| Capital assets:                |                      |                    |             |             |                   |
| Furniture and equipment        | \$ 1,556,836         | \$ 74,131          | \$ -        | \$ -        | \$ 1,630,967      |
| Total Capital Assets           | <u>1,556,836</u>     | <u>74,131</u>      | <u>-</u>    | <u>-</u>    | <u>1,630,967</u>  |
| Accumulated depreciation for:  |                      |                    |             |             |                   |
| Furniture and equipment        | 854,765              | 118,593            | -           | -           | 973,358           |
| Total Accumulated Depreciation | <u>854,765</u>       | <u>118,593</u>     | <u>-</u>    | <u>-</u>    | <u>973,358</u>    |
| Business-type Activities       |                      |                    |             |             |                   |
| Capital Assets, Net            | <u>\$ 702,071</u>    | <u>\$ (44,462)</u> | <u>\$ -</u> | <u>\$ -</u> | <u>\$ 657,609</u> |

Depreciation expense was charged to functions/programs of the District as follows:

Governmental Activities:

|                                                      |                      |
|------------------------------------------------------|----------------------|
| Instruction                                          | \$ 7,927,933         |
| Instructional student support                        | 980,782              |
| Administrative and financial support services        | 1,146,477            |
| Operation and maintenance of plant services          | 1,853,914            |
| Pupil transportation                                 | 706,993              |
| Student activities                                   | 270,589              |
| Community services                                   | <u>5,969</u>         |
| Total Depreciation Expense - Governmental Activities | <u>\$ 12,892,657</u> |
| Business-type Activities - Food Service              | <u>\$ 118,593</u>    |

NOTE 7 INTERFUND RECEIVABLES, PAYABLES, AND TRANSFERS

The composition of interfund balances as of and for the year ended June 30, 2020 is as follows:

| Receivable to | Payable from      | Amount           |
|---------------|-------------------|------------------|
| General fund  | Food service fund | <u>\$ 91,859</u> |

Interfund receivables and payables exist as a result of a time lag between dates when goods and services were provided and payments between funds were made. All will be paid within one year. The general fund transferred \$5,451,612 to the capital reserve fund for the year ended June 30, 2020 to fund future planned capital expenditures.

WEST CHESTER AREA SCHOOL DISTRICT

NOTES TO FINANCIAL STATEMENTS

NOTE 8 LONG-TERM DEBT

The following summarizes the changes in the long-term debt of governmental activities for the year ended June 30, 2020:

|                                                          | Principal<br>Outstanding<br>June 30, 2019 | Repayments                  | Additions                  | Principal<br>Outstanding<br>June 30, 2020 | Due in<br>One Year          |
|----------------------------------------------------------|-------------------------------------------|-----------------------------|----------------------------|-------------------------------------------|-----------------------------|
| General Obligation Note,<br>Series of 2009               | \$ 9,955,000                              | \$ 5,000                    | \$ -                       | \$ 9,950,000                              | \$ 650,000                  |
| General Obligation Bonds,<br>Refunding Series AA of 2010 | 11,120,000                                | 3,290,000                   | -                          | 7,830,000                                 | 3,420,000                   |
| General obligation bonds,<br>Series A of 2012            | 21,000,000                                | -                           | -                          | 21,000,000                                | -                           |
| General Obligation Bonds,<br>Series AA of 2012           | 22,855,000                                | 7,875,000                   | -                          | 14,980,000                                | 7,360,000                   |
| General Obligation Bonds,<br>Series of 2013              | 1,675,000                                 | 825,000                     | -                          | 850,000                                   | 850,000                     |
| General Obligation Bonds,<br>Series of 2014              | 12,000,000                                | -                           | -                          | 12,000,000                                | -                           |
| General Obligation Bonds,<br>Series A of 2014            | 26,385,000                                | 800,000                     | -                          | 25,585,000                                | 1,085,000                   |
| General Obligation Bonds,<br>Series AA of 2014           | 56,460,000                                | 290,000                     | -                          | 56,170,000                                | 295,000                     |
| General Obligation Bonds,<br>Series A of 2015            | 9,675,000                                 | 5,000                       | -                          | 9,670,000                                 | 5,000                       |
| General Obligation Bonds,<br>Series AA of 2015           | 2,260,000                                 | 735,000                     | -                          | 1,525,000                                 | 755,000                     |
| General Obligation Bonds,<br>Series of 2016              | 10,175,000                                | 1,840,000                   | -                          | 8,335,000                                 | 1,935,000                   |
| General Obligation Bonds,<br>Series A of 2016            | 32,015,000                                | 5,000                       | -                          | 32,010,000                                | 5,000                       |
| General Obligation Bonds,<br>Series AA of 2016           | 8,490,000                                 | 5,000                       | -                          | 8,485,000                                 | 5,000                       |
| General Obligation Bonds,<br>Series of 2017              | 6,625,000                                 | 605,000                     | -                          | 6,020,000                                 | 615,000                     |
| General Obligation Bonds,<br>Series A of 2017            | 9,745,000                                 | 5,000                       | -                          | 9,740,000                                 | 5,000                       |
| General Obligation Bonds,<br>Series of 2018              | 9,990,000                                 | 5,000                       | -                          | 9,985,000                                 | 5,000                       |
| General Obligation Bonds,<br>Series of 2019              | -                                         | -                           | 34,750,000                 | 34,750,000                                | 5,000                       |
|                                                          | <u>250,425,000</u>                        | <u>16,290,000</u>           | <u>34,750,000</u>          | <u>268,885,000</u>                        | <u>\$ 16,995,000</u>        |
| Deferred amounts:<br>Issuance premium                    | <u>15,020,452</u>                         | <u>2,912,753</u>            | <u>5,643,840</u>           | <u>17,751,539</u>                         | <u>2,979,941</u>            |
| <b>LONG-TERM DEBT</b>                                    | <b><u>\$265,445,452</u></b>               | <b><u>\$ 19,202,753</u></b> | <b><u>\$40,393,840</u></b> | <b><u>\$286,636,539</u></b>               | <b><u>\$ 19,974,941</u></b> |

WEST CHESTER AREA SCHOOL DISTRICT

NOTES TO FINANCIAL STATEMENTS

NOTE 8 LONG-TERM DEBT (cont'd)

**General Obligation Bonds**

|                                                                                                                                                                                                                                    |              |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| Refunding Series AA of 2010, original principal amount of \$28,220,000, maturing March 15, 2012 through March 15, 2022, bearing interest ranging from 4.00% to 5.00%, interest payable semi-annually on March 15 and September 15. | \$ 7,830,000 |
| Series A of 2012, original principal amount of \$21,000,000, maturing May 15, 2014 through May 15, 2032, bearing interest of 3.00%, interest payable semi-annually on May 15 and November 15.                                      | 21,000,000   |
| Refunding Series AA of 2012, original principal amount of \$39,330,000, maturing May 15, 2014 through May 15, 2022, bearing interest ranging from 4.00% to 5.00%, interest payable semi-annually on May 15 and November 15.        | 14,980,000   |
| Refunding Series of 2013, original principal amount of \$8,215,000, maturing October 1, 2013 through October 1, 2020, bearing interest ranging from 2.00% to 4.00%, interest payable semi-annually on April 1 and October 1.       | 850,000      |
| Series of 2014, original principal amount of \$12,000,000, maturing May 15, 2025 through May 15, 2032, bearing interest ranging from 3.75% to 4.25%, interest payable semi-annually on May 15 and November 15.                     | 12,000,000   |
| Refunding Series A of 2014, original principal amount of \$30,890,000, maturing May 15, 2015 through May 15, 2024, bearing interest ranging from 2.50% to 5.00%, interest payable semi-annually on May 15 and November 15.         | 25,585,000   |
| Refunding Series AA of 2014, original principal amount of \$57,635,000, maturing May 15, 2016 through May 15, 2030, bearing interest ranging from 3.00% to 5.00%, interest payable semi-annually on May 15 and November 15.        | 56,170,000   |
| Series A of 2015, original principal amount of \$9,690,000, maturing May 15, 2017 through May 15, 2032, bearing interest ranging from 1.30% to 2.80%, interest payable semi-annually on May 15 and November 15.                    | 9,670,000    |
| Refunding Series AA of 2015, original principal amount of \$4,880,000, maturing May 15, 2016 through November 15, 2021, bearing interest ranging from 2.00% to 4.00%, interest payable semi-annually on May 15 and November 15.    | 1,525,000    |

WEST CHESTER AREA SCHOOL DISTRICT

NOTES TO FINANCIAL STATEMENTS

NOTE 8 LONG-TERM DEBT (cont'd)

Refunding Series of 2016, original principal amount of \$15,300,000, maturing April 15, 2016 through April 15, 2024, bearing interest ranging from 1.50% to 5.00%, interest payable semi-annually on April 15 and October 15. 8,335,000

Refunding Series A of 2016, original principal amount of \$32,030,000, maturing February 15, 2017 through February 15, 2027, bearing interest ranging from 1.35% to 5.00%, interest payable semi-annually on February 15 and August 15. 32,010,000

Series AA of 2016, original principal amount of \$8,500,000, maturing May 15, 2018 through May 15, 2032, bearing interest ranging from 2.00% to 3.00%, interest payable semi-annually on May 15 and November 15. 8,485,000

Refunding Series of 2017, original principal amount of \$7,495,000, maturing December 15, 2017 through December 15, 2028, bearing interest ranging from 2.00% to 2.25%, interest payable semi-annually on June 15 and December 15. 6,020,000

Series A of 2017, original principal amount of \$9,750,000, maturing May 15, 2019 through May 15, 2032, bearing interest ranging from 1.75% to 2.50%, interest payable semi-annually on May 15 and November 15. 9,740,000

Series of 2018, original principal amount of \$9,990,000, maturing May 15, 2020 through May 15, 2039, bearing interest ranging from 2.50% to 3.50%, interest payable semi-annually on May 15 and November 15. 9,985,000

Series of 2019, original principal amount of \$34,750,000, maturing May 15, 2021 through May 15, 2040, bearing interest at 4.00%, interest payable semi-annually on May 15 and November 15. 34,750,000

TOTAL BONDS 258,935,000

***General Obligation Notes***

Series of 2009, original principal amount of \$10,000,000, maturing October 1, 2010 through October 1, 2027, bearing interest at a rate not to exceed 25%. Interest to be paid monthly. 9,950,000

TOTAL NOTES 9,950,000

TOTAL BONDS AND NOTES \$268,885,000

WEST CHESTER AREA SCHOOL DISTRICT

NOTES TO FINANCIAL STATEMENTS

NOTE 8 LONG-TERM DEBT (cont'd)

Payments of long-term debt are expected to be funded by the general fund.

Presented below is a summary of the bonds and notes debt service requirements to maturity by year:

| <u>Year Ending June 30</u> | <u>Principal Maturities</u> | <u>Interest Maturities</u> | <u>Total Maturities</u> |
|----------------------------|-----------------------------|----------------------------|-------------------------|
| 2021                       | \$ 16,995,000               | \$ 10,240,205              | \$ 27,235,205           |
| 2022                       | 17,630,000                  | 9,552,125                  | 27,182,125              |
| 2023                       | 18,210,000                  | 8,813,075                  | 27,023,075              |
| 2024                       | 18,515,000                  | 7,930,623                  | 26,445,623              |
| 2025                       | 19,350,000                  | 7,037,353                  | 26,387,353              |
| 2026-2030                  | 106,280,000                 | 23,192,581                 | 129,472,581             |
| 2031-2035                  | 44,120,000                  | 9,122,561                  | 53,242,561              |
| 2036-2040                  | 27,785,000                  | 3,270,951                  | 31,055,951              |
|                            | <u>\$ 268,885,000</u>       | <u>\$ 79,159,474</u>       | <u>\$ 348,044,474</u>   |

NOTE 9 CHANGES IN LONG-TERM LIABILITIES

Long-term liabilities for the governmental activities are summarized as follows:

|                              | <u>Balance June 30, 2019</u> | <u>Additions</u>    | <u>Reductions</u>   | <u>Balance June 30, 2020</u> | <u>Due in One Year</u> |
|------------------------------|------------------------------|---------------------|---------------------|------------------------------|------------------------|
| Accrued compensated absences | \$ 1,939,824                 | \$ 750,393          | \$ 643,227          | \$ 2,046,990                 | \$ -                   |
| Accrued severance            | 3,215,243                    | 815,105             | 637,183             | 3,393,165                    | -                      |
| Subtotal                     | 5,155,067                    | 1,565,498           | 1,280,410           | 5,440,155                    | -                      |
| Net OPEB liability           | 29,410,267                   | -                   | 600,433             | 28,809,834                   | -                      |
| Net pension liability        | 329,698,000                  | -                   | 9,284,000           | 320,414,000                  | -                      |
| Bonds and notes payable, net | <u>265,445,452</u>           | <u>40,393,840</u>   | <u>19,202,753</u>   | <u>286,636,539</u>           | <u>19,974,941</u>      |
| Total                        | <u>\$629,708,786</u>         | <u>\$41,959,338</u> | <u>\$30,367,596</u> | <u>\$ 641,300,528</u>        | <u>\$19,974,941</u>    |

Long-term liabilities of the governmental activities are anticipated to be liquidated by the general fund.

NOTE 10 CONTINGENT LIABILITIES

Amounts received or receivable from grantor agencies are subject to audit and adjustment by grantor agencies, principally, the federal government. Any disallowed claims, including

WEST CHESTER AREA SCHOOL DISTRICT

NOTES TO FINANCIAL STATEMENTS

NOTE 10 CONTINGENT LIABILITIES (cont'd)

amounts already collected, may constitute a liability of the applicable funds. The amount, if any, of expenditures which may be disallowed by the grantor cannot be determined at this time although the District expects such amounts, if any, to be immaterial.

NOTE 11 CONSTRUCTION COMMITMENTS

As of June 30, 2020, the District had construction projects yet to be completed. The commitments and amounts completed to date are as follows:

|             | <u>Contract<br/>Amount</u> | <u>Completed<br/>as of<br/>06/30/2020</u> | <u>Commitments</u>   |
|-------------|----------------------------|-------------------------------------------|----------------------|
| Renovations | <u>\$ 61,825,815</u>       | <u>\$ 39,004,232</u>                      | <u>\$ 22,821,583</u> |

In addition, the District has incurred costs totaling \$5,333,614 for project costs that were not under a formal contract as of June 30, 2020.

NOTE 12 RISK MANAGEMENT

The District self-insures worker's compensation through its Insurance Consortium. The District's Insurance Consortium is an association consisting of school districts, intermediate units, and vocational-technical schools of the Commonwealth of Pennsylvania. The District obtained a self-insurance exemption from the Commonwealth of Pennsylvania, Department of Labor and Industry, Bureau of Worker's Compensation, which allows the District to self-insure workers' compensation.

Each year the District is required to deposit funds into the central fund. The District then is billed monthly for actual claims for the current year paid during the previous month up to the level of retention. After the level of retention is reached, claim payments are made from the central fund. At the end of each fiscal year, reserves are established or adjusted on all outstanding claims. Funds in the central fund at the end of the fiscal year are not refunded. Total claims paid for the year ended June 30, 2020 were \$157,226.

Additionally, the District self-insures group medical, dental, vision, and prescription coverage. The District has accrued a three-month value for potential claims under medical, dental, vision and prescription coverage. Total claims paid for the year ended June 30, 2020 were \$18,116,974.

The District is exposed to various risks of loss related to theft of, damage to, and destruction of assets, errors and omissions, and natural disasters. The District has purchased various insurance policies to safeguard its assets from risk of loss. There was no change in the level of the District's



WEST CHESTER AREA SCHOOL DISTRICT

NOTES TO FINANCIAL STATEMENTS

NOTE 12 RISK MANAGEMENT (cont'd)

insurance coverage and no settlements exceeding insurance coverage during the year ended June 30, 2020 and the three previous fiscal years.

Insurance claim liabilities reported at June 30 are historically paid within one year. Changes in the District's claims liability amount in fiscal years 2020 and 2019 were:

|                                              | <u>Year Ended<br/>June 30, 2020</u> | <u>Year Ended<br/>June 30, 2019</u> |
|----------------------------------------------|-------------------------------------|-------------------------------------|
| Claims liability at July 1                   | \$ 4,010,121                        | \$ 3,970,981                        |
| Current year claims and changes in estimates | 18,031,877                          | 22,676,521                          |
| Claim payments                               | <u>(18,031,877)</u>                 | <u>(22,637,381)</u>                 |
| Claims liability at June 30                  | <u>\$ 4,010,121</u>                 | <u>\$ 4,010,121</u>                 |

NOTE 13 PENSION PLAN

The District contributes to the Public School Employees' Retirement System ("PSERS"), a governmental cost-sharing multiple-employer defined benefit pension plan that provides retirement benefits to public school employees of the Commonwealth of Pennsylvania. The members eligible to participate in the system include all full-time public school employees, part-time hourly public school employees who render at least 500 hours of service in the school year, and part-time per diem public school employees who render at least 80 days of service in the school year in any of the reporting entities in Pennsylvania. The PSERS issues a publicly available comprehensive annual financial report that includes the financial statements and required supplementary information for the plan. A copy of this report may be obtained by writing to the Public School Employees' Retirement System, P.O. Box 125, Harrisburg, Pennsylvania 17108-0125, or by visiting the PSERS website at [www.pfers.pa.gov](http://www.pfers.pa.gov).

Benefits Provided

The PSERS provides retirement, disability, and death benefits. Members are eligible for monthly retirement benefits upon reaching (a) age 62 with at least one year of credited service, (b) age 60 with 30 or more years of credited service, or (c) 35 or more years of service regardless of age. Act 120 of 2010 ("Act 120") preserves the benefits of existing members and introduced benefit reductions for individuals who became new members on or after July 1, 2011. Act 120 created two new membership classes, Membership Class T-E ("Class T-E"), and Membership Class T-F ("Class T-F"). To qualify for normal retirement, Class T-E and Class T-F members must work until age 65 with a minimum of three years of service, or attain a total combination and age and service that is equal to or greater than 92, with a minimum of 35 years of service. Benefits are generally equal to two percent or two and one-half percent, depending upon the membership class, of the member's final average salary as defined in the Code, multiplied by the number of years of credited service. For members whose membership started prior to

WEST CHESTER AREA SCHOOL DISTRICT

NOTES TO FINANCIAL STATEMENTS

NOTE 13 PENSION PLAN (cont'd)

July 1, 2011, after completion of five years of service, a member's right to the defined benefits is vested, and early retirement may be elected. For Class T-E and Class T-F members, the right to benefits is vested after 10 years of service. Benefit terms may be amended by passing bills in the Pennsylvania Senate and House of Representatives and sending them to the Governor for approval.

Participants are eligible for disability retirement benefits after completion of five years of credited service. Such benefits are generally equal to two percent or two and one-half percent, depending upon the membership class of the member's final average salary as defined in the Code, multiplied by the number of years of credited service but not less than one-third of such salary nor greater than the benefit the member would have had at normal retirement age. Members over normal retirement age may apply for disability benefits.

Death benefits are payable upon the death of an active member who has reached age 62 with at least one year of credited service (age 65 with at least three years of credited service for Class T-E and Class T-F members, or who has at least five years of credited service for Class T-E and Class T-F members). Such benefits are actuarially equivalent to the benefit that would have been effective if the member had retired on the day before death.

Member Contributions

Active members who joined the system prior to July 22, 1983 contributed at 5.25 percent (Membership Class T-C), or at 6.50 percent (Membership Class T-D) of the member's qualifying compensation.

Members who joined the system on or after July 22, 1983, and who were active or inactive as of July 1, 2001, contribute at 6.25 percent (Membership Class T-C), or at 7.50 percent (Membership Class T-D) of the member's qualifying compensation.

Members who joined the system after June 30, 2001 and before July 1, 2011 contribute at 7.50 percent (automatic Membership Class T-D). For all new hires and for members who elected Class T-D membership, the higher contribution rates began with service rendered on or after January 1, 2002.

Members who joined the system after June 30, 2011 automatically contribute at the Membership Class T-E rate of 7.50 percent (base rate) of the member's qualifying compensation. All new hires after June 30, 2011, who elect Class T-F membership, contribute at 10.30 percent (base rate) of the member's qualifying compensation. Membership Class T-E and T-F are affected by a "shared risk" provision in Act 120 that in future fiscal years could cause the Membership Class T-E contribution rate to fluctuate between 7.50 percent and 9.50 percent, and Membership Class T-F contribution rate to fluctuate between 10.30 percent and 12.30 percent.

The contribution policy is governed by the applicable provisions of the Retirement Code.

WEST CHESTER AREA SCHOOL DISTRICT

NOTES TO FINANCIAL STATEMENTS

NOTE 13 PENSION PLAN (cont'd)

Employer Contributions

The District's contractually required annual contribution is based on an actuarially determined amount that, when combined with the employee contributions, is expected to finance the costs of benefits earned by employees during the year, with an additional amount to finance any unfunded accrued liability. For the year ended June 30, 2020, the rate of the employer contribution was 34.29 percent of covered payroll, allocated 33.36 percent to pensions, 0.84 percent to health insurance assistance, and 0.09 percent to the defined benefit plan. The District's pension contribution to PSERS for the year ended June 30, 2020 was \$32,290,025.

The contribution policy is governed by the applicable provisions of the Retirement Code.

Pension Liability and Expense, and Deferred Outflows and Inflows of Resources

At June 30, 2020, the District reported a liability of \$320,414,000 for its proportionate share of the net pension liability. The net pension liability was measured as of June 30, 2019, and the total pension liability used to calculate the net pension liability was determined by rolling forward the system's total pension liability as of June 30, 2018 to June 30, 2019. The District's proportion of the net pension liability was calculated utilizing the employer's one-year reported covered payroll as it relates to the total one-year reported covered payroll.

At June 30, 2019, the District's proportion was 0.6849 percent, which was a decrease of 0.0019 percent from its proportion measured as of June 30, 2018.

For the year ended June 30, 2020, the District recognized pension expense of \$36,918,603. At June 30, 2020, the District reported deferred outflows of resources and deferred inflows of resources related to pensions from the following sources:

|                                                                                          | <u>Deferred<br/>Outflows of<br/>Resources</u> | <u>Deferred<br/>Inflows of<br/>Resources</u> |
|------------------------------------------------------------------------------------------|-----------------------------------------------|----------------------------------------------|
| Net difference between projected and actual investment earnings                          | \$ -                                          | \$ 918,000                                   |
| Changes in assumptions                                                                   | 3,063,000                                     | -                                            |
| Changes in proportions                                                                   | 1,942,000                                     | 855,000                                      |
| Difference between employer contributions and proportionate share of total contributions | 410,171                                       | -                                            |
| Contributions subsequent to the date of measurement                                      | 32,290,025                                    | -                                            |
| Difference between expected and actual experience                                        | <u>1,764,000</u>                              | <u>10,620,000</u>                            |
|                                                                                          | <u>\$ 39,469,196</u>                          | <u>\$ 12,393,000</u>                         |

WEST CHESTER AREA SCHOOL DISTRICT

NOTES TO FINANCIAL STATEMENTS

NOTE 13 PENSION PLAN (cont'd)

Deferred outflows of resources in the amount of \$32,290,025 resulted from the District's contributions subsequent to the measurement date, which will be recognized as a reduction of the net pension liability in the year ended June 30, 2021. Other amounts will be reported as deferred outflows of resources and deferred inflows of resources related to pensions and will be recognized in pension expense as follows:

Year Ended June 30,

|      |                       |
|------|-----------------------|
| 2021 | \$ 2,590,075          |
| 2022 | (5,012,155)           |
| 2023 | (3,384,823)           |
| 2024 | <u>593,074</u>        |
|      | <u>\$ (5,213,829)</u> |

Actuarial Assumptions

The total pension liability at June 30, 2019 was determined by rolling forward the system's total pension liability at June 30, 2018 to June 30, 2019 using the following actuarial assumptions, applied to all periods included in the measurement:

- Actuarial cost method – entry age normal, level percentage of pay
- Investment return – 7.25 percent, including inflation of 2.75 percent
- Salary increases – effective average of 5.00 percent, which reflects an allowance for inflation of 2.75 percent, and 2.25 percent for real wage growth and for merit or seniority increases
- Mortality rates were based on the RP-2014 Mortality Tables for Males and Females, adjusted to reflect PSERS' experience and projected using a modified version of the MP-2015 Mortality Improvement Scale.
- Experience rates were based on a study from July 1, 2010 through June 30, 2015.

The long-term expected rate of return on pension plan investments was determined using the building-block method in which best estimate ranges of expected future real rates of return (expected returns, net of pension plan investment expense and inflation) are developed for each major asset class. These ranges are combined to produce the long-term expected rate of return by weighting the expected future real rates of return by the target asset allocation percentage and by adding expected inflation.

The pension plan's policy in regard to the allocation of invested plan assets is established and may be amended by the PSERS Board of Directors. Plan assets are managed with a long-term objective of achieving and maintaining a fully funded status for the benefits provided through the pension.

WEST CHESTER AREA SCHOOL DISTRICT

NOTES TO FINANCIAL STATEMENTS

NOTE 13 PENSION PLAN (cont'd)

A schedule of plan investments by asset class, target allocations, and long-term expected real rate of return is as follows:

| <u>Asset Class</u>      | <u>Target Allocation</u> | <u>Long-term Expected Real Rate of Return</u> |
|-------------------------|--------------------------|-----------------------------------------------|
| Global public equity    | 20.0%                    | 5.6%                                          |
| Fixed income            | 36.0%                    | 1.9%                                          |
| Global public equity    | 20.0%                    | 2.7%                                          |
| Fixed income            | 36.0%                    | 3.4%                                          |
| Commodities             | 8.0%                     | 4.1%                                          |
| Absolute return         | 10.0%                    | 5.5%                                          |
| Risk parity             | 10.0%                    | 4.1%                                          |
| MLPs/infrastructure     | 8.0%                     | 7.4%                                          |
| Real estate             | 10.0%                    | 0.3%                                          |
| Alternative investments | 15.0%                    | 0.7%                                          |
| Cash                    | 3.0%                     | 5.6%                                          |
| Financing (LIBOR)       | (20.0%)                  | 1.9%                                          |
|                         | <u>100.0%</u>            |                                               |

The above was the PSERS Board's adopted asset allocation policy and best estimates of geometric real rates of return for each major asset class as of June 30, 2019.

Discount Rate

The discount used to measure the total pension liability was 7.25 percent. The projection of cash flows used to determine the discount rate assumed that contributions from plan members will be made at the current contribution rate and that contributions from employers will be made at contractually required rates which are actuarially determined. Based on those assumptions, the pension plan's fiduciary net position was projected to be available to make all projected future benefit payments of current plan members. Therefore, the long-term expected rate of return on pension plan investments was applied to all periods of projected benefit payments to determine the total pension liability.

Sensitivity of the District's Proportionate Share of the Net Pension Liability to Changes in the Discount Rate

The following presents the net pension liability, calculated using the discount rate of 7.25 percent, as well as what the net pension liability would be if it were calculated using a discount rate that is one percentage point lower (6.25 percent) or one percentage point higher (8.25 percent) than the current rate.

WEST CHESTER AREA SCHOOL DISTRICT

NOTES TO FINANCIAL STATEMENTS

NOTE 13 PENSION PLAN (cont'd)

|                                                             | 1%<br>Decrease<br>6.25% | Current Rate<br>Discount Rate<br>7.25% | 1%<br>Increase<br>8.25% |
|-------------------------------------------------------------|-------------------------|----------------------------------------|-------------------------|
| District's proportionate share of the net pension liability | \$ 399,111,000          | \$ 320,414,000                         | \$ 253,777,000          |

Pension Plan Fiduciary Net Position

Detailed information about the PSERS' fiduciary net position is available in the PSERS Comprehensive Annual Financial Report, which can be found on the system's website at [www.psers.state.pa.us](http://www.psers.state.pa.us).

NOTE 14 POSTEMPLOYMENT HEALTHCARE PLAN

Plan Description

The District administers a single employer defined benefit healthcare plan to eligible retirees and their spouses. The District has three bargaining units which participate in this plan: the West Chester Education Support Professionals, the West Chester Service Support Professionals, and the West Chester Area Education Association (teachers). In addition, the administrators and the non-bargaining staff members participate in the plan. Members of the Education Support Professionals and the Service Support Professionals who were at least 50 years old as of July 1, 2012 and had 20 years of service upon retirement are eligible to receive a health reimbursement account ("HRA") of \$2,000 per year towards PSERS Health Options Program for a maximum of four years.

Teachers that reached age 50 as of July 1, 2014 and had 20 years of service in the District upon retirement are eligible to receive an HRA of \$20,000 and cannot elect coverage under a medical plan provided by the District. Teachers that are not eligible for the HRA or elect not to receive the HRA may continue the medical benefits by paying the full COBRA premium.

Administrators that reach age 50 with 12 years of service and five years as an administrator receive benefits for administrator and spouse for 10 years or until Medicare eligible. Administrators receiving this benefit are required to cost share for administrator coverage at a rate equal to the higher of the maximum reimbursement provided by PSERS (currently \$100 per month) or active employee contribution and up to 50 percent of the cost of the spousal coverage cost.

Non-bargaining employees that reach age 50 with 15 years of service receive single coverage benefits until Medicare eligible. Non-bargaining staff receiving this benefit are required to cost

WEST CHESTER AREA SCHOOL DISTRICT

NOTES TO FINANCIAL STATEMENTS

NOTE 14 POSTEMPLOYMENT HEALTHCARE PLAN (cont'd)

share for non-bargaining employee coverage at a rate equal to the higher of the maximum reimbursement provided by PSERS (currently \$100 per month) or active employee contribution. The employee must retire from service to receive the postemployee benefits and not work for another school district.

The health insurance plan is a single employer, defined benefit OPEB plan. The medical, prescription drug, dental, and vision benefits are self-insured. Only the PC-65 product is fully insured. The medical benefits are administered through Blue Cross and the prescription drug benefits through Caremark. Separate financial statements are not issued for the plan.

Participants

As of June 30, 2020, the plan had 1,509 participants, consisting of 1,383 active participants, zero vested former participants, and 126 retired participants. Participant data is based on census information as of October 2018. Due to the timing of District turnover, the data is believed to be representative of the population for the 2019-2020 school year.

Funding Policy

The contribution requirements of plan members are established and may be amended by the Board of School Directors. The District has no assets accumulated in a trust or equivalent arrangement for the purpose of administering the OPEB plan. The required contribution is based on projected pay-as-you-go financing requirements, with any additional amount to prefund as determined annually by the Board of School Directors. For fiscal year 2020, the District paid \$1,324,997 to plan members eligible for receiving benefits.

Actuarial Assumptions and Other Inputs

The total OPEB liability was measured as of July 1, 2019, which was the same date of the most recent actuarial valuation. The total OPEB liability as of July 1, 2019 was determined by rolling forward the system's total OPEB liability as of the July 1, 2018 actuarial valuation to the July 1, 2019 measurement date using the actuarial assumptions noted below.

Discount Rate

The discount rate was 3.36 percent based on the S&P Municipal Bond 20-year High Grade Rate Index at July 1, 2019, an increase from the prior measurement date (2.98 percent).

Withdrawal

Rates of withdrawal vary by age, gender, and years of service. Sample rates for employees with more than 10 years of service are shown below. Rates for new employees start at 22.9 percent for both men and women and decrease with age and service.

WEST CHESTER AREA SCHOOL DISTRICT

NOTES TO FINANCIAL STATEMENTS

NOTE 14 POSTEMPLOYMENT HEALTHCARE PLAN (cont'd)

| <u>Age</u> | <u>Male Rate</u> | <u>Female Rate</u> | <u>Age</u> | <u>Male Rate</u> | <u>Female Rate</u> |
|------------|------------------|--------------------|------------|------------------|--------------------|
| 25         | 2.5700%          | 5.0200%            | 45         | 1.3700%          | 1.6500%            |
| 30         | 2.5700%          | 4.0200%            | 50         | 1.9200%          | 2.0600%            |
| 35         | 1.5000%          | 2.8500%            | 55         | 3.3800%          | 3.1100%            |
| 40         | 1.3400%          | 1.6000%            | 60         | 5.5700%          | 6.4000%            |

Mortality

Separate rates are assumed preretirement and postretirement using the PSERS defined benefit pension plan actuarial valuation.

Incorporated into the table are rates projected generationally by the Buck Modified 2016 projection scale to reflect mortality improvement.

Disability

No disability was assumed.

Retirement

Assumed retirement rates are based on PSERS plan experience and vary by age, service, and gender.

| <u>Age</u> | <u>Age and 25 Years of Service</u> |               | <u>Superannuation</u> |               |
|------------|------------------------------------|---------------|-----------------------|---------------|
|            | <u>Male</u>                        | <u>Female</u> | <u>Male</u>           | <u>Female</u> |
| 55         | 19%                                | 19%           | 27%                   | 10%           |
| 56         | 17%                                | 17%           | 32%                   | 30%           |
| 57         | 17%                                | 17%           | 32%                   | 30%           |
| 58         | 17%                                | 17%           | 32%                   | 35%           |
| 59         | 22%                                | 21%           | 31%                   | 36%           |
| 60         | 14%                                | 17%           | 31%                   | 36%           |
| 61         | 29%                                | 30%           | 29%                   | 31%           |
| 62         | 51%                                | 61%           | 51%                   | 61%           |
| 63         | 26%                                | 26%           | 26%                   | 26%           |
| 64         | 21%                                | 22%           | 21%                   | 22%           |
| 65         | 100%                               | 100%          | 100%                  | 100%          |

Salary

An assumption for salary increases is used only for spreading contributions over future pay under the entry age normal cost method. For this purpose, salary increases are composed of



WEST CHESTER AREA SCHOOL DISTRICT

NOTES TO FINANCIAL STATEMENTS

NOTE 14 POSTEMPLOYMENT HEALTHCARE PLAN (cont'd)

2.5 percent cost of living adjustment, 1.0 percent real wage growth, and for teachers and administrators, a merit increase which varies by age from 0.00 to 2.75 percent.

Percent of Eligible Retirees Electing Coverage in Plan

One hundred percent of employees eligible for an HRA account are assumed to elect it. Ninety percent of employees are eligible for subsidized coverage; fifty percent of teachers and twenty-five percent of all other employees only eligible for self-paid coverage are assumed to elect coverage. One hundred percent of administrators and forty percent of all other employees are assumed to elect group life insurance.

Percent Married at Retirement

Ninety percent of administrators and fifteen percent of all other employees are assumed to be married and have a spouse covered by the plan at retirement. Non-spouse dependents are deemed to be immaterial.

Spouse Age

Wives are assumed to be two years younger than their husbands.

Per Capita Claims Cost

The per capita claims cost for medical and prescription drug is based on the expected portion of the group's overall cost attributed to individuals in the specified age and gender brackets.

Dental and vision costs are assumed to not vary with age or gender. The resulting costs are as follows:

| Age     | Medical   |           | Prescription Drug           |          |
|---------|-----------|-----------|-----------------------------|----------|
|         | Male      | Female    | Male                        | Female   |
| 45 - 49 | \$ 6,577  | \$ 9,499  | \$ 1,466                    | \$ 2,118 |
| 50 - 54 | \$ 8,710  | \$ 10,735 | \$ 1,942                    | \$ 2,394 |
| 55 - 59 | \$ 10,609 | \$ 11,233 | \$ 2,365                    | \$ 2,505 |
| 60 - 64 | \$ 13,844 | \$ 12,904 | \$ 3,087                    | \$ 2,877 |
| 65+     | \$ 10,464 | \$ 10,464 | N/A - included with medical |          |

Life Insurance

It is assumed that the annual cost to provide life insurance varies by age and gender. The assumed cost is equal to the amount of coverage times the applicable mortality factor contained in the valuation mortality table. Retiree contributions are \$0.095 per month per \$1,000 of coverage and are assumed to not increase.

WEST CHESTER AREA SCHOOL DISTRICT

NOTES TO FINANCIAL STATEMENTS

NOTE 14 POSTEMPLOYMENT HEALTHCARE PLAN (cont'd)

Retiree Contributions

Retiree contributions are assumed to increase at the same rate as the healthcare cost trend rate.

Healthcare Cost Trend Rate

The healthcare cost trend rate was 5.5 percent in 2019 through 2021. Rates gradually decrease from 5.4 percent in 2022 to 3.8 percent in 2075 and later based on the Society of Actuaries Long-Run Medical Cost Trend Model.

Actuarial Cost Method – Entry Age Normal

Under the entry age normal cost method, the normal cost is the present value of benefits allocated to the year following the valuation date. Benefits are allocated on a level basis over the earnings of an individual between the date of hire and the assumed retirement age. The accrued liability as of the valuation date is the excess of the present value of future benefits over the present value of future normal cost. The unfunded accrued liability is the excess of the accrued liability over the actuarial value of assets. Actuarial gains and losses serve to reduce or increase the unfunded accrued liability.

Sensitivity Analysis

The following presents the total OPEB liability, calculated using the valuation discount rate, as well as what the total OPEB liability would be if it were calculated using a discount rate that is one percentage point lower or one percentage point higher than the current rate.

|                      | 1%<br>Decrease<br>2.36% | Current Rate<br>Discount Rate<br>3.36% | 1%<br>Increase<br>4.36% |
|----------------------|-------------------------|----------------------------------------|-------------------------|
| Total OPEB liability | \$ 15,083,732           | \$ 14,242,834                          | \$ 13,443,963           |

The following presents the total OPEB liability, calculated using the valuation healthcare cost trend rate, as well as what the total OPEB liability would be if it were calculated using a trend rate that is one percentage point lower each year or one percentage point higher each year than the current rate.

|                      | 1%<br>Decrease | Current Rate<br>Trend Rate | 1%<br>Increase |
|----------------------|----------------|----------------------------|----------------|
| Total OPEB liability | \$ 12,880,186  | \$ 14,242,834              | \$ 15,850,257  |

WEST CHESTER AREA SCHOOL DISTRICT

NOTES TO FINANCIAL STATEMENTS

NOTE 14 POSTEMPLOYMENT HEALTHCARE PLAN (cont'd)

Changes in Total OPEB Liability

|                                         |                      |
|-----------------------------------------|----------------------|
| Total OPEB liability as of July 1, 2018 | \$ 15,091,267        |
| Service cost                            | 739,219              |
| Interest on OPEB obligation             | 444,034              |
| Effect of assumption changes or inputs  | (314,852)            |
| Benefit payments                        | <u>(1,716,834)</u>   |
| Total OPEB liability as of July 1, 2019 | <u>\$ 14,242,834</u> |

The amount of OPEB expense for the single employer plan recognized by the District was \$1,127,292 for the year ended June 30, 2020. An amount of \$1,327,997 is reported as deferred outflows of resources resulting from the District's contributions subsequent to the measurement date and will be recognized as a reduction of the net OPEB liability in the year ended June 30, 2021. At June 30, 2020, the District reported deferred outflows of resources and deferred inflows of resources relating to OPEB from the following sources:

|                                                                    | <u>Deferred<br/>Outflows of<br/>Resources</u> | <u>Deferred<br/>Inflows of<br/>Resources</u> |
|--------------------------------------------------------------------|-----------------------------------------------|----------------------------------------------|
| Change in assumptions                                              | \$ 409,156                                    | \$ 290,633                                   |
| Benefit payment subsequent to the July 1, 2019<br>measurement date | 1,327,997                                     | -                                            |
| Difference between expected and actual<br>experience               | <u>-</u>                                      | <u>901,407</u>                               |
| Total                                                              | <u>\$ 1,737,153</u>                           | <u>\$ 1,192,040</u>                          |

Change in Assumptions: The discount rate changed from 2.96 percent to 3.36 percent.

Deferred outflows of resources due to the change in assumptions will be recognized in OPEB expense as follows:

| <u>Year Ending June 30,</u> |                     |
|-----------------------------|---------------------|
| 2021                        | \$ (55,961)         |
| 2022                        | (55,961)            |
| 2023                        | (55,961)            |
| 2024                        | (55,961)            |
| 2025                        | (55,961)            |
| Thereafter                  | <u>(503,079)</u>    |
|                             | <u>\$ (782,884)</u> |

WEST CHESTER AREA SCHOOL DISTRICT

NOTES TO FINANCIAL STATEMENTS

NOTE 15 PUBLIC SCHOOL EMPLOYEES' RETIREMENT SYSTEM OTHER POSTEMPLOYMENT BENEFITS PLAN

Health Insurance Premium Assistance Program

The PSERS provides premium assistance, which is a governmental cost sharing, multiple employer other postemployment benefits ("OPEB") plan for all eligible retirees who qualify and elect to participate. Employer contribution rates for premium assistance are established to provide reserves in the health insurance account that are sufficient for the payment of premium assistance benefits for each succeeding year. Effective January 1, 2002, under the provisions of Act 9 of 2001, participating eligible retirees are entitled to receive premium assistance payments equal to the lesser of \$100 per month or their out-of-pocket monthly health insurance premium. To receive premium assistance, eligible retirees must obtain their health insurance through either their school employer or the PSERS' Health Options Program. As of June 30, 2019, there were no assumed future benefit increases to participating eligible retirees.

Premium Assistance Eligibility Criteria

Retirees of the system can participate in the premium assistance program if they satisfy the following criteria:

- Have 24½ or more years of service, or
- Are a disability retiree, or
- Have 15 or more years of service and retired after reaching superannuation age, and
- Participate in the HOP or employer-sponsored health insurance program.

OPEB Plan Description

The District contributes to the Public School Employees' Retirement System ("PSERS"), a governmental cost-sharing multiple employer defined benefit OPEB plan that provides postemployment benefits to public school employees of the Commonwealth of Pennsylvania. The members eligible to participate in the PSERS plan include all full-time public school employees, part-time hourly public school employees who render at least 500 hours of service in the school year, and part-time per diem public school employees who render at least 80 days of service in the school year in any of the reporting entities in Pennsylvania. The PSERS issues a publicly available comprehensive annual financial report that includes the financial statements and required supplementary information for the plan. A copy of this report may be obtained by writing to the Public School Employees' Retirement System, P.O. Box 125, Harrisburg, Pennsylvania, 17108-0125, or by visiting the PSERS website at [www.pfers.state.pa.us](http://www.pfers.state.pa.us).

Benefits Provided

Participating eligible retirees are entitled to receive premium assistance payments equal to the lesser of \$100 per month or their out-of-pocket monthly health insurance premium. To receive premium assistance, eligible retirees must obtain their health insurance through either their school employer or the PSERS' Health Options Program. As of June 30, 2019, there were no assumed future benefit increases to participating eligible retirees. Benefit terms may be

WEST CHESTER AREA SCHOOL DISTRICT

NOTES TO FINANCIAL STATEMENTS

NOTE 15 PUBLIC SCHOOL EMPLOYEES' RETIREMENT SYSTEM OTHER POSTEMPLOYMENT BENEFITS PLAN (cont'd)

amended by passing bills in the Pennsylvania Senate and House of Representatives and sending them to the Governor for approval.

Employer Contributions

The Districts' contractually required contribution rate for the fiscal year ended June 30, 2020 was 0.84 percent of covered payroll, actuarially determined as an amount that, when combined with employee contributions, is expected to finance the costs of benefits earned by employees during the year, with an additional amount to finance any unfunded accrued liability. Contributions to the OPEB plan from the District were \$813,058 for the year ended June 30, 2020.

The contribution policy is governed by the applicable provisions of the Retirement Code.

OPEB Liabilities, OPEB Expense, Deferred Outflows of Resources, and Deferred Inflows of Resources

At June 30, 2020, the District reported a liability of \$14,567,000 for its proportionate share of the net OPEB liability. The net OPEB liability was measured as of June 30, 2019, and the total OPEB liability used to calculate the net OPEB liability was determined by rolling forward the system's total OPEB liability as of June 30, 2018 to June 30, 2019. The District's proportion of the net OPEB liability was calculated utilizing the employer's one-year reported covered payroll as it relates to the total one-year reported covered payroll. At June 30, 2019, the District's proportion was 0.6849 percent, which was a decrease of 0.0019 percent from its proportion measured as of June 30, 2018.

For the year ended June 30, 2020, the District recognized OPEB expense of \$723,611. At June 30, 2020, the District reported deferred outflows of resources and deferred inflows of resources relating to OPEB from the following sources:

|                                                                                          | <u>Deferred<br/>Outflows of<br/>Resources</u> | <u>Deferred<br/>Inflows of<br/>Resources</u> |
|------------------------------------------------------------------------------------------|-----------------------------------------------|----------------------------------------------|
| Difference between expected and actual experience                                        | \$ 82,000                                     | \$ -                                         |
| Net difference between projected and actual investment earnings                          | 25,000                                        | -                                            |
| Change in proportionate share of the net pension liability                               | 100,000                                       | 47,000                                       |
| Change in assumptions                                                                    | 483,000                                       | 433,000                                      |
| Difference between employer contributions and proportionate share of total contributions | 3,011                                         | -                                            |
| Contributions subsequent to the date of measurement                                      | <u>813,058</u>                                | <u>-</u>                                     |
|                                                                                          | <u>\$1,506,069</u>                            | <u>\$ 480,000</u>                            |

WEST CHESTER AREA SCHOOL DISTRICT

NOTES TO FINANCIAL STATEMENTS

NOTE 15 PUBLIC SCHOOL EMPLOYEES' RETIREMENT SYSTEM OTHER POSTEMPLOYMENT BENEFITS PLAN (cont'd)

An amount of \$813,058 is reported as deferred outflows of resources resulting from the District's contributions subsequent to the measurement date and will be recognized as a reduction of the net OPEB liability in the year ended June 30, 2021. Other amounts will be reported as deferred outflows of resources and deferred inflows of resources relating to OPEB and will be recognized in OPEB expense as follows:

| <u>Year Ending June 30,</u> |                   |
|-----------------------------|-------------------|
| 2021                        | \$ 15,689         |
| 2022                        | 15,689            |
| 2023                        | 11,689            |
| 2024                        | 8,688             |
| 2025                        | 117,179           |
| Thereafter                  | <u>44,077</u>     |
|                             | <u>\$ 213,011</u> |

Actuarial Assumptions

The total OPEB liability as of June 30, 2019 was determined by rolling forward the system's total OPEB liability as of June 30, 2018 actuarial valuation to June 30, 2019 using the following actuarial assumptions, applied to all periods included in the measurement:

- Actuarial cost method – entry age normal - level percent of pay
- Investment return – 2.79 percent - S&P 20-year Municipal Bond Rate
- Salary growth – effective average of 5.00 percent, comprised of inflation of 2.75 percent and 2.25 percent for real wage growth and for merit or seniority increases
- Premium assistance reimbursement is capped at \$1,200 per year.
- Assumed healthcare cost trends were applied to retirees with less than \$1,200 in premium assistance per year.
- Mortality rates were based on the RP-2014 Mortality Tables for Males and Females, adjusted to reflect PSERS' experience and projected using a modified version of the MP-2015 Mortality Improvement Scale.
- Experience rates were based on a study from July 1, 2010 through June 30, 2015.
- Participation rate:
  - Eligible retirees will elect to participate pre-age 65 at 50 percent.
  - Eligible retirees will elect to participate post-age 65 at 70 percent.

The following assumptions were used to determine the contribution rate:

- The results of the actuarial valuation as of June 30, 2016 determined the employer contribution rate for fiscal year 2019.
- Cost method – amount necessary to assure solvency of premium assistance through the third fiscal year after the valuation date

WEST CHESTER AREA SCHOOL DISTRICT

NOTES TO FINANCIAL STATEMENTS

NOTE 15 PUBLIC SCHOOL EMPLOYEES' RETIREMENT SYSTEM OTHER POSTEMPLOYMENT BENEFITS PLAN (cont'd)

- Asset valuation method – market value
- Participation rate – 63 percent of eligible retirees are assumed to elect premium assistance.
- Mortality rates and retirement ages were based on the RP-2000 Combined Healthy Annuitant Tables with age set back three years for both males and females for healthy annuitants and for dependent beneficiaries. For disabled annuitants, the RP-2000 Combined Disabled Tables with age set back seven years for males and three years for females for disabled annuitants. (A unisex table based on the RP-2000 Combined Healthy Annuitant Tables with age set back three years for both genders assuming the population consists of 25 percent males and 75 percent females is used to determine actuarial equivalent benefits.)

Investments consist primarily of short-term assets designed to protect the principal of the plan assets. The expected rate of return on OPEB plan investments was determined using the OPEB asset allocation policy and best estimates of geometric real rates of return for each asset class.

The OPEB plan's policy in regard to the allocation of invested plan assets is established and may be amended by the Board. Under the program, as defined in the retirement code, employer contribution rates for premium assistance are established to provide reserves in the health insurance account that are sufficient for the payment of premium assistance benefits for each succeeding year.

| <u>Asset Class</u>       | <u>Target Allocation</u> | <u>Long-term Expected Real Rate of Return</u> |
|--------------------------|--------------------------|-----------------------------------------------|
| Cash                     | 13.2%                    | 0.2%                                          |
| U.S. core fixed income   | 83.1%                    | 1.0%                                          |
| Non-U.S. developed fixed | 3.7%                     | 0.0%                                          |
|                          | <u>100.0%</u>            |                                               |

The above was the Board's adopted asset allocation policy and best estimates of geometric real rates of return for each major asset class as of June 30, 2019.

For the year ended June 30, 2019, the annual money-weighted rate of return on OPEB plan investments, net of OPEB plan investment expense, was 2.68 percent. The money-weighted rate of return expresses investment performance, net of investment expense, adjusted for the changing amounts actually invested.

Discount Rate

The discount rate used to measure the total OPEB liability was 2.79 percent. Under the plan's funding policy, contributions are structured for short-term funding of premium assistance. The

WEST CHESTER AREA SCHOOL DISTRICT

NOTES TO FINANCIAL STATEMENTS

NOTE 15 PUBLIC SCHOOL EMPLOYEES' RETIREMENT SYSTEM OTHER POSTEMPLOYMENT BENEFITS PLAN (cont'd)

funding policy sets contribution rates necessary to assure solvency of premium assistance through the third fiscal year after the actuarial valuation date.

The premium assistance account is funded to establish reserves that are sufficient for the payment of premium assistance benefits for each succeeding year. Due to the short-term funding policy, the OPEB plan's fiduciary net position was not projected to be sufficient to meet projected future benefit payments; therefore, the plan is considered a "pay-as-you-go" plan. A discount rate of 2.79 percent, which represents the S&P 20-year Municipal Bond Rate at June 30, 2019, was applied to all projected benefit payments to measure the total OPEB liability.

Sensitivity of the System's Net OPEB Liability to Change in Healthcare Cost Trend Rates

Healthcare cost trends were applied to retirees receiving less than \$1,200 in annual premium assistance. As of June 30, 2019, retirees' premium assistance benefits are not subject to future healthcare cost increases. The annual premium assistance reimbursement for qualifying retirees is capped at a maximum of \$1,200. As of June 30, 2019, 93,339 retirees were receiving the maximum amount allowed of \$1,200 per year. As of June 30, 2019, 780 members were receiving less than the maximum amount allowed of \$1,200 per year. The actual number of retirees receiving less than the \$1,200 per year cap is a small percentage of the total population and has a minimal impact on healthcare cost trends as depicted below.

The following presents the system's net OPEB liability for June 30, 2019, calculated using current healthcare cost trends, as well as what the system's net OPEB liability would be if its healthcare cost trends were one percentage point lower or one percentage point higher than the current rate:

|                                                          | <u>1%<br/>Decrease</u> | <u>Current<br/>Trend Rate</u> | <u>1%<br/>Increase</u> |
|----------------------------------------------------------|------------------------|-------------------------------|------------------------|
| District's proportionate share of the net OPEB liability | \$ 14,565,000          | \$ 14,567,000                 | \$ 14,569,000          |

Sensitivity of the District's Proportionate Share of the Net OPEB Liability to Changes in the Discount Rate

The following presents the net OPEB liability for June 30, 2019, calculated using the discount rate of 2.79 percent, as well as what the net OPEB liability would be if it were calculated using a discount rate that is one percentage point lower (1.79 percent) or one percentage-point higher (3.79 percent) than the current rate.

|                                                          | <u>1%<br/>Decrease<br/>1.79%</u> | <u>Current<br/>Discount Rate<br/>2.79%</u> | <u>1%<br/>Increase<br/>3.79%</u> |
|----------------------------------------------------------|----------------------------------|--------------------------------------------|----------------------------------|
| District's proportionate share of the net OPEB liability | \$ 16,595,000                    | \$ 14,567,000                              | \$ 12,886,000                    |



WEST CHESTER AREA SCHOOL DISTRICT

NOTES TO FINANCIAL STATEMENTS

NOTE 15 PUBLIC SCHOOL EMPLOYEES' RETIREMENT SYSTEM OTHER POSTEMPLOYMENT BENEFITS PLAN (cont'd)

OPEB Plan Fiduciary Net Position

Detailed information about the PSERS' fiduciary net position is available in the PSERS Comprehensive Annual Financial Report, which can be found on the system's website at [www.psers.pa.gov](http://www.psers.pa.gov).

NOTE 16 NET OPEB LIABILITY AND DEFERRED INFLOWS AND OUTFLOWS OF RESOURCES

The District's aggregate net OPEB liability and deferred inflows and outflows of resources are as follows:

|                             | Net<br>OPEB Liability | Deferred<br>Outflows of<br>Resources | Deferred<br>Inflows of<br>Resources |
|-----------------------------|-----------------------|--------------------------------------|-------------------------------------|
| District Plan (See Note 14) | \$ 14,242,834         | \$ 1,737,153                         | \$ 1,192,040                        |
| PSERS Plan (See Note 15)    | 14,567,000            | 1,506,069                            | 480,000                             |
| Total                       | <u>\$ 28,809,834</u>  | <u>\$ 3,243,222</u>                  | <u>\$ 1,672,040</u>                 |

NOTE 17 FUND BALANCES

As of June 30, 2020, fund balances are composed of the following:

|                       | General<br>Fund      | Capital<br>Projects<br>Fund | Capital<br>Reserve<br>Fund | Total<br>Governmental<br>Funds |
|-----------------------|----------------------|-----------------------------|----------------------------|--------------------------------|
| Nonspendable          | \$ 2,912,426         | \$ 3,500                    | \$ 583,400                 | \$ 3,499,326                   |
| Restricted:           |                      |                             |                            |                                |
| Capital projects      | -                    | 24,354,297                  | 20,762,055                 | 45,116,352                     |
| Committed:            |                      |                             |                            |                                |
| Healthcare            | 4,159,909            | -                           | -                          | 4,159,909                      |
| Assigned:             |                      |                             |                            |                                |
| Tax stabilization     | 29,581,450           | -                           | -                          | 29,581,450                     |
| Alternative education | 1,000,000            | -                           | -                          | 1,000,000                      |
| Enrollment growth     | 3,500,000            | -                           | -                          | 3,500,000                      |
| Gate receipts         | 128,904              | -                           | -                          | 128,904                        |
| Unassigned            | 14,172,797           | -                           | -                          | 14,172,797                     |
| Total Fund Balances   | <u>\$ 55,455,486</u> | <u>\$ 24,357,797</u>        | <u>\$ 21,345,455</u>       | <u>\$ 101,158,738</u>          |

WEST CHESTER AREA SCHOOL DISTRICT

NOTES TO FINANCIAL STATEMENTS

NOTE 18 ON-BEHALF PAYMENTS FOR FRINGE BENEFITS

The District recognizes as revenue and expenses contributions made by the Commonwealth of Pennsylvania to be used for District employees' social security and pension contributions. On-behalf payments to the District totaled \$3,497,636 and \$16,602,932 for social security and retirement contributions, respectively. These contributions are recorded in the general fund as revenue and expenditures.

NOTE 19 UNCERTAINTIES

COVID-19 Pandemic

As a result of the spread of the COVID-19 coronavirus which was ongoing at June 30 2020, economic and operational uncertainties have arisen which may impact the District in fiscal year 2021. There exist uncertainties surrounding the District's operations in the 2020 - 2021 school year in terms of whether instruction will continue to be remote or hybrid and for what length of time. The uncertainties surrounding the on-site operations will have a direct impact on individual revenue and expense items that are dependent on services being provided to students while on site. The extent of the potential impact is unknown as the COVID-19 pandemic continues to develop.

NOTE 20 DEFICIT NET POSITION

For governmental activities, the unrestricted net deficit amount of \$268,378,626 includes the effect of deferring the recognition of pension and OPEB contributions made subsequent to the measurement date of the net pension and OPEB liabilities, the unamortized portion of contributions made in excess of the District's share of its proportionate contributions to its pension and OPEB plans, the differences between projected and actual investment earnings, and the deferred outflows resulting from the change in the District's share of the net pension and OPEB liabilities. This is offset by the District's actuarially determined net pension and OPEB liabilities and the deferred inflow resulting from the difference between actual and expected experience.

NOTE 21 SUBSEQUENT EVENTS

On September 30, 2020, the District issued \$16,800,000 of General Obligation Bonds, Series of 2020 to refund the remaining balances of Series AA 2010 and Series A 2015. The refunding resulted in a cash flow savings of \$1,493,033.

The District has evaluated all subsequent events through December 09, 2020, the date the financial statements were available to be issued.

# WEST CHESTER AREA SCHOOL DISTRICT

## *REQUIRED SUPPLEMENTARY INFORMATION*



**WEST CHESTER AREA SCHOOL DISTRICT  
 REQUIRED SUPPLEMENTARY INFORMATION  
 SCHEDULE OF THE DISTRICT'S PROPORTIONATE SHARE OF THE NET PENSION LIABILITY -  
 Pennsylvania Public Schools Employees' Retirement System (PSERS)**

|                                                                                                             | MEASUREMENT DATE |                |                |                |                |                |
|-------------------------------------------------------------------------------------------------------------|------------------|----------------|----------------|----------------|----------------|----------------|
|                                                                                                             | JUNE 30, 2019    | JUNE 30, 2018  | JUNE 30, 2017  | JUNE 30, 2016  | JUNE 30, 2015  | JUNE 30, 2014  |
| District's proportion of the net pension liability                                                          | 0.6849%          | 0.6868%        | 0.6802%        | 0.6812%        | 0.6766%        | 0.6629%        |
| District's proportion of the net pension liability - dollar value                                           | \$ 320,414,000   | \$ 329,698,000 | \$ 335,940,000 | \$ 337,581,000 | \$ 293,071,000 | \$ 262,381,000 |
| District's covered employee payroll                                                                         | \$ 94,513,405    | \$ 92,486,543  | \$ 90,557,920  | \$ 88,217,090  | \$ 87,061,277  | \$ 83,621,635  |
| District's proportionate share of the net pension liability as a percentage of its covered employee payroll | 339.01%          | 356.48%        | 370.97%        | 382.67%        | 336.63%        | 313.77%        |
| Plan fiduciary net position as a percentage of the total pension liability                                  | 55.66%           | 54.00%         | 51.84%         | 50.14%         | 54.36%         | 57.24%         |

In accordance with GASB Statement No. 68, this schedule has been prepared prospectively as the above information for the preceding years is not readily available. This schedule will accumulate each year until sufficient information to present a ten-year trend is available.

**WEST CHESTER AREA SCHOOL DISTRICT  
REQUIRED SUPPLEMENTARY INFORMATION  
SCHEDULE OF DISTRICT PENSION CONTRIBUTIONS -  
Pennsylvania Public Schools Employees' Retirement System (PSERS)**

|                                                                      | <u>JUNE 30, 2020</u> | <u>JUNE 30, 2019</u> | <u>JUNE 30, 2018</u> | <u>JUNE 30, 2017</u> | <u>JUNE 30, 2016</u> | <u>JUNE 30, 2015</u> |
|----------------------------------------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| Contractually required contribution                                  | \$ 32,290,025        | \$ 30,811,370        | \$ 29,303,512        | \$ 26,330,342        | \$ 22,053,155        | \$ 17,854,136        |
| Contributions in relation to the contractually required contribution | <u>32,290,025</u>    | <u>30,811,370</u>    | <u>29,303,512</u>    | <u>26,330,342</u>    | <u>22,053,155</u>    | <u>17,854,136</u>    |
| Contribution excess                                                  | <u>\$ -</u>          | <u>\$ -</u>          | <u>\$ -</u>          | <u>\$ -</u>          | <u>\$ -</u>          | <u>\$ -</u>          |
| District's covered employee payroll                                  | \$ 96,792,641        | \$ 94,513,405        | \$ 92,486,543        | \$ 90,557,920        | \$ 88,217,090        | \$ 87,061,277        |
| Contributions as a percentage of covered-employee payroll            | 33.36%               | 32.60%               | 31.68%               | 29.08%               | 25.00%               | 20.51%               |

In accordance with GASB Statement No. 68, this schedule has been prepared prospectively as the above information for the preceding years is not readily available. This schedule will accumulate each year until sufficient information to present a ten-year trend is available.

**WEST CHESTER AREA SCHOOL DISTRICT  
REQUIRED SUPPLEMENTARY INFORMATION  
SCHEDULE OF THE DISTRICT'S PROPORTIONATE SHARE OF THE NET OPEB LIABILITY -  
Pennsylvania Public Schools Employees' Retirement System (PSERS)**

|                                                                                                                | MEASUREMENT DATE |               |               |
|----------------------------------------------------------------------------------------------------------------|------------------|---------------|---------------|
|                                                                                                                | JUNE 30, 2019    | JUNE 30, 2018 | JUNE 30, 2017 |
| District's proportion of the net OPEB liability                                                                | 0.6849%          | 0.6868%       | 0.6802%       |
| District's proportion of the net OPEB liability -<br>dollar value                                              | \$ 14,567,000    | \$ 14,319,000 | \$ 13,858,000 |
| District's covered employee payroll                                                                            | \$ 94,513,405    | \$ 92,486,543 | \$ 90,557,920 |
| District's proportionate share of the net OPEB<br>liability as a percentage of its covered<br>employee payroll | 15.41%           | 15.48%        | 15.30%        |
| Plan fiduciary net position as a percentage<br>of the total OPEB liability                                     | 5.56%            | 5.56%         | 5.73%         |

In accordance with GASB Statement No. 75, this schedule has been prepared prospectively as the above information for the preceding years is not readily available. This schedule will accumulate each year until sufficient information to present a ten-year trend is available.

**WEST CHESTER AREA SCHOOL DISTRICT  
REQUIRED SUPPLEMENTARY INFORMATION  
SCHEDULE OF DISTRICT OPEB CONTRIBUTIONS -  
Pennsylvania Public Schools Employees' Retirement System (PSERS)**

|                                                                         | <u>JUNE 30, 2020</u> | <u>JUNE 30, 2019</u> | <u>JUNE 30, 2018</u> |
|-------------------------------------------------------------------------|----------------------|----------------------|----------------------|
| Contractually required contribution                                     | \$ 813,058           | \$ 784,461           | \$ 766,286           |
| Contributions in relation to the contractually<br>required contribution | <u>813,058</u>       | <u>784,461</u>       | <u>766,286</u>       |
| Contribution excess                                                     | <u>\$ -</u>          | <u>\$ -</u>          | <u>\$ -</u>          |
| District's covered employee payroll                                     | \$ 96,792,641        | \$ 94,513,373        | \$ 92,486,543        |
| Contributions as a percentage of<br>covered-employee payroll            | 0.84%                | 0.83%                | 0.83%                |

In accordance with GASB Statement No. 75, this schedule has been prepared prospectively as the above information for the preceding years is not readily available. This schedule will accumulate each year until sufficient information to present a ten-year trend is available.

**WEST CHESTER AREA SCHOOL DISTRICT  
REQUIRED SUPPLEMENTARY INFORMATION  
SCHEDULE OF CHANGES IN THE DISTRICT'S NET OPEB LIABILITY -  
SINGLE EMPLOYER PLAN**

|                                                                     | MEASUREMENT DATE     |                      |                      |
|---------------------------------------------------------------------|----------------------|----------------------|----------------------|
|                                                                     | JULY 1, 2019         | JULY 1, 2018         | JULY 1, 2017         |
| TOTAL OPEB LIABILITY                                                |                      |                      |                      |
| Service cost                                                        | \$ 739,219           | \$ 878,395           | \$ 836,027           |
| Interest on total OPEB liability                                    | 444,034              | 507,610              | 399,221              |
| Changes of benefit terms                                            | -                    | 104,435              | -                    |
| Differences between expected and actual experience                  | -                    | (1,065,299)          | -                    |
| Effect of assumption changes or inputs                              | (314,852)            | 32,607               | 524,653              |
| Benefit payments                                                    | (1,716,834)          | (1,539,717)          | (1,709,852)          |
| NET CHANGE IN TOTAL OPEB LIABILITY                                  | (848,433)            | (1,081,969)          | 50,049               |
| TOTAL OPEB LIABILITY, BEGINNING OF YEAR                             | 15,091,267           | 16,173,236           | 16,123,187           |
| TOTAL OPEB LIABILITY, END OF YEAR                                   | <u>\$ 14,242,834</u> | <u>\$ 15,091,267</u> | <u>\$ 16,173,236</u> |
| <u>PLAN FIDUCIARY NET POSITION</u>                                  |                      |                      |                      |
| PLAN FIDUCIARY NET POSITION, BEGINNING OF YEAR                      | \$ -                 | \$ -                 | \$ -                 |
| PLAN FIDUCIARY NET POSITION, END OF YEAR                            | <u>\$ -</u>          | <u>\$ -</u>          | <u>\$ -</u>          |
| DISTRICT'S NET OPEB LIABILITY                                       | <u>\$ 14,242,834</u> | <u>\$ 15,091,267</u> | <u>\$ 16,173,236</u> |
| Plan fiduciary net position as a percentage of total OPEB liability | 0.00%                | 0.00%                | 0.00%                |
| Covered employee payroll                                            | \$ 91,742,174        | \$ 91,742,174        | \$ 86,476,720        |
| District's net OPEB liability as a percentage of covered payroll    | 15.52%               | 16.45%               | 18.70%               |
| Expected average remaining service years of all participants        | 10                   | 10                   | 10                   |

In accordance with GASB Statement No. 75, this schedule has been prepared prospectively as the above information for the preceding years is not readily available. This schedule will accumulate each year until sufficient information to present a ten-year trend is available.



# WEST CHESTER AREA SCHOOL DISTRICT

## *SUPPLEMENTARY INFORMATION*



**WEST CHESTER AREA SCHOOL DISTRICT  
COMBINING STATEMENT OF CHANGES IN ASSETS AND LIABILITIES  
ALL AGENCY FUNDS**

|                                           | Balance<br>July 1, 2019 | Additions         | Deductions        | Balance<br>June 30, 2020 |
|-------------------------------------------|-------------------------|-------------------|-------------------|--------------------------|
| <b>AGENCY FUND - FUND 40</b>              |                         |                   |                   |                          |
| <b>ASSETS</b>                             |                         |                   |                   |                          |
| Cash and cash equivalents                 | \$ 32,231               | \$ 293,803        | \$ 251,104        | \$ 74,930                |
| Accounts receivable                       | 11,734                  | -                 | 6,332             | 5,402                    |
| <b>TOTAL ASSETS</b>                       | <b>\$ 43,965</b>        | <b>\$ 293,803</b> | <b>\$ 257,436</b> | <b>\$ 80,332</b>         |
| <b>LIABILITIES AND NET POSITION</b>       |                         |                   |                   |                          |
| <b>LIABILITIES:</b>                       |                         |                   |                   |                          |
| Other current liabilities                 | \$ 43,965               | \$ 293,803        | \$ 257,436        | \$ 80,332                |
| <b>TOTAL LIABILITIES</b>                  | <b>43,965</b>           | <b>293,803</b>    | <b>257,436</b>    | <b>80,332</b>            |
| <b>NET POSITION:</b>                      |                         |                   |                   |                          |
| Restricted                                | -                       | -                 | -                 | -                        |
| <b>TOTAL NET POSITION</b>                 | <b>-</b>                | <b>-</b>          | <b>-</b>          | <b>-</b>                 |
| <b>TOTAL LIABILITIES AND NET POSITION</b> | <b>\$ 54,458</b>        | <b>\$ 293,803</b> | <b>\$ 257,436</b> | <b>\$ 80,332</b>         |
| <b>STUDENT ACTIVITY FUND - FUND 50</b>    |                         |                   |                   |                          |
| <b>ASSETS</b>                             |                         |                   |                   |                          |
| Cash and cash equivalents                 | \$ 488,554              | \$ 507,059        | \$ 556,300        | \$ 439,313               |
| <b>TOTAL ASSETS</b>                       | <b>\$ 488,554</b>       | <b>\$ 507,059</b> | <b>\$ 556,300</b> | <b>\$ 439,313</b>        |
| <b>LIABILITIES AND NET POSITION</b>       |                         |                   |                   |                          |
| <b>LIABILITIES:</b>                       |                         |                   |                   |                          |
| Other current liabilities                 | \$ 488,554              | \$ 507,059        | \$ 556,300        | \$ 439,313               |
| <b>TOTAL LIABILITIES</b>                  | <b>488,554</b>          | <b>507,059</b>    | <b>556,300</b>    | <b>439,313</b>           |
| <b>NET POSITION:</b>                      |                         |                   |                   |                          |
| Restricted                                | -                       | -                 | -                 | -                        |
| <b>TOTAL NET POSITION</b>                 | <b>-</b>                | <b>-</b>          | <b>-</b>          | <b>-</b>                 |
| <b>TOTAL LIABILITIES AND NET POSITION</b> | <b>\$ 488,554</b>       | <b>\$ 507,059</b> | <b>\$ 556,300</b> | <b>\$ 439,313</b>        |
| <b>TOTAL AGENCY FUNDS</b>                 |                         |                   |                   |                          |
| <b>ASSETS</b>                             |                         |                   |                   |                          |
| Cash and cash equivalents                 | \$ 520,785              | \$ 800,862        | \$ 807,404        | \$ 514,243               |
| Accounts receivable                       | 11,734                  | -                 | 6,332             | 5,402                    |
| <b>TOTAL ASSETS</b>                       | <b>\$ 532,254</b>       | <b>\$ 800,862</b> | <b>\$ 813,736</b> | <b>\$ 519,645</b>        |
| <b>LIABILITIES AND NET POSITION</b>       |                         |                   |                   |                          |
| <b>LIABILITIES:</b>                       |                         |                   |                   |                          |
| Other current liabilities                 | \$ 532,254              | \$ 800,862        | \$ 813,736        | \$ 519,645               |
| <b>TOTAL LIABILITIES</b>                  | <b>532,254</b>          | <b>800,862</b>    | <b>813,736</b>    | <b>519,645</b>           |
| <b>NET POSITION:</b>                      |                         |                   |                   |                          |
| Restricted                                | -                       | -                 | -                 | -                        |
| <b>TOTAL NET POSITION</b>                 | <b>-</b>                | <b>-</b>          | <b>-</b>          | <b>-</b>                 |
| <b>TOTAL LIABILITIES AND NET POSITION</b> | <b>\$ 532,254</b>       | <b>\$ 800,862</b> | <b>\$ 813,736</b> | <b>\$ 519,645</b>        |

# WEST CHESTER AREA SCHOOL DISTRICT

## STATISTICAL SECTION



## STATISTICAL SECTION

The Statistical Section of the West Chester Area School District's Comprehensive Annual Financial Report (CAFR) presents other detailed information to allow the reader a better understanding of the Government's overall financial health in conjunction with the information in the financial statements, note disclosures, and required supplementary information.

| Contents                                                                                                                                                                                       | Pages  |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|
| Financial Trends.....                                                                                                                                                                          | 76-82  |
| <i>These schedules contain selected information from current and previous years' financial statements to allow users to assess financial trends.</i>                                           |        |
| Revenue Capacity.....                                                                                                                                                                          | 83-88  |
| <i>These schedules contain information useful in assessing the District's ability to raise own-source revenue.</i>                                                                             |        |
| Debt Capacity.....                                                                                                                                                                             | 89-92  |
| <i>These schedules contain information useful in assessing the District's ability to afford the existing debt as well as the District's ability to issue new debt.</i>                         |        |
| Demographic and Economic Information .....                                                                                                                                                     | 93-95  |
| <i>These schedules contain information about the socio-economic environment within which the District's financial activities take place.</i>                                                   |        |
| Operating Information .....                                                                                                                                                                    | 96-100 |
| <i>These schedules contain information about the size of the District's workforce, the services it provides in relation to other service providers in the area, and District's facilities.</i> |        |

# WEST CHESTER AREA SCHOOL DISTRICT

## FINANCIAL TRENDS



**WEST CHESTER AREA SCHOOL DISTRICT**  
**NET POSITION BY COMPONENT UNIT**  
(Full Accrual Method of Accounting)

| Fiscal Year Ending June 30,                  | 2011              | 2012              | 2013              | 2014              | 2015 *               | 2016 *               | 2017 *               | 2018 *               | 2019 *               | 2020 *               |
|----------------------------------------------|-------------------|-------------------|-------------------|-------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| <b>Governmental Activities</b>               |                   |                   |                   |                   |                      |                      |                      |                      |                      |                      |
| Net investment in capital assets             | 7,083,089         | 8,057,190         | 5,876,233         | 7,710,407         | 20,989,220           | 11,063,839           | 23,124,893           | 29,976,250           | 43,699,285           | 49,714,318           |
| Restricted: Capital Projects                 | 14,506,078        | 14,329,759        | 15,646,701        | 17,672,551        | 22,203,300           | 27,440,218           | 22,444,089           | 22,461,479           | 20,557,393           | 21,345,455           |
| Unrestricted (deficit)                       | 15,606,135        | 21,770,088        | 30,867,282        | 34,101,596        | (234,457,232)        | (235,432,024)        | (246,710,005)        | (278,924,988)        | (283,616,991)        | (268,378,626)        |
| <b>Net Position Governmental Activities</b>  | <b>37,195,302</b> | <b>44,157,037</b> | <b>52,390,216</b> | <b>59,484,554</b> | <b>(191,264,712)</b> | <b>(196,927,967)</b> | <b>(201,141,023)</b> | <b>(226,487,259)</b> | <b>(219,360,313)</b> | <b>(197,318,855)</b> |
| <b>Business-type Activities</b>              |                   |                   |                   |                   |                      |                      |                      |                      |                      |                      |
| Net investment in capital assets             | 184,236           | 171,996           | 169,778           | 224,324           | 297,638              | 402,386              | 590,353              | 682,070              | 702,071              | 657,609              |
| Unrestricted                                 | 1,017,896         | 1,155,906         | 1,179,940         | 1,088,267         | 1,110,539            | 1,042,569            | 877,036              | 849,539              | 937,095              | 720,258              |
| <b>Net Position Business-type Activities</b> | <b>1,202,132</b>  | <b>1,327,902</b>  | <b>1,349,718</b>  | <b>1,312,591</b>  | <b>1,408,177</b>     | <b>1,444,955</b>     | <b>1,467,389</b>     | <b>1,531,609</b>     | <b>1,639,166</b>     | <b>1,377,867</b>     |
| <b>Total Primary Government</b>              |                   |                   |                   |                   |                      |                      |                      |                      |                      |                      |
| Net investment in capital assets             | 7,267,325         | 8,229,186         | 6,046,011         | 7,934,731         | 21,286,858           | 11,466,225           | 23,715,246           | 30,658,320           | 44,401,356           | 50,371,927           |
| Restricted: Capital Projects                 | 14,506,078        | 14,329,759        | 15,646,701        | 17,672,551        | 22,203,300           | 27,440,218           | 22,444,089           | 22,461,479           | 20,557,393           | 21,345,455           |
| Unrestricted                                 | 16,624,031        | 22,925,994        | 32,047,222        | 35,189,863        | (233,346,693)        | (234,389,455)        | (245,832,969)        | (278,075,449)        | (282,679,896)        | (267,658,368)        |
| <b>Net Position Primary Government</b>       | <b>38,397,434</b> | <b>45,484,939</b> | <b>53,739,934</b> | <b>60,797,145</b> | <b>(189,856,535)</b> | <b>(195,483,012)</b> | <b>(199,673,634)</b> | <b>(224,955,650)</b> | <b>(217,721,147)</b> | <b>(195,940,986)</b> |

\* Note: Starting in 2014-15, the District booked their share of the PSERS multiple employer pension plan liability to comply with GASB 67/68.

\* Note: Starting in 2017-18, the District booked their net OPEB liabilities to comply with GASB 75. 2017 data was restated.

Source: District Audited Financial Statements

**WEST CHESTER AREA SCHOOL DISTRICT  
CHANGES IN NET POSITION  
(Full Accrual Method of Accounting)**

| Fiscal Year Ending June 30,                   | 2011                 | 2012                 | 2013                 | 2014                 | 2015 *               | 2016 *               | 2017 *               | 2018 *               | 2019 *               | 2020 *               |
|-----------------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| <b>EXPENSES</b>                               |                      |                      |                      |                      |                      |                      |                      |                      |                      |                      |
| Governmental Activities                       |                      |                      |                      |                      |                      |                      |                      |                      |                      |                      |
| Instruction                                   | 117,972,385          | 119,941,565          | 121,882,872          | 121,627,033          | 133,218,154          | 144,772,158          | 155,262,037          | 156,086,694          | 153,646,716          | 148,865,697          |
| Instructional Student Support                 | 15,740,734           | 14,597,033           | 14,429,547           | 15,311,671           | 16,718,808           | 17,710,876           | 18,519,607           | 18,314,954           | 18,205,681           | 18,695,408           |
| Administrative and Financial Support Services | 13,956,105           | 14,211,207           | 14,417,208           | 15,643,360           | 17,552,768           | 18,127,334           | 19,342,370           | 19,943,338           | 24,435,957           | 20,927,142           |
| Operation and Maintenance of Plant Services   | 17,299,991           | 15,529,375           | 16,984,316           | 18,309,057           | 17,447,190           | 17,439,654           | 18,039,504           | 17,457,046           | 18,774,548           | 18,228,580           |
| Pupil Transportation                          | 13,469,612           | 13,365,853           | 13,208,001           | 13,420,543           | 13,850,307           | 14,042,517           | 14,429,271           | 14,133,742           | 14,219,229           | 13,120,151           |
| Student Activities                            | 4,055,872            | 4,095,132            | 4,147,431            | 4,377,690            | 4,855,516            | 5,132,865            | 5,214,620            | 5,367,392            | 5,444,746            | 5,117,896            |
| Community Services                            | 127,041              | 115,730              | 145,929              | 116,354              | 140,742              | 142,350              | 171,227              | 151,336              | 148,357              | 110,805              |
| Interest on Long-term Debt                    | 12,076,323           | 11,156,020           | 9,722,107            | 10,397,433           | 8,566,732            | 8,945,807            | 8,679,619            | 8,454,782            | 8,246,501            | 8,818,963            |
| Total Governmental Activities                 | 195,128,063          | 193,011,915          | 194,937,411          | 199,203,141          | 212,350,217          | 226,313,561          | 239,658,255          | 239,909,284          | 243,121,735          | 233,884,642          |
| Business-type Activities                      |                      |                      |                      |                      |                      |                      |                      |                      |                      |                      |
| Food Service                                  | 3,224,517            | 3,313,442            | 3,390,811            | 3,493,078            | 3,182,033            | 3,229,852            | 3,294,375            | 3,465,882            | 3,482,919            | 2,946,728            |
| <b>TOTAL PRIMARY GOVERNMENT ACTIVITIES</b>    | <b>198,352,580</b>   | <b>196,325,357</b>   | <b>198,328,222</b>   | <b>202,696,219</b>   | <b>215,532,250</b>   | <b>229,543,413</b>   | <b>242,952,630</b>   | <b>243,375,166</b>   | <b>246,604,654</b>   | <b>236,831,370</b>   |
| PROGRAM REVENUE                               |                      |                      |                      |                      |                      |                      |                      |                      |                      |                      |
| Governmental Activities                       |                      |                      |                      |                      |                      |                      |                      |                      |                      |                      |
| Charges for Service                           | 759,951              | 846,715              | 726,912              | 437,675              | 362,760              | 542,986              | 280,006              | 205,288              | 128,167              | 120,608              |
| Operation and Maintenance of Plant Services   | 199,984              | 220,596              | 298,044              | 332,728              | 347,233              | 402,308              | 509,869              | 481,072              | 444,124              | 270,577              |
| Student Activities                            | 119,438              | 123,369              | 413,737              | 419,389              | 423,407              | 430,050              | 437,573              | 515,614              | 516,532              | 464,513              |
| Operating Grants and Contributions            | 22,377,251           | 22,238,269           | 23,107,309           | 23,727,227           | 26,309,774           | 27,743,196           | 32,894,525           | 34,373,891           | 34,458,080           | 35,297,106           |
| Total Governmental Program Revenue            | 23,456,624           | 23,428,949           | 24,546,002           | 24,917,019           | 27,443,174           | 29,118,540           | 34,121,973           | 35,573,865           | 35,546,903           | 36,152,804           |
| Business-type Activities                      |                      |                      |                      |                      |                      |                      |                      |                      |                      |                      |
| Charges for Services                          | 2,511,962            | 2,604,560            | 2,549,584            | 2,549,726            | 2,335,418            | 2,293,122            | 2,493,463            | 2,605,888            | 2,627,303            | 1,883,936            |
| Operating Grants and Contributions            | 786,659              | 832,383              | 861,272              | 904,898              | 940,701              | 973,508              | 823,346              | 908,238              | 921,644              | 779,634              |
| Total Business Type Program Revenues          | 3,298,621            | 3,436,943            | 3,410,856            | 3,454,624            | 3,276,119            | 3,266,630            | 3,316,809            | 3,514,126            | 3,548,947            | 2,663,570            |
| <b>TOTAL PRIMARY GOVERNMENT REVENUES</b>      | <b>26,755,245</b>    | <b>26,865,892</b>    | <b>27,956,858</b>    | <b>28,371,643</b>    | <b>30,719,293</b>    | <b>32,385,170</b>    | <b>37,438,782</b>    | <b>39,089,991</b>    | <b>39,095,850</b>    | <b>38,816,374</b>    |
| NET REVENUES (EXPENSES)                       |                      |                      |                      |                      |                      |                      |                      |                      |                      |                      |
| Governmental Activities                       | (171,671,439)        | (169,582,966)        | (170,391,409)        | (174,286,122)        | (184,907,043)        | (197,195,021)        | (205,536,282)        | (204,333,419)        | (207,574,832)        | (197,731,838)        |
| Business-type Activities                      | 74,104               | 123,501              | 20,045               | (38,454)             | 94,086               | 36,778               | 22,434               | 48,244               | 66,028               | (283,188)            |
| <b>TOTAL PRIMARY GOVERNMENT NET REVENUES</b>  | <b>(171,597,335)</b> | <b>(169,459,465)</b> | <b>(170,371,364)</b> | <b>(174,324,576)</b> | <b>(184,812,957)</b> | <b>(197,158,243)</b> | <b>(205,513,848)</b> | <b>(204,285,175)</b> | <b>(207,508,804)</b> | <b>(198,014,966)</b> |
| GENERAL REVENUES                              |                      |                      |                      |                      |                      |                      |                      |                      |                      |                      |
| Property Taxes, Levied for General Purpose    | 145,008,645          | 144,010,889          | 147,198,156          | 147,270,504          | 151,649,702          | 155,710,300          | 161,164,936          | 166,944,204          | 173,161,730          | 177,781,018          |
| Taxes Levied for Specific Purpose             | 19,764,970           | 21,581,847           | 22,388,938           | 23,154,723           | 23,565,368           | 24,321,396           | 27,524,533           | 26,082,351           | 26,230,460           | 26,466,353           |
| Grants, Entitlements, and Contributions       | 12,573,663           | 10,654,228           | 10,472,277           | 10,652,411           | 10,859,971           | 10,928,639           | 11,552,814           | 11,745,770           | 11,889,779           | 12,408,464           |
| Not Restricted to Specific Programs           | 135,772              | 196,339              | 155,424              | 137,174              | 258,288              | 392,047              | 889,980              | 1,685,449            | 3,309,319            | 2,970,687            |
| Investment Earnings                           | -                    | 9,929                | 5,300                | 20,608               | 70,058               | -                    | 9,572                | (4,313)              | -                    | -                    |
| Gain on Sale of Asset                         | 103,408              | 93,938               | 496,037              | 146,367              | 132,287              | 179,384              | 181,391              | 218,346              | 152,019              | 168,635              |
| Other                                         | 177,586,458          | 176,546,970          | 180,716,132          | 181,381,787          | 186,535,674          | 191,531,766          | 201,323,226          | 206,671,807          | 214,743,307          | 219,795,157          |
| <b>Total General Revenues</b>                 | <b>5,989,123</b>     | <b>7,087,505</b>     | <b>10,344,768</b>    | <b>7,057,211</b>     | <b>1,722,717</b>     | <b>(5,626,477)</b>   | <b>(4,190,622)</b>   | <b>2,388,632</b>     | <b>7,234,503</b>     | <b>21,780,161</b>    |

\* Note: Beginning in 2014-15, the District booked their share of the PSERS multiple employer pension plan liability to comply with GASB 67/68.

\* Note: Starting in 2017-18, the District booked their net OPEB liabilities to comply with GASB 75. 2017 data was restated.

Source: District Audited Financial Statements

**WEST CHESTER AREA SCHOOL DISTRICT  
FUND BALANCE, GOVERNMENTAL FUNDS  
(Modified Accrual Method of Accounting)**

| Fiscal Year Ending June 30,            | 2011              | 2012              | 2013              | 2014              | 2015              | 2016              | 2017              | 2018              | 2019              | 2020               |
|----------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|--------------------|
| General Fund                           |                   |                   |                   |                   |                   |                   |                   |                   |                   |                    |
| *Non-spendable                         | -                 | 1,277,682         | 1,918,300         | 3,482,456         | 4,128,770         | 2,066,625         | 2,688,371         | 2,649,038         | 2,748,654         | 2,912,426          |
| *Restricted                            | -                 | 1,892,658         | 1,894,735         | -                 | -                 | -                 | -                 | -                 | -                 | -                  |
| *Committed                             |                   |                   |                   |                   |                   |                   |                   |                   |                   |                    |
| Pension                                | 1,200,000         | 3,700,000         | 5,000,000         | 4,500,000         | 2,117,000         | 2,117,000         | 1,117,000         | -                 | -                 | -                  |
| Healthcare                             | 1,558,100         | 2,677,700         | 4,171,100         | 4,856,190         | 4,899,442         | 4,159,909         | 4,159,909         | 4,159,909         | 4,159,909         | 4,159,909          |
| *Assigned                              |                   |                   |                   |                   |                   |                   |                   |                   |                   |                    |
| Gate Receipts                          | 95,549            | 124,160           | 102,739           | 119,782           | 115,700           | 89,487            | 79,324            | 69,756            | 83,577            | 128,904            |
| Alternative Education                  | -                 | -                 | -                 | -                 | -                 | -                 | 500,000           | 676,000           | 1,000,000         | 1,000,000          |
| Enrollment Growth                      | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | 2,500,000         | 3,500,000          |
| Tax Stabilization                      | -                 | 3,349,200         | 6,830,500         | 5,951,300         | 5,646,426         | 5,471,005         | 7,227,366         | 11,304,138        | 13,945,496        | 29,486,832         |
| Unassigned                             | 15,609,035        | 12,354,604        | 12,454,515        | 14,441,344        | 14,758,221        | 14,856,952        | 13,008,223        | 13,047,547        | 14,431,188        | 14,267,415         |
| <b>Total General Fund Fund Balance</b> | <b>18,462,684</b> | <b>25,376,004</b> | <b>32,371,889</b> | <b>33,351,072</b> | <b>31,665,559</b> | <b>28,760,978</b> | <b>28,780,193</b> | <b>31,906,388</b> | <b>38,866,824</b> | <b>55,455,486</b>  |
| All other funds                        |                   |                   |                   |                   |                   |                   |                   |                   |                   |                    |
| Reserved - Capital Projects Fund       | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                  |
| Reserved - Capital Reserve Fund        | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                  |
| Unreserved - Non-major Funds           | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                  |
| *Non-Spendable - Capital Projects Fund | -                 | -                 | -                 | -                 | -                 | -                 | -                 | 3,500             | -                 | 3,500              |
| *Non-Spendable - Capital Reserve Fund  | -                 | -                 | -                 | -                 | -                 | -                 | -                 | 304,850           | 632,750           | 583,400            |
| *Restricted - Capital Projects Fund    | 5,838,643         | 793,496           | 7,119,899         | 8,376,597         | -                 | 4,038,838         | 4,354,841         | 4,841,678         | -                 | 24,354,297         |
| *Restricted - Capital Reserve Fund     | 14,506,078        | 14,329,759        | 15,646,701        | 17,672,551        | 22,203,300        | 27,440,218        | 22,444,089        | 22,156,629        | 19,924,643        | 20,762,055         |
| *Assigned - Capital Projects Fund      | 94,700            | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                  |
| *Unassigned - Capital Projects Fund    | -                 | -                 | -                 | -                 | (3,451,176)       | -                 | -                 | -                 | (1,309,859)       | -                  |
| <b>Total Other Funds</b>               | <b>20,439,421</b> | <b>15,123,255</b> | <b>22,766,600</b> | <b>26,049,148</b> | <b>18,752,124</b> | <b>31,479,056</b> | <b>26,798,930</b> | <b>27,306,657</b> | <b>19,247,534</b> | <b>45,703,252</b>  |
| <b>TOTAL FUND BALANCE</b>              | <b>38,902,105</b> | <b>40,499,259</b> | <b>55,138,489</b> | <b>59,400,220</b> | <b>50,417,683</b> | <b>60,240,034</b> | <b>55,579,123</b> | <b>59,213,045</b> | <b>58,116,358</b> | <b>101,158,738</b> |

\* Note: In 2010-11, the District changed their fund balance designations to comply with GASB 54.  
Source: Districts Audited Financial Statements



**WEST CHESTER AREA SCHOOL DISTRICT  
CHANGE IN FUND BALANCE - GOVERNMENTAL FUNDS  
(Modified Accrual Method of Accounting)**

|                                                                  | 2010-11            | 2011-12            | 2012-13            | 2013-14            | 2014-15            | 2015-16            | 2016-17             | 2017-18            | 2018-19             | 2019-20            |
|------------------------------------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---------------------|--------------------|---------------------|--------------------|
| <b>Governmental Fund Revenue</b>                                 |                    |                    |                    |                    |                    |                    |                     |                    |                     |                    |
| Local Source                                                     | 165,091,475        | 167,600,895        | 171,550,034        | 172,123,685        | 176,877,190        | 182,144,526        | 191,077,358         | 196,281,802        | 203,793,322         | 208,166,967        |
| State Source                                                     | 28,254,872         | 28,615,828         | 29,530,022         | 31,717,857         | 34,209,926         | 35,806,499         | 41,156,644          | 42,747,951         | 42,679,137          | 44,089,036         |
| Federal Source                                                   | 6,866,476          | 4,271,701          | 4,048,275          | 2,661,783          | 2,959,820          | 2,865,335          | 3,290,697           | 3,371,711          | 3,668,721           | 3,616,532          |
| <b>Total Governmental Revenues</b>                               | <b>200,212,823</b> | <b>200,488,424</b> | <b>205,128,331</b> | <b>206,503,325</b> | <b>214,046,936</b> | <b>220,816,360</b> | <b>235,524,699</b>  | <b>242,401,464</b> | <b>250,141,180</b>  | <b>255,872,535</b> |
| <b>Governmental Expenditures</b>                                 |                    |                    |                    |                    |                    |                    |                     |                    |                     |                    |
| Instruction                                                      | 109,936,321        | 110,622,632        | 114,302,116        | 117,342,618        | 124,056,139        | 132,490,382        | 139,655,181         | 143,132,798        | 142,088,010         | 139,156,057        |
| Support Services                                                 | 56,682,210         | 54,893,514         | 56,041,159         | 57,581,176         | 59,939,165         | 61,755,726         | 63,322,354          | 64,116,200         | 70,070,279          | 65,817,409         |
| Noninstructional Services                                        | 3,998,182          | 4,050,198          | 4,159,666          | 4,237,967          | 4,610,182          | 4,803,105          | 4,865,617           | 5,038,435          | 5,180,293           | 4,854,313          |
| Facilities Acquisition Construction and Improvement              | 3,979,389          | 5,725,834          | 15,543,569         | 11,335,852         | 13,509,139         | 8,309,294          | 16,627,237          | 11,251,782         | 18,141,710          | 16,472,182         |
| Debt Service Principal                                           | 9,394,000          | 12,194,000         | 11,137,000         | 12,602,000         | 11,620,000         | 8,176,000          | 14,160,000          | 14,695,000         | 15,690,000          | 16,290,000         |
| Debt Service Interest                                            | 12,886,339         | 11,591,540         | 10,759,024         | 11,051,792         | 9,543,869          | 10,174,433         | 9,925,387           | 10,160,902         | 9,881,842           | 10,251,652         |
| Bond Issuance Costs                                              | -                  | -                  | -                  | -                  | 56,166             | 464,253            | 327,788             | 163,150            | 176,732             | 388,048            |
| <b>Total Governmental Expenditures</b>                           | <b>196,876,441</b> | <b>199,077,718</b> | <b>211,942,534</b> | <b>214,151,405</b> | <b>223,334,660</b> | <b>226,173,193</b> | <b>248,883,564</b>  | <b>248,558,267</b> | <b>261,228,866</b>  | <b>253,229,661</b> |
| <b>Excess (Deficiency) of Revenues Over (Under) Expenditures</b> | <b>3,336,382</b>   | <b>1,410,706</b>   | <b>(6,814,203)</b> | <b>(7,648,080)</b> | <b>(9,287,724)</b> | <b>(5,356,833)</b> | <b>(13,358,865)</b> | <b>(6,156,803)</b> | <b>(11,087,686)</b> | <b>2,642,874</b>   |
| <b>Governmental Other Financing Sources</b>                      |                    |                    |                    |                    |                    |                    |                     |                    |                     |                    |
| Proceeds from Long-term Debt                                     | 35,730,000         | 9,585,000          | 68,545,000         | 42,890,000         | 65,485,000         | 61,900,000         | 15,995,000          | 9,750,000          | 9,990,000           | 34,750,000         |
| Premium on bonds issued                                          | -                  | -                  | -                  | -                  | -                  | -                  | -                   | -                  | -                   | 5,643,840          |
| Interfund Transfers In                                           | 2,676,801          | 1,500,000          | 3,806,560          | 4,599,268          | 8,645,910          | 9,125,784          | 6,205,679           | 5,135,385          | 5,257,722           | 5,451,612          |
| Other Financing Sources (Uses)                                   | 2,966,845          | 76,310             | 8,688,471          | 4,519,556          | 5,861,632          | 8,300,311          | 97,083              | -                  | -                   | -                  |
| Debt Service Refunded                                            | (37,330,000)       | (9,484,197)        | (56,196,858)       | (35,443,421)       | (71,069,921)       | (60,135,702)       | (7,438,378)         | -                  | -                   | -                  |
| Sale of Assets                                                   | -                  | 9,929              | 5,300              | 26,540             | 94,983             | 5,077,718          | 9,572               | -                  | -                   | -                  |
| Refund of Prior Year Revenues                                    | -                  | (36,146)           | -                  | (97,744)           | (82,898)           | -                  | -                   | -                  | -                   | -                  |
| Refund of Prior Year Expenditures                                | (107)              | 35,552             | 411,520            | 14,880             | 16,391             | 36,857             | 34,677              | 40,725             | 999                 | 5,666              |
| Interfund transfers Out                                          | (2,676,801)        | (1,500,000)        | (3,806,560)        | (4,599,268)        | (8,645,910)        | (9,125,784)        | (6,205,679)         | (5,135,385)        | (5,257,722)         | (5,451,612)        |
| <b>Total Governmental Other Financing Sources</b>                | <b>1,366,738</b>   | <b>186,448</b>     | <b>21,453,433</b>  | <b>11,909,811</b>  | <b>305,187</b>     | <b>15,179,184</b>  | <b>8,697,954</b>    | <b>9,790,725</b>   | <b>9,990,989</b>    | <b>40,399,506</b>  |
| <b>NET CHANGE IN GOVERNMENTAL FUND BALANCE</b>                   | <b>4,703,120</b>   | <b>1,597,154</b>   | <b>14,639,230</b>  | <b>4,261,731</b>   | <b>(8,982,537)</b> | <b>9,822,351</b>   | <b>(4,660,911)</b>  | <b>3,633,922</b>   | <b>(1,096,687)</b>  | <b>43,042,380</b>  |
| GOVMTL FUND BALANCE, BEGINNING OF YEAR                           | 34,198,985         | 38,902,105         | 40,499,259         | 55,138,489         | 59,400,220         | 50,417,683         | 60,240,034          | 55,579,123         | 59,213,045          | 58,116,358         |
| <b>GOVERNMENTAL FUND BALANCE, END OF YEAR</b>                    | <b>38,902,105</b>  | <b>40,499,259</b>  | <b>55,138,489</b>  | <b>59,400,220</b>  | <b>50,417,683</b>  | <b>60,240,034</b>  | <b>55,579,123</b>   | <b>59,213,045</b>  | <b>58,116,358</b>   | <b>101,158,738</b> |
| Debt Service as % of Expenditures                                | 11.3%              | 11.9%              | 10.3%              | 11.0%              | 9.5%               | 8.3%               | 9.8%                | 10.1%              | 9.9%                | 10.6%              |

Source: District's Audited Financial Statements

**WEST CHESTER AREA SCHOOL DISTRICT**  
**GENERAL FUND REVENUES BY SOURCE - MODIFIED ACCRUAL METHOD OF ACCOUNTING (Unaudited)**  
 (Thousands)

|                                                     | 2010-11          | 2011-12          | 2012-13          | 2013-14          | 2014-15          | 2015-16          | 2016-17          | 2017-18          | 2018-19          | 2019-20          |
|-----------------------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| <b>Local</b>                                        | <b>165,072.4</b> | <b>167,580.4</b> | <b>171,524.8</b> | <b>172,073.7</b> | <b>176,800.8</b> | <b>182,121.6</b> | <b>190,954.0</b> | <b>196,055.3</b> | <b>203,172.8</b> | <b>207,997.2</b> |
| Real Estate                                         | 141,220.9        | 140,718.6        | 143,413.1        | 143,904.6        | 148,403.7        | 152,710.0        | 157,685.1        | 164,235.5        | 170,684.5        | 174,620.8        |
| Current                                             | 140,160.5        | 139,648.0        | 141,839.9        | 143,225.1        | 147,447.7        | 151,929.0        | 156,989.6        | 163,169.6        | 169,592.6        | 173,636.8        |
| Interim                                             | 1,060.4          | 1,070.6          | 1,573.2          | 679.5            | 956.0            | 780.9            | 695.5            | 1,092.0          | 1,092.0          | 984.1            |
| Earned Income                                       | 17,080.7         | 18,095.8         | 18,691.5         | 19,460.5         | 19,360.0         | 20,118.5         | 21,336.5         | 21,121.8         | 21,510.4         | 21,583.6         |
| Real Estate Transfer                                | 2,466.0          | 3,260.7          | 3,473.6          | 3,724.7          | 4,145.2          | 4,207.4          | 6,115.0          | 4,983.5          | 4,420.7          | 4,657.3          |
| Other Taxes PURTA                                   | 218.3            | 225.3            | 223.8            | 210.8            | 214.7            | 198.3            | 196.7            | 183.3            | 192.8            | 177.6            |
| Delinquent Taxes                                    | 2,805.7          | 3,816.1          | 4,069.9          | 3,365.9          | 3,246.0          | 3,000.3          | 3,479.8          | 2,708.7          | 2,477.2          | 3,160.2          |
| Investment Earnings                                 | 118.4            | 173.6            | 129.8            | 71.0             | 165.5            | 332.2            | 731.9            | 1,402.3          | 2,657.0          | 2,179.0          |
| Gate Receipts                                       | 119.4            | 123.4            | 122.9            | 130.7            | 136.3            | 152.9            | 160.6            | 150.9            | 162.8            | 161.9            |
| Other                                               | 1,043.0          | 1,166.8          | 1,400.2          | 1,205.5          | 1,129.4          | 1,401.8          | 1,248.3          | 1,269.4          | 1,068.4          | 857.8            |
| <b>State</b>                                        | <b>28,254.9</b>  | <b>28,615.9</b>  | <b>29,520.4</b>  | <b>31,717.8</b>  | <b>34,209.9</b>  | <b>35,806.5</b>  | <b>41,156.6</b>  | <b>42,748.0</b>  | <b>42,679.1</b>  | <b>44,089.0</b>  |
| Student Subsidies                                   | 22,424.6         | 21,754.7         | 21,204.2         | 21,371.8         | 21,729.3         | 21,234.5         | 24,125.8         | 24,332.1         | 23,436.2         | 23,988.4         |
| Basic Instruction                                   | 6,029.5          | 7,050.1          | 7,047.0          | 7,247.3          | 7,239.7          | 7,573.2          | 8,012.2          | 8,202.4          | 8,421.6          | 8,810.2          |
| Special Education                                   | 5,080.8          | 5,146.9          | 5,355.9          | 5,311.1          | 5,413.4          | 5,801.6          | 5,902.9          | 6,454.1          | 6,128.9          | 6,125.2          |
| Tuition Private Home Placement                      | -                | 17.6             | 121.7            | 113.9            | 113.5            | 179.4            | 236.2            | 191.4            | 231.1            | 173.7            |
| Transportation                                      | 4,434.4          | 4,295.1          | 3,710.0          | 3,750.5          | 3,637.2          | 3,671.8          | 3,674.1          | 3,736.8          | 3,313.9          | 3,260.1          |
| Medical, Dental, and Nurse                          | 273.8            | 273.9            | 261.5            | 256.8            | 222.3            | 253.9            | 256.4            | 250.3            | 255.3            | 252.5            |
| Rent                                                | 1,074.7          | 1,224.8          | 1,151.2          | 1,160.4          | 1,181.7          | -                | 2,104.1          | 1,554.5          | 1,163.8          | 1,121.1          |
| Charter Schools                                     | 1,478.9          | -                | -                | -                | -                | -                | -                | -                | -                | -                |
| Ready to Learn Block Grants / Accountability Grants | 322.4            | 126.6            | 126.7            | 126.7            | 303.2            | 399.1            | 399.1            | 399.1            | 399.1            | 399.1            |
| Property Tax Relief                                 | 3,708.3          | 3,604.0          | 3,425.3          | 3,405.1          | 3,620.3          | 3,355.4          | 3,540.6          | 3,543.4          | 3,468.1          | 3,598.3          |
| Other                                               | 21.9             | 15.7             | 4.9              | -                | -                | -                | -                | -                | 54.2             | 248.3            |
| Teacher Subsidies                                   | 5,830.2          | 6,861.2          | 8,316.2          | 10,346.1         | 12,480.7         | 14,572.0         | 17,030.9         | 18,415.8         | 19,243.0         | 20,100.6         |
| Social Security                                     | 3,319.2          | 3,173.0          | 3,084.5          | 3,148.8          | 3,163.7          | 3,194.0          | 3,450.6          | 3,337.5          | 3,415.4          | 3,497.6          |
| Retirement                                          | 2,511.1          | 3,688.2          | 5,231.7          | 7,197.3          | 9,317.0          | 11,378.0         | 13,580.3         | 15,078.3         | 15,827.6         | 16,602.9         |
| <b>Federal</b>                                      | <b>6,866.5</b>   | <b>4,121.7</b>   | <b>4,059.2</b>   | <b>2,661.8</b>   | <b>2,959.8</b>   | <b>2,865.3</b>   | <b>3,290.7</b>   | <b>3,371.7</b>   | <b>3,668.7</b>   | <b>3,616.5</b>   |
| Title I                                             | 1,675.2          | 1,341.4          | 1,752.2          | 459.6            | 818.0            | 828.9            | 1,013.2          | 867.6            | 704.5            | 598.8            |
| Title II                                            | 416.8            | 311.2            | 249.0            | 199.4            | 293.9            | 374.0            | 384.1            | 247.2            | 207.9            | 267.5            |
| Basic Education ARRA Funds                          | 834.0            | -                | -                | -                | -                | -                | -                | -                | -                | -                |
| IDEA - ARRA funds                                   | 820.7            | -                | -                | -                | -                | -                | -                | -                | -                | -                |
| Ed Jobs - ARRA                                      | 494.1            | 7.3              | 0.4              | -                | -                | -                | -                | -                | -                | -                |
| Title I - ARRA                                      | 471.8            | 249.3            | -                | -                | -                | -                | -                | -                | -                | -                |
| IDEA                                                | 1,235.6          | 1,310.3          | 1,282.4          | 1,154.7          | 1,215.8          | 1,199.7          | 1,333.6          | 1,318.1          | 1,331.4          | 1,341.0          |
| MA Direct Services/Time Study                       | 768.6            | 773.4            | 659.4            | 722.7            | 516.0            | 305.5            | 467.1            | 803.0            | 1,251.2          | 1,021.7          |
| Other                                               | 149.6            | 128.8            | 115.8            | 125.5            | 116.0            | 157.2            | 92.7             | 135.8            | 173.8            | 387.6            |
| <b>Local Taxes and Subsidies</b>                    | <b>200,193.7</b> | <b>200,318.0</b> | <b>205,104.4</b> | <b>206,453.4</b> | <b>213,970.5</b> | <b>220,793.4</b> | <b>235,401.3</b> | <b>242,175.0</b> | <b>249,520.6</b> | <b>255,102.7</b> |

Source: District Budget Control Forecast Model

**WEST CHESTER AREA SCHOOL DISTRICT**  
**GENERAL FUND EXPENDITURES BY TYPE - MODIFIED ACCRUAL METHOD OF ACCOUNTING (Unaudited)**  
**(Thousands)**

|                                    | 2010-11          | 2011-12          | 2012-13          | 2013-14          | 2014-15          | 2015-16          | 2016-17          | 2017-18          | 2018-19          | 2019-20          |
|------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| <b>Staff</b>                       | <b>121,408.2</b> | <b>119,821.3</b> | <b>122,215.9</b> | <b>128,483.3</b> | <b>134,876.4</b> | <b>141,123.7</b> | <b>145,153.0</b> | <b>149,824.5</b> | <b>153,661.8</b> | <b>153,376.6</b> |
| <b>Total Salaries</b>              | <b>90,677.4</b>  | <b>85,915.5</b>  | <b>84,930.4</b>  | <b>86,263.3</b>  | <b>87,846.4</b>  | <b>88,923.5</b>  | <b>91,156.6</b>  | <b>93,554.7</b>  | <b>95,606.4</b>  | <b>98,130.0</b>  |
| <b>Administration</b>              |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| Regular Salaries                   | 7,028.5          | 6,903.0          | 7,328.4          | 7,337.7          | 7,644.7          | 8,027.5          | 8,029.5          | 8,235.3          | 8,541.5          | 9,042.3          |
| <b>Teachers</b>                    |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| Regular Salaries                   | 64,228.0         | 61,569.9         | 60,035.7         | 60,830.1         | 61,479.2         | 61,938.5         | 64,701.3         | 66,792.4         | 68,446.8         | 70,120.6         |
| Extra Duty Payments                | 843.2            | 840.2            | 992.6            | 1,007.6          | 1,059.6          | 1,161.3          | 950.6            | 979.6            | 878.6            | 896.7            |
| Sabbatical Payments                | 168.7            | 88.4             | 179.1            | 35.2             | 125.0            | 304.5            | 209.9            | 181.9            | 255.9            | 294.7            |
| Subject Chair Payments             | 420.8            | 389.4            | 348.5            | 346.7            | 365.9            | 365.4            | 363.7            | 355.5            | 367.5            | 358.3            |
| Severance Payments                 | 356.2            | 158.5            | 144.4            | 380.6            | 209.1            | 142.1            | 79.9             | 353.1            | 205.6            | 220.1            |
| Supplemental Contracts             | 2,014.2          | 1,938.0          | 1,899.8          | 1,948.3          | 2,028.1          | 2,051.4          | 2,017.0          | 2,019.0          | 2,110.8          | 1,993.0          |
| <b>Total Teachers</b>              | <b>68,031.1</b>  | <b>64,984.4</b>  | <b>63,600.1</b>  | <b>64,548.5</b>  | <b>65,267.0</b>  | <b>65,963.1</b>  | <b>68,322.4</b>  | <b>70,681.6</b>  | <b>72,265.2</b>  | <b>73,883.5</b>  |
| <b>Technical</b>                   |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| Regular Salaries                   | 3,087.5          | 2,842.4          | 2,928.1          | 3,022.6          | 3,502.0          | 3,679.7          | 3,694.7          | 3,569.3          | 3,659.6          | 3,783.4          |
| <b>Office Clerical</b>             |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| Regular Salaries                   | 6,665.1          | 6,068.4          | 5,860.8          | 5,932.0          | 6,179.8          | 6,058.3          | 5,983.9          | 5,745.7          | 5,778.3          | 5,958.6          |
| <b>Crafts and Trades</b>           |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| Regular Salaries                   | 5,865.2          | 5,117.3          | 5,213.0          | 5,422.6          | 5,252.9          | 5,194.9          | 5,126.1          | 5,322.9          | 5,361.8          | 5,462.2          |
| <b>Benefits</b>                    |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| Medical                            | 14,425.3         | 15,607.6         | 16,558.1         | 17,768.2         | 17,621.6         | 18,953.6         | 17,331.7         | 16,627.9         | 17,224.8         | 13,444.7         |
| Dental                             | 1,339.6          | 1,306.8          | 1,236.8          | 1,108.5          | 1,180.2          | 1,259.4          | 1,103.1          | 1,184.1          | 1,180.5          | 978.2            |
| Vision                             | 140.7            | 140.4            | 168.0            | 113.1            | 195.9            | 176.7            | 180.6            | 178.1            | 195.0            | 149.4            |
| Prescription                       | 3,611.3          | 4,100.2          | 4,037.1          | 4,060.6          | 5,593.9          | 5,041.2          | 4,694.0          | 4,476.0          | 4,076.1          | 3,459.6          |
| Social Security                    | 6,667.0          | 6,369.0          | 6,239.8          | 6,322.0          | 6,387.7          | 6,451.4          | 6,609.1          | 6,733.9          | 6,891.7          | 7,057.1          |
| Retirement                         | 5,067.7          | 7,345.7          | 10,373.6         | 14,359.6         | 18,603.4         | 22,726.1         | 27,068.7         | 30,058.2         | 31,584.7         | 33,218.9         |
| Tuition Reimbursement              | 1,113.7          | 728.0            | 733.3            | 610.0            | 360.4            | 196.9            | 442.4            | 443.2            | 427.9            | 370.6            |
| Life and Disability                | 683.0            | 397.0            | 263.1            | 307.0            | 417.8            | 321.1            | 331.1            | 361.6            | 540.4            | 550.0            |
| Wrks Comp/Unempl/Other             | 649.6            | 720.5            | 654.3            | 800.6            | 823.2            | 1,461.8          | 1,307.1          | 1,344.7          | 1,079.2          | 965.8            |
| <b>Total Benefits</b>              | <b>33,697.9</b>  | <b>36,715.2</b>  | <b>40,264.1</b>  | <b>45,449.6</b>  | <b>51,184.0</b>  | <b>56,588.2</b>  | <b>59,068.0</b>  | <b>61,407.8</b>  | <b>63,200.4</b>  | <b>60,194.3</b>  |
| (Less) cost sharing                | (2,967.1)        | (2,809.4)        | (2,978.7)        | (3,229.5)        | (4,154.0)        | (4,387.9)        | (5,071.6)        | (5,138.0)        | (5,145.1)        | (4,947.7)        |
| <b>Net Benefits</b>                | <b>30,730.8</b>  | <b>33,905.8</b>  | <b>37,285.4</b>  | <b>42,220.0</b>  | <b>47,030.0</b>  | <b>52,200.2</b>  | <b>53,996.4</b>  | <b>56,269.8</b>  | <b>58,055.4</b>  | <b>55,246.6</b>  |
| <b>Prof. and Tech. Services</b>    | <b>12,080.2</b>  | <b>11,987.6</b>  | <b>13,149.7</b>  | <b>13,396.4</b>  | <b>14,064.2</b>  | <b>16,811.9</b>  | <b>18,965.1</b>  | <b>18,183.6</b>  | <b>17,678.1</b>  | <b>15,768.5</b>  |
| Substitute Service                 | 1,457.5          | 1,500.1          | 1,447.7          | 1,350.9          | 1,365.9          | 1,926.4          | 1,933.7          | 2,034.1          | 2,219.1          | 1,953.2          |
| Contracted Therapeutic Staff       | 758.3            | 620.8            | 666.7            | 860.2            | 1,299.2          | 1,571.8          | 1,736.1          | 1,850.3          | 1,668.8          | 1,328.2          |
| Contracted Aides - Special Ed.     | 358.5            | 679.2            | 831.6            | 1,123.4          | 1,138.8          | 1,496.2          | 2,213.6          | 2,194.2          | 2,046.5          | 1,228.8          |
| Contracted Aides - Other           | -                | -                | -                | -                | -                | -                | 126.7            | 392.3            | 315.9            | 136.8            |
| CCIU - Special Ed Programs         | 3,072.8          | 3,235.6          | 3,208.9          | 3,455.2          | 3,249.5          | 3,603.2          | 3,887.2          | 3,787.5          | 3,319.0          | 2,825.6          |
| Occupation/Physical Therapy        | 919.7            | 975.0            | 1,087.4          | 1,004.4          | 982.0            | 1,060.0          | 1,156.0          | 1,178.4          | 1,050.1          | 979.0            |
| Due Process Hearings               | 882.8            | 694.8            | 738.2            | 603.3            | 496.1            | 948.7            | 1,344.1          | 823.3            | 645.2            | 915.5            |
| Early Intervention                 | 255.0            | 263.1            | 353.7            | 260.5            | 276.5            | 365.8            | 348.7            | 242.5            | 267.3            | 231.4            |
| Extended School Year               | 626.0            | 447.2            | 564.7            | 573.1            | 502.4            | 735.9            | 669.5            | 695.2            | 774.0            | 605.9            |
| Alternative Ed - Special Ed        | 1,241.9          | 949.2            | 1,378.6          | 1,212.5          | 1,412.1          | 1,585.5          | 2,044.2          | 1,744.3          | 1,790.5          | 2,004.6          |
| Alternative Education - Reg        | 258.9            | 410.1            | 419.4            | 426.5            | 745.9            | 727.5            | 797.2            | 830.4            | 1,120.7          | 1,093.1          |
| Tax Collection                     | 508.9            | 535.9            | 627.7            | 669.7            | 646.0            | 672.8            | 725.4            | 624.8            | 593.9            | 683.8            |
| Legal                              | 326.8            | 308.4            | 416.2            | 441.0            | 365.2            | 354.2            | 396.4            | 311.8            | 303.6            | 246.1            |
| Other                              | 1,413.1          | 1,368.2          | 1,408.9          | 1,415.8          | 1,584.6          | 1,763.9          | 1,586.1          | 1,474.4          | 1,563.5          | 1,536.6          |
| <b>Purchased Property Services</b> | <b>3,909.9</b>   | <b>3,535.9</b>   | <b>3,616.2</b>   | <b>3,365.5</b>   | <b>3,299.2</b>   | <b>3,447.5</b>   | <b>4,002.5</b>   | <b>3,675.1</b>   | <b>3,558.8</b>   | <b>3,600.2</b>   |
| Electricity                        | 2,247.6          | 1,875.7          | 1,983.2          | 1,696.4          | 1,544.9          | 1,621.8          | 1,787.6          | 1,671.6          | 1,571.0          | 1,573.9          |
| Water/Sewer                        | 486.6            | 473.7            | 511.6            | 505.4            | 521.0            | 502.9            | 534.1            | 517.0            | 581.9            | 587.2            |
| Trash Removal                      | 122.1            | 122.0            | 91.8             | 95.2             | 89.8             | 85.8             | 90.9             | 81.7             | 82.9             | 78.0             |
| Office Rental                      | 123.1            | 121.3            | 123.9            | 103.3            | 134.5            | 137.6            | 164.0            | 185.1            | 187.4            | 267.8            |
| Other                              | 930.5            | 943.2            | 905.7            | 965.1            | 1,009.0          | 1,099.3          | 1,425.8          | 1,219.7          | 1,135.6          | 1,093.3          |
| <b>Other Services</b>              | <b>25,938.2</b>  | <b>26,532.5</b>  | <b>27,473.0</b>  | <b>26,284.5</b>  | <b>27,466.0</b>  | <b>29,050.4</b>  | <b>30,952.7</b>  | <b>30,751.7</b>  | <b>30,128.1</b>  | <b>27,847.9</b>  |
| Charter Schools                    | 6,558.3          | 7,069.2          | 8,031.7          | 8,114.0          | 8,079.9          | 9,455.1          | 9,818.8          | 9,574.3          | 8,277.9          | 7,775.7          |
| Tuition: Special Education         | 2,418.5          | 2,645.8          | 2,548.0          | 2,376.4          | 2,651.9          | 2,462.8          | 3,530.1          | 3,674.9          | 4,317.8          | 3,828.3          |
| Tuition: CAT                       | 1,637.5          | 1,683.4          | 1,658.3          | 1,828.8          | 2,262.4          | 2,597.2          | 2,722.4          | 2,755.7          | 2,738.8          | 2,557.8          |
| Tuition: Other                     | 248.2            | 443.4            | 419.5            | 200.7            | 152.5            | 130.7            | 96.0             | 172.3            | 294.1            | 144.3            |
| Bussing: Public Schools            | 4,861.9          | 4,470.0          | 4,519.8          | 4,413.3          | 4,637.8          | 4,905.4          | 4,898.1          | 4,700.3          | 5,071.3          | 4,825.6          |
| Bussing: Non-public                | 4,655.3          | 4,465.9          | 4,395.9          | 4,530.5          | 4,358.6          | 4,424.3          | 4,422.4          | 4,409.5          | 4,116.7          | 3,727.9          |
| Bussing: Special Ed                | 3,089.7          | 3,579.6          | 3,570.3          | 3,370.2          | 3,675.5          | 3,495.5          | 3,848.1          | 3,855.9          | 3,867.3          | 3,503.4          |
| Bussing: Extracurricular           | 333.5            | 274.3            | 291.1            | 284.6            | 325.5            | 316.3            | 327.4            | 318.0            | 297.0            | 216.2            |
| Insurance                          | 394.2            | 381.8            | 416.9            | 478.5            | 462.6            | 492.8            | 501.6            | 497.4            | 500.5            | 519.2            |
| Telephone/Postage                  | 448.7            | 497.1            | 462.1            | 390.2            | 501.0            | 489.4            | 492.5            | 517.2            | 374.8            | 495.9            |
| Other Services - Glen Mills        | 1,026.8          | 714.3            | 866.0            | -                | -                | -                | -                | -                | -                | -                |
| Other                              | 265.7            | 307.7            | 293.4            | 297.3            | 358.3            | 280.9            | 295.4            | 276.2            | 272.0            | 253.5            |

**WEST CHESTER AREA SCHOOL DISTRICT**  
**GENERAL FUND EXPENDITURES BY TYPE - MODIFIED ACCRUAL METHOD OF ACCOUNTING (Unaudited)**  
**(Thousands)**

|                                  | 2010-11          | 2011-12          | 2012-13          | 2013-14          | 2014-15          | 2015-16          | 2016-17          | 2017-18          | 2018-19          | 2019-20          |
|----------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| (continued)                      |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| <b>Supplies</b>                  | <b>4,711.7</b>   | <b>4,708.2</b>   | <b>4,758.0</b>   | <b>4,724.8</b>   | <b>5,066.2</b>   | <b>4,717.5</b>   | <b>4,797.8</b>   | <b>5,393.6</b>   | <b>5,889.2</b>   | <b>5,209.7</b>   |
| Heating Fuel                     | 1,123.8          | 780.8            | 695.0            | 978.8            | 876.5            | 620.2            | 605.3            | 646.7            | 756.0            | 568.2            |
| Other Operations/Maint Supplies  | 603.2            | 670.3            | 735.4            | 777.4            | 648.7            | 652.5            | 714.6            | 696.2            | 845.5            | 701.4            |
| Educational                      | 1,843.8          | 2,295.0          | 2,078.2          | 1,651.5          | 1,881.1          | 1,925.2          | 1,828.6          | 1,870.3          | 2,046.1          | 2,024.9          |
| Curriculum Proposals             | 622.3            | 455.0            | 793.5            | 885.1            | 1,230.0          | 1,123.3          | 881.4            | 1,123.1          | 1,062.3          | 777.0            |
| Educational/Admin Software       | 347.1            | 410.3            | 356.9            | 327.0            | 409.9            | 394.3            | 680.8            | 1,006.0          | 1,082.5          | 1,115.4          |
| Administration/Business          | 148.0            | 77.1             | 99.0             | 104.9            | 20.1             | 2.1              | 87.1             | 51.3             | 96.8             | 22.7             |
| Other                            | 23.5             | 19.7             | -                | -                | -                | -                | -                | -                | -                | -                |
| <b>Other Objects</b>             | <b>226.5</b>     | <b>344.7</b>     | <b>(126.6)</b>   | <b>359.6</b>     | <b>534.1</b>     | <b>367.2</b>     | <b>411.3</b>     | <b>773.7</b>     | <b>403.7</b>     | <b>337.3</b>     |
| <b>Dues and Fees - Athletics</b> | <b>99.5</b>      | <b>94.8</b>      | <b>144.3</b>     | <b>113.7</b>     | <b>140.4</b>     | <b>179.1</b>     | <b>170.7</b>     | <b>160.5</b>     | <b>148.9</b>     | <b>116.6</b>     |
| <b>Property</b>                  | <b>1,837.1</b>   | <b>1,117.4</b>   | <b>1,313.7</b>   | <b>511.4</b>     | <b>455.8</b>     | <b>542.9</b>     | <b>650.3</b>     | <b>294.8</b>     | <b>261.0</b>     | <b>271.8</b>     |
| G/F Maint Projects               | 687.5            | 531.7            | 650.3            | -                | -                | -                | -                | -                | -                | -                |
| Other Equipment                  | 1,149.6          | 585.7            | 663.4            | 511.4            | 455.8            | 542.9            | 650.3            | 294.8            | 261.0            | 271.8            |
| <b>Debt Service</b>              | <b>21,236.6</b>  | <b>23,773.0</b>  | <b>21,896.0</b>  | <b>23,653.8</b>  | <b>21,163.9</b>  | <b>18,350.4</b>  | <b>24,085.4</b>  | <b>24,855.9</b>  | <b>25,571.8</b>  | <b>26,541.7</b>  |
| Bond payments                    | 21,236.6         | 23,773.0         | 21,896.0         | 23,653.8         | 21,163.9         | 18,350.4         | 24,085.4         | 24,855.9         | 25,571.8         | 26,541.7         |
| <b>TOTAL EXPENSE</b>             | <b>191,447.9</b> | <b>191,915.4</b> | <b>194,440.2</b> | <b>200,892.9</b> | <b>207,066.3</b> | <b>214,590.7</b> | <b>229,188.8</b> | <b>233,913.4</b> | <b>237,301.5</b> | <b>233,070.2</b> |

Source: District Budget Control Forecast Model

# WEST CHESTER AREA SCHOOL DISTRICT

## REVENUE CAPACITY



**WEST CHESTER AREA SCHOOL DISTRICT**  
**Governmental Funds - Most Significant Own-source Revenues**  
(modified accrual method of accounting)

| Fiscal Year | Chester County |              | Delaware County |              | Current Real Estate Taxes | Interim Real Estate Taxes | Delinquent Real Estate Taxes | Act 511 Taxes * | Other Local Revenues | Total Local Revenues |
|-------------|----------------|--------------|-----------------|--------------|---------------------------|---------------------------|------------------------------|-----------------|----------------------|----------------------|
|             | Millage Rate   | Millage Rate | Millage Rate    | Millage Rate |                           |                           |                              |                 |                      |                      |
| 2010-11     | 18.36          | 14.25        | 140,160,462     | 1,060,391    | 2,805,694                 | 19,546,706                | 1,499,147                    | 165,072,400     |                      |                      |
| 2011-12     | 18.36          | 14.22        | 139,648,021     | 1,070,637    | 3,816,141                 | 21,356,508                | 1,689,127                    | 167,580,434     |                      |                      |
| 2012-13     | 18.67          | 13.78        | 141,839,871     | 1,573,196    | 4,069,877                 | 22,165,152                | 1,878,001                    | 171,526,098     |                      |                      |
| 2013-14     | 18.67          | 13.62        | 143,225,113     | 679,486      | 3,365,905                 | 23,185,205                | 1,603,099                    | 172,058,808     |                      |                      |
| 2014-15     | 19.21          | 13.65        | 147,447,717     | 955,973      | 3,246,013                 | 23,505,223                | 1,629,472                    | 176,784,398     |                      |                      |
| 2015-16     | 19.5779        | 13.9059      | 151,929,043     | 780,930      | 3,000,329                 | 24,325,967                | 2,048,424                    | 182,084,693     |                      |                      |
| 2016-17     | 20.0982        | 14.7113      | 156,989,628     | 695,464      | 3,479,843                 | 27,451,544                | 2,302,843                    | 190,919,322     |                      |                      |
| 2017-18     | 20.6841        | 15.2086      | 163,169,638     | 1,065,856    | 2,708,709                 | 26,105,252                | 2,965,157                    | 196,014,612     |                      |                      |
| 2018-19     | 21.2723        | 16.0761      | 169,592,595     | 1,091,954    | 2,477,181                 | 25,931,136                | 4,079,916                    | 203,172,782     |                      |                      |
| 2019-20     | 21.6622        | 16.2597      | 173,636,758     | 984,090      | 3,160,170                 | 26,240,881                | 3,375,286                    | 207,397,185     |                      |                      |

\* Act 511 Taxes include Earned Income and Real Estate Transfer Taxes

Source: District Annual Financial Report (AFR)

**WEST CHESTER AREA SCHOOL DISTRICT**  
**ANALYSIS OF ASSESSED VALUE FOR TAXABLE REAL ESTATE**  
(unaudited)

| LAND USE DESCRIPTION          | 2010-11 # of Parcels | Assessment Total     | 2011-12 # of Parcels | Assessment Total     | 2012-13 # of Parcels | Assessment Total     | 2013-14 # of Parcels | Assessment Total     | 2014-15 # of Parcels | Assessment Total     |
|-------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| <b>CHESTER COUNTY</b>         |                      |                      |                      |                      |                      |                      |                      |                      |                      |                      |
| Not Identified                | 1                    | 47,820               | -                    | -                    | -                    | -                    | -                    | -                    | -                    | -                    |
| Commercial Properties         | 1,652                | 1,382,775,453        | 1,659                | 1,365,477,339        | 1,677                | 1,391,810,649        | 1,714                | 1,369,224,799        | 1,712                | 1,365,713,429        |
| Farm Properties               | 72                   | 23,464,210           | 70                   | 22,838,800           | 70                   | 22,769,440           | 68                   | 22,066,740           | 68                   | 22,066,740           |
| Industrial Properties         | 90                   | 151,052,080          | 89                   | 150,689,470          | 89                   | 148,943,570          | 88                   | 146,750,180          | 88                   | 145,936,270          |
| Residential Properties        | 29,838               | 6,012,588,031        | 29,917               | 6,015,067,375        | 30,033               | 6,012,449,332        | 30,145               | 6,044,809,459        | 30,250               | 6,063,262,560        |
| Vacant Land                   | 1,061                | 59,182,350           | 1,044                | 69,623,000           | 1,308                | 55,913,330           | 1,162                | 50,755,900           | 1,163                | 49,319,210           |
| <b>TOTAL CHESTER COUNTY</b>   | <b>32,714</b>        | <b>7,629,109,944</b> | <b>32,779</b>        | <b>7,623,695,984</b> | <b>33,177</b>        | <b>7,631,886,321</b> | <b>33,177</b>        | <b>7,633,607,078</b> | <b>33,281</b>        | <b>7,646,298,209</b> |
| <b>DELAWARE COUNTY</b>        |                      |                      |                      |                      |                      |                      |                      |                      |                      |                      |
| Commercial/Industrial         | 12                   | 6,868,373            | 14                   | 8,533,463            | 14                   | 8,533,463            | 14                   | 8,533,463            | 14                   | 8,533,463            |
| Residential/Farms/Vacant Land | 2,190                | 630,726,093          | 2,190                | 628,332,131          | 2,189                | 629,392,646          | 2,193                | 629,105,934          | 2,192                | 633,891,761          |
| <b>TOTAL DELAWARE COUNTY</b>  | <b>2,202</b>         | <b>637,594,466</b>   | <b>2,204</b>         | <b>636,865,594</b>   | <b>2,203</b>         | <b>637,926,109</b>   | <b>2,207</b>         | <b>637,639,397</b>   | <b>2,206</b>         | <b>642,425,224</b>   |
| <b>GRAND TOTAL</b>            | <b>34,916</b>        | <b>8,266,704,410</b> | <b>34,983</b>        | <b>8,260,561,578</b> | <b>35,380</b>        | <b>8,269,812,430</b> | <b>35,384</b>        | <b>8,271,246,475</b> | <b>35,487</b>        | <b>8,288,723,433</b> |

| LAND USE DESCRIPTION          | 2015-16 # of Parcels | Assessment Total     | 2016-17 # of Parcels | Assessment Total     | 2017-18 # of Parcels | Assessment Total     | 2018-19 # of Parcels | Assessment Total     | 2019-20 # of Parcels | Assessment Total     |
|-------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| <b>CHESTER COUNTY</b>         |                      |                      |                      |                      |                      |                      |                      |                      |                      |                      |
| Not Identified                | -                    | -                    | -                    | -                    | -                    | -                    | -                    | -                    | -                    | -                    |
| Commercial Properties         | 1,709                | 1,367,742,137        | 1,714                | 1,382,831,647        | 1,722                | 1,393,879,547        | 1,724                | 1,386,487,480        | 1,730                | 1,419,240,638        |
| Farm Properties               | 69                   | 22,703,280           | 69                   | 22,730,390           | 69                   | 23,544,790           | 70                   | 23,886,590           | 67                   | 22,327,250           |
| Industrial Properties         | 87                   | 145,405,235          | 87                   | 145,188,555          | 87                   | 145,353,765          | 86                   | 145,152,395          | 86                   | 146,105,675          |
| Residential Properties        | 30,365               | 6,115,048,985        | 30,410               | 6,132,798,573        | 30,433               | 6,213,361,838        | 30,490               | 6,239,593,971        | 30,571               | 6,286,518,818        |
| Vacant Land                   | 1,090                | 47,541,320           | 1,068                | 45,006,370           | 1,039                | 47,346,930           | 1,089                | 46,914,600           | 1,135                | 47,370,590           |
| <b>TOTAL CHESTER COUNTY</b>   | <b>33,320</b>        | <b>7,698,440,957</b> | <b>33,348</b>        | <b>7,728,555,535</b> | <b>33,350</b>        | <b>7,823,486,870</b> | <b>33,459</b>        | <b>7,842,035,036</b> | <b>33,589</b>        | <b>7,921,562,971</b> |
| <b>DELAWARE COUNTY</b>        |                      |                      |                      |                      |                      |                      |                      |                      |                      |                      |
| Commercial/Industrial         | 14                   | 8,533,463            | 14                   | 8,533,463            | 14                   | 8,008,833            | 14                   | 8,008,833            | 14                   | 8,008,833            |
| Residential/Farms/Vacant Land | 2,194                | 638,801,396          | 2,199                | 638,865,520          | 2,198                | 639,278,166          | 2,199                | 640,107,224          | 2,210                | 640,087,346          |
| <b>TOTAL DELAWARE COUNTY</b>  | <b>2,208</b>         | <b>647,334,859</b>   | <b>2,213</b>         | <b>647,398,983</b>   | <b>2,212</b>         | <b>647,286,999</b>   | <b>2,213</b>         | <b>648,116,057</b>   | <b>2,224</b>         | <b>648,096,179</b>   |
| <b>GRAND TOTAL</b>            | <b>35,528</b>        | <b>8,345,775,816</b> | <b>35,561</b>        | <b>8,375,954,518</b> | <b>35,562</b>        | <b>8,470,773,869</b> | <b>35,672</b>        | <b>8,490,151,093</b> | <b>35,813</b>        | <b>8,569,659,150</b> |

Source: County Land Use Code Report

**WEST CHESTER AREA SCHOOL DISTRICT**  
**Market Value versus Assessed Value of Taxable Real Estate**

| <b>As of June<br/>30th</b> | <b>Market Value<br/>Chester<br/>County<br/>(000)</b> | <b>Market Value<br/>Delaware<br/>County<br/>(000)</b> | <b>Total Market<br/>Value<br/>(000)</b> | <b>Assessed<br/>Value<br/>(000)</b> | <b>Ratio of Market<br/>Value to Assessed<br/>Value</b> |
|----------------------------|------------------------------------------------------|-------------------------------------------------------|-----------------------------------------|-------------------------------------|--------------------------------------------------------|
| 2009                       | 10,480,758                                           | 671,018                                               | 11,151,776                              | 8,266,704                           | 135%                                                   |
| 2010                       | 11,334,739                                           | 690,551                                               | 12,025,290                              | 8,260,562                           | 146%                                                   |
| 2011                       | 11,311,170                                           | 682,225                                               | 11,993,395                              | 8,269,812                           | 145%                                                   |
| 2012                       | 11,830,153                                           | 706,388                                               | 12,536,541                              | 8,271,246                           | 152%                                                   |
| 2013                       | 11,841,643                                           | 705,298                                               | 12,546,941                              | 8,288,723                           | 151%                                                   |
| 2014                       | 12,049,694                                           | 736,705                                               | 12,786,399                              | 8,345,776                           | 153%                                                   |
| 2015                       | 12,149,938                                           | 741,885                                               | 12,891,823                              | 8,375,955                           | 154%                                                   |
| 2016                       | 12,584,089                                           | 786,253                                               | 13,370,342                              | 8,470,774                           | 158%                                                   |
| 2017                       | 12,774,058                                           | 785,727                                               | 13,559,785                              | 8,490,151                           | 160%                                                   |
| 2018                       | 13,366,030                                           | 841,146                                               | 14,207,176                              | 8,569,659                           | 166%                                                   |

*Source: State Tax Equalization Board*



**WEST CHESTER AREA SCHOOL DISTRICT**  
**Property Tax Rates - All Direct and Overlapping Governments**  
**(Mills)**

| <b>Chester County</b> |         | <b>West Chester Area School District</b> |       | <b>Chester County</b> | <b>Township of East Bradford</b> | <b>Township of East Goshen</b> | <b>Township of Thornbury</b> | <b>Township of West Goshen</b> | <b>Township of West Whiteland</b> | <b>Township of Westtown</b> | <b>Borough of West Chester</b> |
|-----------------------|---------|------------------------------------------|-------|-----------------------|----------------------------------|--------------------------------|------------------------------|--------------------------------|-----------------------------------|-----------------------------|--------------------------------|
| <b>Fiscal Year</b>    |         |                                          |       |                       |                                  |                                |                              |                                |                                   |                             |                                |
| 2010-11               | 18.36   | 3.965                                    | 0.071 | 1.25                  | 0.84                             | 2.00                           | 0.60                         | 2.50                           | 6.96                              |                             |                                |
| 2011-12               | 18.36   | 3.970                                    | 0.34  | 1.25                  | 0.84                             | 2.00                           | 0.60                         | 2.50                           | 6.96                              |                             |                                |
| 2012-13               | 18.67   | 4.163                                    | 0.34  | 1.25                  | 0.84                             | 2.00                           | 0.719                        | 3.50                           | 6.96                              |                             |                                |
| 2013-14               | 18.67   | 4.163                                    | 0.34  | 1.25                  | 0.995                            | 2.00                           | 0.719                        | 3.50                           | 6.96                              |                             |                                |
| 2014-15               | 19.21   | 4.163                                    | 0.34  | 1.25                  | 0.995                            | 2.00                           | 0.719                        | 3.50                           | 6.96                              |                             |                                |
| 2015-16               | 19.5779 | 4.163                                    | 1.00  | 1.25                  | 0.995                            | 2.00                           | 0.719                        | 3.50                           | 6.96                              |                             |                                |
| 2016-17               | 20.0982 | 4.163                                    | 1.00  | 1.25                  | 0.995                            | 2.00                           | 0.719                        | 3.50                           | 6.96                              |                             |                                |
| 2017-18               | 20.6841 | 4.369                                    | 1.00  | 1.25                  | 0.995                            | 2.00                           | 0.719                        | 3.50                           | 6.96                              |                             |                                |
| 2018-19               | 21.2723 | 4.369                                    | 1.00  | 1.25                  | 0.995                            | 2.00                           | 0.719                        | 3.50                           | 6.96                              |                             |                                |
| 2019-20               | 21.6622 | 4.369                                    | 1.00  | 1.25                  | 0.995                            | 2.00                           | 0.719                        | 3.50                           | 6.96                              |                             |                                |

Source: Chester County website

| <b>Delaware County</b> |         | <b>West Chester Area School District</b> |      | <b>Delaware County</b> | <b>Township of Thornbury</b> |
|------------------------|---------|------------------------------------------|------|------------------------|------------------------------|
| <b>Fiscal Year</b>     |         |                                          |      |                        |                              |
| 2010-11                | 14.25   | 5.184                                    | 0.00 | 0.00                   | 0.00                         |
| 2011-12                | 14.22   | 5.180                                    | 0.00 | 0.00                   | 0.00                         |
| 2012-13                | 13.78   | 5.300                                    | 0.00 | 0.00                   | 0.00                         |
| 2013-14                | 13.62   | 5.452                                    | 0.00 | 0.00                   | 0.00                         |
| 2014-15                | 13.65   | 5.604                                    | 0.00 | 0.00                   | 0.00                         |
| 2015-16                | 13.9059 | 5.604                                    | 0.00 | 0.00                   | 0.00                         |
| 2016-17                | 14.7113 | 5.604                                    | 0.00 | 0.00                   | 0.00                         |
| 2017-18                | 15.2086 | 5.604                                    | 0.00 | 0.00                   | 0.00                         |
| 2018-19                | 16.0761 | 5.604                                    | 0.00 | 0.00                   | 0.00                         |
| 2019-20                | 16.2597 | 5.461                                    | 0.00 | 0.00                   | 0.00                         |

Source: Delaware County website

Note: Effective June 30, 2007, Pennsylvania law has imposed restrictions on a school district's ability to increase tax rates. The State restricts increases to tax rates to no more than a pre-calculated index. A district may apply for exceptions with the State to increase the tax rate above the index.

**WEST CHESTER AREA SCHOOL DISTRICT  
TEN LARGEST REAL PROPERTY TAXPAYERS  
(Unaudited)**

| Name                                               | Township       | Type of Property               | 2019-20                |                                   |      | 2010-11                |                                   |      |
|----------------------------------------------------|----------------|--------------------------------|------------------------|-----------------------------------|------|------------------------|-----------------------------------|------|
|                                                    |                |                                | Taxable Assessed Value | Percent of District's Total Value | Rank | Taxable Assessed Value | Percent of District's Total Value | Rank |
| Exton Square, Inc.                                 | West Whiteland | Shopping Mall                  | 75,775,790             | 0.88%                             | 1    | 83,984,710             | 1.02%                             | 1    |
| ARHC WCCCHPA01 LLC                                 | East Goshen    | Senior Living/ Assisted Living | 41,434,200             | 0.48%                             | 2    |                        |                                   |      |
| Main Street At Exton                               | West Whiteland | Shopping Center                | 33,532,420             | 0.39%                             | 3    | 28,553,560             | 0.35%                             | 4    |
| Bre Rook SH Bellingham LP                          | East Goshen    | Senior Living Community        | 30,740,000             | 0.36%                             | 4    |                        |                                   |      |
| QVC Realty                                         | West Goshen    | Indust. Bldg/TV Shopping       | 29,719,480             | 0.35%                             | 5    | 48,669,780             | 0.59%                             | 2    |
| SPUS8 West Chester LP                              | West Goshen    | Apartment Complex              | 27,976,000             | 0.33%                             | 6    |                        |                                   |      |
| Westtown Apartments                                | West Whiteland | Apartment Complex              | 24,367,500             | 0.28%                             | 7    | 16,636,690             | 0.20%                             | 9    |
| Pembrooke Tom VC LLC                               | West Whiteland | Business Complex               | 23,388,088             | 0.27%                             | 8    |                        |                                   |      |
| Exton Gardens LLC                                  | West Whiteland | Apartment Complex              | 21,023,480             | 0.25%                             | 9    |                        |                                   |      |
| WTC LLC                                            | West Whiteland | Shopping Center                | 20,424,890             | 0.24%                             | 10   |                        |                                   |      |
| TRC Valley Creek Assoc.                            | West Whiteland | Business Complex               |                        |                                   |      | 31,796,620             | 0.38%                             | 3    |
| Exton Crossing Apts                                | West Whiteland | Apartment Complex              |                        |                                   |      | 21,023,480             | 0.25%                             | 5    |
| Whiteland Investors LP                             | West Whiteland | Shopping Center                |                        |                                   |      | 19,320,000             | 0.23%                             | 6    |
| Comcast Cable                                      | East Goshen    | Commercial Buildings           |                        |                                   |      | 17,636,080             | 0.21%                             | 7    |
| Hankin Group                                       | East Goshen    | Apartment Complex              |                        |                                   |      | 16,952,250             | 0.21%                             | 8    |
| Fern Hill LLC                                      | West Goshen    | Medical Complex                |                        |                                   |      | 16,617,370             | 0.20%                             | 10   |
| <b>Total Assessed Value--Ten Largest Taxpayers</b> |                |                                | <b>328,381,848</b>     |                                   |      | <b>301,190,540</b>     |                                   |      |
| <b>Total District Assessed Value</b>               |                |                                | <b>8,569,659,150</b>   |                                   |      | <b>8,266,704,410</b>   |                                   |      |

Source: District Fact Books

**WEST CHESTER AREA SCHOOL DISTRICT  
REAL ESTATE TAX COLLECTION AS A RATIO OF LEVY**

| FISCAL YEAR | ASSESSED VALUATION | MILLS (2) | ADJUSTED LEVY | CURRENT COLLECTION |         |
|-------------|--------------------|-----------|---------------|--------------------|---------|
|             |                    |           |               | AMOUNT (1), (3)    | PERCENT |
| 2010-11     | 8,266,704,410      | 18.36     | 149,229,022   | 143,868,716        | 96.4%   |
| 2011-12     | 8,260,561,578      | 18.36     | 149,159,276   | 143,252,119        | 96.0%   |
| 2012-13     | 8,269,812,430      | 18.67     | 150,508,760   | 145,191,207        | 96.5%   |
| 2013-14     | 8,271,246,475      | 18.67     | 151,204,093   | 146,630,222        | 97.0%   |
| 2014-15     | 8,288,723,433      | 19.21     | 155,654,493   | 151,068,019        | 97.1%   |
| 2015-16     | 8,345,775,816      | 19.5779   | 159,721,081   | 155,284,474        | 97.2%   |
| 2016-17     | 8,375,954,518      | 20.0982   | 164,854,136   | 160,530,248        | 97.4%   |
| 2017-18     | 8,470,773,869      | 20.6841   | 171,450,694   | 166,713,031        | 97.2%   |
| 2018-19     | 8,490,151,093      | 21.2723   | 177,237,300   | 173,060,736        | 97.6%   |
| 2019-20     | 8,569,659,150      | 21.6622   | 182,136,331   | 177,235,011        | 97.3%   |

Source: District Tax Records

(1) 2010-11 includes revenue received from State designated for school district property tax reduction. Special Section Act 1 of 2006 was passed to ease the financial burden of home ownership by providing school districts the means to lower property taxes to homeowners via this funding to districts provided by gaming revenue.

(2) One mill of tax is equal to \$1.00 for every \$1,000 of assessed valuation of real estate property

(3) Does not include delinquent or interim taxes collected.

# WEST CHESTER AREA SCHOOL DISTRICT

## DEBT CAPACITY



**WEST CHESTER AREA SCHOOL DISTRICT  
COMPUTATION OF NON-ELECTORAL DEBT MARGIN**

|                                                                                        | 2010-11            | 2011-12            | 2012-13            | 2013-14            | 2014-15            | 2015-16            | 2016-17            | 2017-18            | 2018-19            | 2019-20            |
|----------------------------------------------------------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Total General Fund Revenues*                                                           | 200,193,855        | 200,328,038        | 205,516,382        | 206,453,328        | 213,970,535        | 220,793,385        | 235,401,340        | 242,175,000        | 249,521,639        | 255,108,419        |
| Less Required Deductions if included in total<br>Rental and Sinking Fund Reimbursement | 1,074,696          | 1,224,820          | 1,151,153          | 1,160,377          | 1,181,706          | -                  | 2,104,117          | 1,554,549          | 1,163,834          | 1,121,094          |
| Sale of Property and Non-recurring revenue                                             | -                  | -                  | 973                | -                  | -                  | -                  | -                  | -                  | -                  | -                  |
| Fund Transfer                                                                          | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  |
| Net Revenues                                                                           | 199,119,159        | 199,103,218        | 204,364,256        | 205,292,951        | 212,788,829        | 220,793,385        | 233,297,223        | 240,620,451        | 248,357,805        | 253,987,325        |
| <b>Annual Arithmetic Average (Borrowing Base)**</b>                                    | <b>193,981,508</b> | <b>197,832,567</b> | <b>200,862,211</b> | <b>202,920,142</b> | <b>207,482,012</b> | <b>212,958,388</b> | <b>222,293,146</b> | <b>231,570,353</b> | <b>240,758,493</b> | <b>247,655,194</b> |
| Multiplier                                                                             | 225%               | 225%               | 225%               | 225%               | 225%               | 225%               | 225%               | 225%               | 225%               | 225%               |
| <b>Total Nonelectoral Debt Limit</b>                                                   | <b>436,456,393</b> | <b>445,123,276</b> | <b>451,939,975</b> | <b>456,570,320</b> | <b>466,834,527</b> | <b>479,156,373</b> | <b>500,159,579</b> | <b>521,033,294</b> | <b>541,706,609</b> | <b>557,224,187</b> |
| Less Amount Debt Applicable to Debt Limit                                              | 291,539,000        | 279,630,000        | 287,443,000        | 285,016,000        | 271,826,000        | 266,615,000        | 261,070,000        | 256,125,000        | 250,425,000        | 268,885,000        |
| <b>Total Debt Margin</b>                                                               | <b>144,919,393</b> | <b>165,493,276</b> | <b>164,496,975</b> | <b>171,554,320</b> | <b>195,008,527</b> | <b>212,541,373</b> | <b>239,089,579</b> | <b>264,908,294</b> | <b>291,281,609</b> | <b>288,339,187</b> |
| Ratio of Debt Limit to Debt Margin                                                     | 33%                | 37%                | 36%                | 38%                | 42%                | 44%                | 48%                | 51%                | 54%                | 52%                |

Source: District Annual Financial Statements PDE 2057

\* Includes other financing sources

\*\* Borrowing Base is average of net revenues for three year period

**WEST CHESTER AREA SCHOOL DISTRICT  
GROSS PRINCIPAL DEBT OUTSTANDING**

| Fiscal Year            | Emmaus Note 2009 | Series AA of 2010 |                   | Series A of 2012  |                | Series AA of 2012 |                   | Series 2013       |                  | Series 2014      |                  | Series A 2014     |                  | Series AA 2014   |                  | Series A 2015    |                   | Series AA 2015     |                    | Series 2016        |                    | Series A 2016      |                    | Series AA 2016     |                    | Series 2017        |                    | Series A 2017      |                    | Series 2018        |                    | Series 2019        |                    | Total      |
|------------------------|------------------|-------------------|-------------------|-------------------|----------------|-------------------|-------------------|-------------------|------------------|------------------|------------------|-------------------|------------------|------------------|------------------|------------------|-------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|------------|
|                        |                  | GOR               | GOB               | GOR               | GOB            | GOR               | GOB               | GOR               | GOB              | GOR              | GOB              | GOR               | GOB              | GOR              | GOB              | GOR              | GOB               | GOR                | GOB                | GOR                | GOB                | GOR                | GOB                | GOR                | GOB                | GOR                | GOB                | GOR                | GOB                | GOR                | GOB                | GOR                | GOB                |            |
| 2020-2021              | 650,000          | 3,420,000         | -                 | 7,360,000         | 850,000        | -                 | 1,085,000         | 295,000           | 5,000            | 755,000          | 1,935,000        | 5,000             | 5,000            | 5,000            | 5,000            | 5,000            | 5,000             | 5,000              | 5,000              | 5,000              | 5,000              | 5,000              | 5,000              | 5,000              | 5,000              | 5,000              | 5,000              | 5,000              | 5,000              | 5,000              | 5,000              | 5,000              | 5,000              | 16,995,000 |
| 2021-2022              | 650,000          | 4,410,000         | -                 | 7,620,000         | -              | -                 | 1,185,000         | 305,000           | 5,000            | 770,000          | 2,035,000        | 5,000             | 5,000            | 5,000            | 5,000            | 5,000            | 5,000             | 5,000              | 5,000              | 5,000              | 5,000              | 5,000              | 5,000              | 5,000              | 5,000              | 5,000              | 5,000              | 5,000              | 5,000              | 5,000              | 5,000              | 5,000              | 5,000              | 17,630,000 |
| 2022-2023              | 520,000          | -                 | 5,000             | -                 | -              | -                 | 14,570,000        | 315,000           | 5,000            | -                | 2,130,000        | 5,000             | 5,000            | 5,000            | 5,000            | 5,000            | 5,000             | 5,000              | 5,000              | 5,000              | 5,000              | 5,000              | 5,000              | 5,000              | 5,000              | 5,000              | 5,000              | 5,000              | 5,000              | 5,000              | 5,000              | 5,000              | 5,000              | 18,210,000 |
| 2023-2024              | 645,000          | -                 | 5,000             | -                 | -              | -                 | 8,745,000         | 325,000           | 5,000            | -                | 2,235,000        | 5,875,000         | 5,000            | 5,000            | 5,000            | 5,000            | 5,000             | 5,000              | 5,000              | 5,000              | 5,000              | 5,000              | 5,000              | 5,000              | 5,000              | 5,000              | 5,000              | 5,000              | 5,000              | 5,000              | 5,000              | 5,000              | 5,000              | 18,515,000 |
| 2024-2025              | 675,000          | -                 | 5,000             | -                 | -              | 5,000             | -                 | 5,700,000         | 5,000            | -                | -                | 12,270,000        | 5,000            | 5,000            | 5,000            | 5,000            | 5,000             | 5,000              | 5,000              | 5,000              | 5,000              | 5,000              | 5,000              | 5,000              | 5,000              | 5,000              | 5,000              | 5,000              | 5,000              | 5,000              | 5,000              | 5,000              | 5,000              | 19,350,000 |
| 2025-2030              | 6,810,000        | -                 | 12,220,000        | -                 | -              | 6,805,000         | -                 | 49,230,000        | 5,640,000        | -                | -                | 13,850,000        | 4,115,000        | 2,810,000        | 4,750,000        | 25,000           | 25,000            | 25,000             | 25,000             | 25,000             | 25,000             | 25,000             | 25,000             | 25,000             | 25,000             | 25,000             | 25,000             | 25,000             | 25,000             | 25,000             | 25,000             | 25,000             | 106,280,000        |            |
| 2030-2035              | -                | -                 | 8,765,000         | -                 | -              | 5,190,000         | -                 | -                 | 4,005,000        | -                | -                | -                 | 4,345,000        | -                | -                | 4,965,000        | 5,150,000         | 11,700,000         | 44,120,000         | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -          |
| 2035-2040              | -                | -                 | -                 | -                 | -              | -                 | -                 | -                 | -                | -                | -                | -                 | -                | -                | -                | -                | -                 | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -          |
| <b>Total Principal</b> | <b>9,950,000</b> | <b>7,830,000</b>  | <b>21,000,000</b> | <b>14,980,000</b> | <b>850,000</b> | <b>12,000,000</b> | <b>25,585,000</b> | <b>56,170,000</b> | <b>9,670,000</b> | <b>1,525,000</b> | <b>8,335,000</b> | <b>32,010,000</b> | <b>8,485,000</b> | <b>6,020,000</b> | <b>9,740,000</b> | <b>9,985,000</b> | <b>34,750,000</b> | <b>268,885,000</b> | <b>268,885,000</b> | <b>268,885,000</b> | <b>268,885,000</b> | <b>268,885,000</b> | <b>268,885,000</b> | <b>268,885,000</b> | <b>268,885,000</b> | <b>268,885,000</b> | <b>268,885,000</b> | <b>268,885,000</b> | <b>268,885,000</b> | <b>268,885,000</b> | <b>268,885,000</b> | <b>268,885,000</b> | <b>268,885,000</b> |            |

Source: District Debt Service Schedules

**WEST CHESTER AREA SCHOOL DISTRICT  
SCHEDULE OF DIRECT AND OVERLAPPING DEBT**

|                                                          | <b>Gross Debt<br/>Outstanding</b> | <b>Percentage<br/>Applicable to<br/>this<br/>Governmental<br/>Unit</b> | <b>Net Share of<br/>Debt</b> |
|----------------------------------------------------------|-----------------------------------|------------------------------------------------------------------------|------------------------------|
| <b>Chester County</b>                                    |                                   |                                                                        |                              |
| Direct Debt                                              |                                   |                                                                        |                              |
| West Chester Area School District                        | 258,935,000                       | 100%                                                                   | 258,935,000                  |
| Overlapping Debt                                         |                                   |                                                                        |                              |
| Township of East Bradford                                | 6,403,000                         | 100%                                                                   | 6,403,000 (1), (2)           |
| Township of East Goshen                                  | 1,092,000                         | 100%                                                                   | 1,092,000 (1), (2)           |
| Township of Thornbury                                    | -                                 | 100%                                                                   | - (1), (2)                   |
| Township of West Goshen                                  | 4,570,000                         | 100%                                                                   | 4,570,000 (1), (2)           |
| Township of West Whiteland                               | 9,755,000                         | 100%                                                                   | 9,755,000 (1), (2)           |
| Township of Westtown                                     | 11,265,000                        | 100%                                                                   | 11,265,000 (1), (2)          |
| Borough of West Chester                                  | -                                 | 100%                                                                   | - (1), (2)                   |
| Chester County                                           | 563,995,836                       | 20%                                                                    | 113,517,946 (2), (3)         |
| <b>Total Direct and Overlapping Chester County Debt</b>  |                                   |                                                                        | <b>405,537,946</b>           |
| <b>Delaware County</b>                                   |                                   |                                                                        |                              |
| Direct Debt                                              |                                   |                                                                        |                              |
| West Chester Area School District                        | 258,935,000                       | 100%                                                                   | 258,935,000                  |
| Overlapping Debt                                         |                                   |                                                                        |                              |
| Township of Thornbury                                    | -                                 | 100%                                                                   | - (1), (4)                   |
| Delaware County                                          | 259,932,980                       | 1%                                                                     | 3,733,131 (3), (4)           |
| <b>Total Direct and Overlapping Delaware County Debt</b> |                                   |                                                                        | <b>262,668,131</b>           |

(1) As of December 31, 2019

(2) Source: County of Chester

(3) Percentage of County Debt was derived by taking WCASD population as a Percentage of County

(4) Source: County of Delaware CAFR

**WEST CHESTER AREA SCHOOL DISTRICT**  
**RATIO OF NET GENERAL DEBT TO ASSESSED VALUE AND DEBT PER CAPITA**  
(Unaudited)

| Fiscal Year | Assessed Value (1) | Gross Bonded Debt (4) | Debt Service     |   | Net Bonded Debt | Ratio of Net Bonded Debt to Assessed |          | Population | Net Bonded Debt per Capita | Estimated Personal Income (3) | Percent of Personal Income |
|-------------|--------------------|-----------------------|------------------|---|-----------------|--------------------------------------|----------|------------|----------------------------|-------------------------------|----------------------------|
|             |                    |                       | Available Monies |   |                 | Bonded                               | Assessed |            |                            |                               |                            |
| 2010-11     | 8,266,704,410      | 275,895,000           | -                | - | 275,895,000     | 3.3%                                 | 3.3%     | 108,441    | 2,544                      | 11,062,717,056                | 2.5%                       |
| 2011-12     | 8,260,561,578      | 265,010,000           | -                | - | 265,010,000     | 3.2%                                 | 3.2%     | 108,441    | 2,444                      | 11,062,717,056                | 2.4%                       |
| 2012-13     | 8,269,812,430      | 273,900,000           | -                | - | 273,900,000     | 3.3%                                 | 3.3%     | 108,441    | 2,526                      | 11,062,717,056                | 2.5%                       |
| 2013-14     | 8,271,246,475      | 272,605,000           | -                | - | 272,605,000     | 3.3%                                 | 3.3%     | 108,441    | 2,514                      | 11,062,717,056                | 2.5%                       |
| 2014-15     | 8,288,723,433      | 260,605,000           | -                | - | 260,605,000     | 3.1%                                 | 3.1%     | 108,441    | 2,403                      | 11,062,717,056                | 2.4%                       |
| 2015-16     | 8,345,775,816      | 256,645,000           | -                | - | 256,645,000     | 3.1%                                 | 3.1%     | 108,441    | 2,367                      | 11,062,717,056                | 2.3%                       |
| 2016-17     | 8,375,954,518      | 271,745,378           | -                | - | 271,745,378     | 3.2%                                 | 3.2%     | 108,441    | 2,506                      | 11,062,717,056                | 2.5%                       |
| 2017-18     | 8,470,773,869      | 264,042,382           | -                | - | 264,042,382     | 3.1%                                 | 3.1%     | 108,441    | 2,435                      | 11,062,717,056                | 2.4%                       |
| 2018-19     | 8,490,151,093      | 255,490,452           | -                | - | 255,490,452     | 3.0%                                 | 3.0%     | 108,441    | 2,356                      | 11,062,717,056                | 2.3%                       |
| 2019-20     | 8,569,659,150      | 276,686,539           | -                | - | 276,686,539     | 3.2%                                 | 3.2%     | 108,441    | 2,551                      | 11,062,717,056                | 2.5%                       |

(1) Source: District Fact Book

(2) Source: 2010 Census

(3) Uses 2019 Household Median Income from Chester County Planning Commission

(4) Source: District Audit Report



# WEST CHESTER AREA SCHOOL DISTRICT

## DEMOGRAPHIC AND ECONOMIC INFORMATION



**WEST CHESTER AREA SCHOOL DISTRICT**  
**Trends in Population, Market Value, and Personal Income**

|        | West Chester Area School District Population (1) | Chester County Population (1) | Pennsylvania Population (1) | United States Population (1) |
|--------|--------------------------------------------------|-------------------------------|-----------------------------|------------------------------|
| 1970   | Not Available                                    | 278,311                       | 11,758,458                  | 203,302,031                  |
| 1980   | 68,170                                           | 316,660                       | 11,855,687                  | 226,542,199                  |
| 1990   | 81,172                                           | 376,396                       | 11,881,643                  | 248,709,873                  |
| 2000   | 94,114                                           | 433,501                       | 12,281,054                  | 281,421,906                  |
| 2010   | 100,413                                          | 498,886                       | 12,702,379                  | 308,745,538                  |
| 2011 * | 101,943                                          | 503,652                       | 12,744,293                  | 311,663,358                  |
| 2012 * | 102,353                                          | 506,278                       | 12,771,854                  | 313,998,379                  |
| 2013 * | 102,688                                          | 509,396                       | 12,781,338                  | 316,204,908                  |
| 2014 * | 103,423                                          | 512,899                       | 12,790,565                  | 318,563,456                  |
| 2015 * | 103,890                                          | 515,253                       | 12,791,904                  | 320,896,618                  |
| 2016 * | 103,647                                          | 516,312                       | 12,784,227                  | 323,127,513                  |
| 2017 * | 103,601                                          | 519,293                       | 12,805,537                  | 325,719,178                  |
| 2018 * | 103,711                                          | 522,046                       | 12,807,060                  | 327,167,434                  |
| 2019 * | 104,948                                          | 524,989                       | 12,801,989                  | 328,239,523                  |

\* As estimated by U.S. Census Bureau

|      | West Chester Area School District Market Value | West Chester Area School District Adjusted Personal Income | Pennsylvania Market Value | Pennsylvania Adjusted Personal Income (2) |
|------|------------------------------------------------|------------------------------------------------------------|---------------------------|-------------------------------------------|
| 2010 | \$12,025,290,349                               | \$4,599,671,765                                            | \$753,847,457,918         | \$285,034,294,226                         |
| 2011 | \$11,993,394,605                               | \$4,245,577,671                                            | \$756,045,821,766         | \$295,345,108,406                         |
| 2012 | \$12,536,540,440                               | \$4,698,094,232                                            | \$776,736,893,311         | \$312,219,585,188                         |
| 2013 | \$12,546,941,355                               | \$4,502,829,867                                            | \$781,362,158,748         | \$311,032,689,690                         |
| 2014 | \$12,786,398,938                               | \$4,980,850,893                                            | \$801,633,782,130         | \$328,242,656,054                         |
| 2015 | \$12,891,822,543                               | \$5,035,785,968                                            | \$810,805,701,762         | \$342,030,707,410                         |
| 2016 | \$13,370,341,641                               | \$5,106,608,693                                            | \$839,594,528,100         | \$339,831,330,362                         |
| 2017 | \$13,559,785,462                               | \$5,105,520,049                                            | \$847,630,312,124         | \$352,789,390,440                         |
| 2018 | \$14,207,175,901                               | \$5,558,936,430                                            | \$877,385,372,915         | \$378,234,703,027                         |
| 2019 | \$14,366,083,784                               | Not Available                                              | \$922,018,498,396         | Not Available                             |

(1) Source: U.S. Census

(2) Source: PA Dept. of Education

**WEST CHESTER AREA SCHOOL DISTRICT  
Key Economic and Housing Indices**

**Household Income**

|                       | Total Households 1999 | Household Income, 2010 |                       |                   | Median Household Income, 1999 (1) |
|-----------------------|-----------------------|------------------------|-----------------------|-------------------|-----------------------------------|
|                       |                       | Less than \$50,000     | \$50,000 to \$100,000 | \$100,000 or More |                                   |
| Chester County        | 158,025               | 44,509                 | 46,175                | 67,341            | 65,295                            |
| West Chester Area (2) | 37,583                | 10,777                 | 11,783                | 15,023            |                                   |

**Labor Force and Employment**

|                       | Population 16 years and over, 2010 | Civilian Labor Force, 2010 |          |            | Unemployment Rate, 2010 (1) |
|-----------------------|------------------------------------|----------------------------|----------|------------|-----------------------------|
|                       |                                    | Total                      | Employed | Unemployed |                             |
| Pennsylvania          |                                    |                            |          |            | 8.5%                        |
| Chester County        | 378,828                            | 261,929                    | 249,690  | 12,239     | 6.5%                        |
| West Chester Area (2) | 74,680                             | 53,141                     | 51,129   | 2,012      | N/A                         |

**Housing Value**

|                       | Total Owner Occupied Units, 2010 | Housing Value       |                        |                        |                        |                   | (1) |
|-----------------------|----------------------------------|---------------------|------------------------|------------------------|------------------------|-------------------|-----|
|                       |                                  | Less than \$150,000 | \$150,000 to \$300,000 | \$300,001 to \$400,000 | \$400,001 to \$500,000 | \$500,001 or more |     |
| Chester County        | 106,254                          | 11,071              | 49,959                 | 26,969                 | 14,268                 | 3,987             |     |
| West Chester Area (2) | 26,707                           | 1,189               | 7,645                  | 6,640                  | 5,140                  | 6,093             |     |

**West Chester Area Median Home Value in 2000 = \$182,500**

(1) Source: U.S. Census Bureau American Community Survey 2005-2009

(2) West Chester Area is comprised of all Chester County West Chester Area municipalities

**WEST CHESTER AREA SCHOOL DISTRICT**  
**LARGEST EMPLOYERS WITHIN THE SCHOOL DISTRICT**  
 Unaudited

| Name                                  | Product or Service        | 2019-20                |      |            | 2010-11                |      |            |
|---------------------------------------|---------------------------|------------------------|------|------------|------------------------|------|------------|
|                                       |                           | Approximate Employment | Rank | % of Total | Approximate Employment | Rank | % of Total |
| West Chester University               | Education                 | 2,721                  | 1    | 5.3%       | 1,728                  | 4    | 3.4%       |
| QVC Network, Inc.                     | Home Shopping Network     | 2,608                  | 2    | 5.1%       | 2,598                  | 1    | 5.1%       |
| Penn Medicine Chester County Hospital | Health Care Services      | 2,350                  | 3    | 4.6%       | 2,010                  | 3    | 3.9%       |
| Chester County                        | County Government         | 1,797                  | 4    | 3.5%       | 2,438                  | 2    | 4.8%       |
| West Chester Area School District     | Education                 | 1,507                  | 5    | 2.9%       | 1,631                  | 5    | 3.2%       |
| United Parcel Service, Inc.           | Delivery Services         | 1,407                  | 6    | 2.8%       | 921                    | 9    | 1.8%       |
| Johnson & Johnson Services Inc.       | Drug Research and Testing | 1,217                  | 7    | 2.4%       |                        |      |            |
| Giant Food Stores LLC                 | Grocery                   | 987                    | 8    | 1.9%       |                        |      |            |
| People 2.0 Global LP                  | Outsourcing Services      | 941                    | 9    | 1.8%       |                        |      |            |
| Communications Test Design, Inc.      | Communication Engineering | 860                    | 10   | 1.7%       | 924                    | 8    | 1.8%       |
| Therakos                              | Health Care Products      |                        |      |            | 1,285                  | 6    | 2.5%       |
| JCPenney                              | Retail                    |                        |      |            | 956                    | 7    | 1.9%       |
| Synthes USA                           | Medical Supplies          |                        |      |            | 777                    | 10   | 1.5%       |
| <b>Total</b>                          |                           | <b>16,395</b>          |      |            | <b>15,268</b>          |      |            |

Note: % of Total Employment uses 2010 Total West Chester Community employed population of 51,129

Source: District EIT Collection records, District Fact Book Chester County Planning Commission

# WEST CHESTER AREA SCHOOL DISTRICT

## OPERATING INFORMATION



**WEST CHESTER AREA SCHOOL DISTRICT  
STAFFING RATIOS FOR PROFESSIONAL STAFF**

| <b>Fiscal Year</b> | <b>Number of<br/>School Staff *</b> | <b>Number of<br/>Students</b> | <b>Ratio<br/>Students/Staff</b> |
|--------------------|-------------------------------------|-------------------------------|---------------------------------|
| 2010-11            | 987.70                              | 11,825                        | 12.0                            |
| 2011-12            | 976.10                              | 11,822                        | 12.1                            |
| 2012-13            | 972.40                              | 11,687                        | 12.0                            |
| 2013-14            | 971.80                              | 11,666                        | 12.0                            |
| 2014-15            | 971.60                              | 11,624                        | 12.0                            |
| 2015-16            | 971.30                              | 11,483                        | 11.8                            |
| 2016-17            | 973.30                              | 11,589                        | 11.9                            |
| 2017-18            | 979.80                              | 11,928                        | 12.2                            |
| 2018-19            | 992.80                              | 11,963                        | 12.0                            |
| 2019-20            | 1,002.60                            | 12,078                        | 12.0                            |

\* Includes: teachers, librarians, guidance counselors, nurses, supervisors, school administrators, and social workers.

Source: *District Fact Book*

**WEST CHESTER AREA SCHOOL DISTRICT  
DISTRICT FACILITIES**

| <b>Building</b>                         | <b>Original Construction Date</b> | <b>Addition and/or Renovation Date</b> | <b>Grades</b> | <b>Site Area (Acres)</b> | <b>Building Sq. Ft.</b> | <b>September 30 2019 Enrollment</b> |
|-----------------------------------------|-----------------------------------|----------------------------------------|---------------|--------------------------|-------------------------|-------------------------------------|
| B. Rustin High School                   | 2003-06                           | -                                      | 9-12          | 123.20                   | 283,000                 | 1,297                               |
| East High School                        | 1973                              | 1976/92/93/04                          | 9-12          | 62.60                    | 314,453                 | 1,253                               |
| East/Fugett Athletic Fields             | 2004                              | -                                      | -             | 43.35                    | -                       | ----                                |
| Henderson High School                   | 1951                              | 1956/64/76/94/98/04                    | 9-12          | 30.56                    | 287,351                 | 1,295                               |
| Henderson-North Campus Athletics        | 2006                              | -                                      | -             | 28.40                    | -                       | ----                                |
| E. N. Peirce Middle School              | 1963                              | 1998/01/03                             | 6-8           | 26.70                    | 136,250                 | 1,020                               |
| G. A. Stetson Middle School             | 1959                              | 1961/98/03/07                          | 6-8           | 38.40                    | 134,857                 | 877                                 |
| J. R. Fugett Middle School              | 1969                              | 2009                                   | 6-8           | *                        | 163,340                 | 869                                 |
| East Bradford Elementary                | 1958                              | 1966/70/89/13                          | K-5           | 18.20                    | 58,367                  | 434                                 |
| East Goshen Elementary                  | 1955                              | 1960/64/67/95/01/20                    | K-5           | 20.80                    | 77,465                  | 415                                 |
| Exton Elementary                        | 1940                              | 1953/57/91/92/93/00/19                 | K-5           | 13.10                    | 66,265                  | 564                                 |
| Fern Hill Elementary                    | 1955                              | 1960/89/16                             | K-5           | 20.00                    | 64,555                  | 538                                 |
| Glen Acres Elementary                   | 1966                              | 1997                                   | K-5           | 11.70                    | 59,931                  | 583                                 |
| Hillsdale Elementary                    | 1976                              | 2007                                   | K-5           | 19.10                    | 70,631                  | 595                                 |
| Mary C. Howse Elementary                | 1962                              | 1965/97                                | K-5           | 15.24                    | 65,287                  | 621                                 |
| Penn Wood Elementary                    | 1966                              | 1970/89/01/12                          | K-5           | 18.60                    | 64,350                  | 502                                 |
| Sarah W. Starkweather Elementary        | 1991                              | 1998                                   | K-5           | 37.90                    | 75,094                  | 580                                 |
| Westtown-Thornbury Elementary           | 1954                              | 1956/89/12                             | K-5           | 11.70                    | 55,556                  | 520                                 |
| <b>Facilities and Operations Center</b> | 1999                              | -                                      | -             | 3.20                     | 24,588                  | ----                                |
| <b>Spellman Education Center</b>        | 1988                              | 2017                                   | Admin         | 3.32                     | 42,000                  | ----                                |
| <b>Spellman Administration</b>          | 1924                              | 1952/55/77/99                          | Admin         | 17.60                    | 42,845                  | ----                                |
|                                         |                                   |                                        |               | 563.67                   | 2,086,185               | 11,963                              |

\* Fugett acreage included in East HS site area

**WEST CHESTER AREA SCHOOL DISTRICT  
SCHOOL DISTRICT EMPLOYEES BY FUNCTION  
For the 2019-20 Fiscal Year**

| Functions                                        | Elementary    | Middle        | High          | Other         | Total           |
|--------------------------------------------------|---------------|---------------|---------------|---------------|-----------------|
| 1100 Regular                                     | 332.05        | 170.85        | 219.90        | 20.50         | <b>743.30</b>   |
| 1200 Special                                     | 49.00         | 30.20         | 32.70         | 123.00        | <b>234.90</b>   |
| 1300 Vocational                                  | -             | 14.60         | 15.90         | -             | <b>30.50</b>    |
| 2100 Support Services - Students                 | 19.60         | 16.00         | 33.00         | 12.00         | <b>80.60</b>    |
| 2200 Support Services - Instructional            | 15.00         | 4.00          | 7.30          | 13.00         | <b>39.30</b>    |
| 2300 Support Services - Administration           | 30.00         | 15.00         | 21.00         | 9.95          | <b>75.95</b>    |
| 2400 Support Services - Pupil Health             | 11.80         | 3.00          | 6.00          | 6.20          | <b>27.00</b>    |
| 2500 Support Services - Business Office          | -             | -             | -             | 13.00         | <b>13.00</b>    |
| 2600 Operating and Maintenance of Plant Services | 34.50         | 18.50         | 33.00         | 46.50         | <b>132.50</b>   |
| 2700 Student Transportation Services             | -             | -             | -             | 3.50          | <b>3.50</b>     |
| 2800 Support Services - Central                  | -             | -             | -             | 25.05         | <b>25.05</b>    |
| 3000 Operation of Non-instructional Services     | -             | -             | 9.00          | -             | <b>9.00</b>     |
| <b>Total 2019-20 FTEs</b>                        | <b>491.95</b> | <b>272.15</b> | <b>377.80</b> | <b>272.70</b> | <b>1,414.60</b> |

Source: District Personnel Budget Documentation



**WEST CHESTER AREA SCHOOL DISTRICT  
STUDENT ENROLLMENT SUMMARY**

| School Year:                         | 2010-11                                          | 2011-12        | 2012-13        | 2013-14        | 2014-15        | 2015-16        | 2016-17        | 2017-18        | 2018-19        | 2019-20        |
|--------------------------------------|--------------------------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Kindergarten<br>(half-time)          | At September 30<br>611<br>End of Year<br>609     | 630<br>646     | 616<br>609     | 557<br>539     | 584<br>604     | 525<br>532     | 599<br>617     | -<br>-         | -<br>-         | -<br>-         |
| **Kindergarten<br>(full-time)        | At September 30<br>74<br>End of Year<br>74       | 76<br>72       | 76<br>76       | 90<br>107      | 79<br>51       | 90<br>86       | 73<br>63       | 891<br>896     | 857<br>855     | 887<br>901     |
| Grades 1-5                           | At September 30<br>4,351<br>End of Year<br>4,351 | 4,379<br>4,385 | 4,377<br>4,327 | 4,431<br>4,434 | 4,363<br>4,339 | 4,328<br>4,324 | 4,355<br>4,376 | 4,449<br>4,439 | 4,495<br>4,492 | 4,501<br>4,510 |
| Grades 6-8                           | At September 30<br>2,819<br>End of Year<br>2,812 | 2,790<br>2,777 | 2,763<br>2,728 | 2,687<br>2,670 | 2,790<br>2,767 | 2,782<br>2,780 | 2,809<br>2,825 | 2,824<br>2,823 | 2,766<br>2,770 | 2,824<br>2,817 |
| Grades 9-12                          | At September 30<br>3,970<br>End of Year<br>3,894 | 3,947<br>3,896 | 3,855<br>3,815 | 3,901<br>3,853 | 3,808<br>3,764 | 3,758<br>3,753 | 3,753<br>3,740 | 3,764<br>3,750 | 3,845<br>3,811 | 3,866<br>3,859 |
| TOTAL - September 30                 | 11,825                                           | 11,822         | 11,687         | 11,666         | 11,624         | 11,483         | 11,589         | 11,928         | 11,963         | 12,078         |
| TOTAL - End of Year                  | 11,740                                           | 11,776         | 11,555         | 11,603         | 11,525         | 11,475         | 11,621         | 11,908         | 11,928         | 12,087         |
| Increase/Decrease<br>at September 30 | 15                                               | (3)            | (135)          | (21)           | (42)           | (141)          | 106            | 339            | 35             | 115            |

**WEST CHESTER AREA SCHOOL DISTRICT  
STUDENT MARKET SHARE ANALYSIS**

|                              | 2010-11       | 2011-12       | 2012-13       | 2013-14       | 2014-15       | 2015-16       | 2016-17       | 2017-18       | 2018-19       | 2019-20       |
|------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| <b>Total Out-of-District</b> | <b>4,358</b>  | <b>4,334</b>  | <b>4,322</b>  | <b>4,073</b>  | <b>4,034</b>  | <b>4,164</b>  | <b>3,978</b>  | <b>3,722</b>  | <b>3,484</b>  | <b>3,347</b>  |
| % of Total                   | 26.9%         | 26.8%         | 27.0%         | 25.9%         | 25.8%         | 26.6%         | 25.6%         | 23.8%         | 22.6%         | 21.7%         |
| <b>Total In-District</b>     | <b>11,825</b> | <b>11,822</b> | <b>11,687</b> | <b>11,666</b> | <b>11,624</b> | <b>11,483</b> | <b>11,589</b> | <b>11,928</b> | <b>11,963</b> | <b>12,078</b> |
| % of Total                   | 73.1%         | 73.2%         | 73.0%         | 74.1%         | 74.2%         | 73.4%         | 74.4%         | 76.2%         | 77.4%         | 78.3%         |
| <b>Total Students</b>        | <b>16,183</b> | <b>16,156</b> | <b>16,009</b> | <b>15,739</b> | <b>15,658</b> | <b>15,647</b> | <b>15,567</b> | <b>15,650</b> | <b>15,447</b> | <b>15,425</b> |
| Share Change Year-to-Year    | 2.54%         | 0.14%         | -0.23%        | 1.53%         | 0.16%         | -1.14%        | 1.44%         | 2.38%         | 4.03%         | 2.73%         |

|                       |               |               |               |               |               |               |               |               |               |               |
|-----------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| <b>WCASD</b>          | <b>11,825</b> | <b>11,822</b> | <b>11,687</b> | <b>11,666</b> | <b>11,624</b> | <b>11,483</b> | <b>11,589</b> | <b>11,928</b> | <b>11,963</b> | <b>12,078</b> |
| Elementary            | 5,036         | 5,085         | 5,069         | 5,078         | 5,026         | 4,943         | 5,027         | 5,340         | 5,352         | 5,388         |
| % of Total Elementary | 60.8%         | 61.1%         | 61.2%         | 62.8%         | 62.6%         | 61.4%         | 63.3%         | 66.7%         | 68.6%         | 69.4%         |
| Secondary             | 6,789         | 6,737         | 6,618         | 6,588         | 6,598         | 6,540         | 6,562         | 6,588         | 6,611         | 6,690         |
| % of Total Secondary  | 86.0%         | 86.0%         | 85.7%         | 86.1%         | 86.5%         | 86.0%         | 86.1%         | 86.2%         | 86.5%         | 87.3%         |

|                        |              |              |              |              |              |              |              |              |              |              |
|------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| <b>Out-Of-District</b> | <b>4,358</b> | <b>4,334</b> | <b>4,322</b> | <b>4,073</b> | <b>4,034</b> | <b>4,164</b> | <b>3,978</b> | <b>3,722</b> | <b>3,484</b> | <b>3,347</b> |
| Elementary             | 3,253        | 3,233        | 3,216        | 3,005        | 3,007        | 3,103        | 2,918        | 2,670        | 2,455        | 2,372        |
| Private                | 171          | 185          | 188          | 181          | 227          | 229          | 193          | 193          | 201          | 205          |
| % of Total             | 1.1%         | 1.1%         | 1.2%         | 1.2%         | 1.4%         | 1.5%         | 1.2%         | 1.2%         | 1.3%         | 1.3%         |
| Religious - Catholic   | 1,973        | 1,850        | 1,805        | 1,682        | 1,618        | 1,615        | 1,476        | 1,329        | 1,226        | 1,158        |
| % of Total             | 12.2%        | 11.5%        | 11.3%        | 10.7%        | 10.3%        | 10.3%        | 9.5%         | 8.5%         | 7.9%         | 7.5%         |
| Religious - Other      | 325          | 375          | 336          | 248          | 270          | 329          | 331          | 303          | 289          | 301          |
| % of Total             | 2.0%         | 2.3%         | 2.1%         | 1.6%         | 1.7%         | 2.1%         | 2.1%         | 1.9%         | 1.9%         | 2.0%         |
| Charter                | 570          | 610          | 656          | 670          | 706          | 717          | 678          | 615          | 510          | 482          |
| % of Total             | 3.5%         | 3.8%         | 4.1%         | 4.3%         | 4.5%         | 4.6%         | 4.4%         | 3.9%         | 3.3%         | 3.1%         |
| Special Education      | 49           | 48           | 55           | 56           | 36           | 50           | 67           | 62           | 63           | 60           |
| % of Total             | 0.3%         | 0.3%         | 0.3%         | 0.4%         | 0.2%         | 0.3%         | 0.4%         | 0.4%         | 0.4%         | 0.4%         |
| CCIU                   | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| % of Total             | 0.0%         | 0.0%         | 0.0%         | 0.0%         | 0.0%         | 0.0%         | 0.0%         | 0.0%         | 0.0%         | 0.0%         |
| Alternative            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| % of Total             | 0.0%         | 0.0%         | 0.0%         | 0.0%         | 0.0%         | 0.0%         | 0.0%         | 0.0%         | 0.0%         | 0.0%         |
| Home School            | 165          | 165          | 176          | 168          | 150          | 163          | 173          | 168          | 166          | 166          |
| % of Total             | 1.0%         | 1.0%         | 1.1%         | 1.1%         | 1.0%         | 1.0%         | 1.1%         | 1.1%         | 1.1%         | 1.1%         |
| Secondary              | 1,105        | 1,101        | 1,106        | 1,068        | 1,027        | 1,061        | 1,060        | 1,052        | 1,029        | 975          |
| Private                | 33           | 39           | 46           | 35           | 40           | 38           | 36           | 40           | 44           | 48           |
| % of Total             | 0.2%         | 0.2%         | 0.3%         | 0.2%         | 0.3%         | 0.2%         | 0.2%         | 0.3%         | 0.3%         | 0.3%         |
| Religious - Catholic   | 814          | 803          | 819          | 762          | 725          | 812          | 784          | 768          | 727          | 700          |
| % of Total             | 5.0%         | 5.0%         | 5.1%         | 4.8%         | 4.6%         | 5.2%         | 5.0%         | 4.9%         | 4.7%         | 4.5%         |
| Religious - Other      | 140          | 123          | 98           | 84           | 93           | 82           | 75           | 77           | 73           | 76           |
| % of Total             | 0.9%         | 0.8%         | 0.6%         | 0.5%         | 0.6%         | 0.5%         | 0.5%         | 0.5%         | 0.5%         | 0.5%         |
| Charter                | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| % of Total             | 0.0%         | 0.0%         | 0.0%         | 0.0%         | 0.0%         | 0.0%         | 0.0%         | 0.0%         | 0.0%         | 0.0%         |
| Special Education      | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| % of Total             | 0.0%         | 0.0%         | 0.0%         | 0.0%         | 0.0%         | 0.0%         | 0.0%         | 0.0%         | 0.0%         | 0.0%         |
| CCIU                   | 77           | 97           | 84           | 125          | 106          | 94           | 107          | 136          | 146          | 129          |
| % of Total             | 0.5%         | 0.6%         | 0.5%         | 0.8%         | 0.7%         | 0.6%         | 0.7%         | 0.9%         | 0.9%         | 0.8%         |
| Alternative            | 41           | 39           | 59           | 62           | 63           | 35           | 58           | 31           | 39           | 22           |
| % of Total             | 0.3%         | 0.2%         | 0.4%         | 0.4%         | 0.4%         | 0.2%         | 0.4%         | 0.2%         | 0.3%         | 0.1%         |
| Home School            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| % of Total             | 0.0%         | 0.0%         | 0.0%         | 0.0%         | 0.0%         | 0.0%         | 0.0%         | 0.0%         | 0.0%         | 0.0%         |

|                           |               |               |               |               |               |               |               |               |               |               |
|---------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| <b>TOTAL NO. STUDENTS</b> | <b>16,183</b> | <b>16,156</b> | <b>16,009</b> | <b>15,739</b> | <b>15,658</b> | <b>15,647</b> | <b>15,567</b> | <b>15,650</b> | <b>15,447</b> | <b>15,425</b> |
| Elementary                | 8,289         | 8,318         | 8,285         | 8,083         | 8,033         | 8,046         | 7,945         | 8,010         | 7,807         | 7,760         |
| Secondary                 | 7,894         | 7,838         | 7,724         | 7,656         | 7,625         | 7,601         | 7,622         | 7,640         | 7,640         | 7,665         |

|                                   |               |               |               |               |               |               |               |               |               |               |
|-----------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| <b>TOTAL NO OF BIRTHS (AGE 5)</b> | 1,234         | 1,150         | 1,155         | 1,123         | 1,177         | 1,035         | 1,049         | 1,001         | 1,032         | 990           |
| <b>TOTAL NO. STUDENTS</b>         | <b>16,183</b> | <b>16,156</b> | <b>16,009</b> | <b>15,739</b> | <b>15,658</b> | <b>15,647</b> | <b>15,567</b> | <b>15,650</b> | <b>15,447</b> | <b>15,425</b> |
| Elementary                        | 8,289         | 8,318         | 8,285         | 8,083         | 8,033         | 8,046         | 7,945         | 8,010         | 7,807         | 7,760         |
| Secondary                         | 7,894         | 7,838         | 7,724         | 7,656         | 7,625         | 7,601         | 7,622         | 7,640         | 7,640         | 7,665         |

|                                     |        |        |        |        |        |        |        |        |        |        |
|-------------------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| <b>Facility Breakdown</b>           |        |        |        |        |        |        |        |        |        |        |
| <b>% Public</b>                     | 73.1%  | 73.2%  | 73.0%  | 74.1%  | 74.2%  | 73.4%  | 74.4%  | 76.2%  | 77.4%  | 78.3%  |
| <b>Schools Facilities Not WCASD</b> |        |        |        |        |        |        |        |        |        |        |
| % Private                           | 1.3%   | 1.4%   | 1.5%   | 1.4%   | 1.7%   | 1.7%   | 1.5%   | 1.5%   | 1.6%   | 1.6%   |
| % Religious                         | 20.1%  | 19.5%  | 19.1%  | 17.6%  | 17.3%  | 18.1%  | 17.1%  | 15.8%  | 15.0%  | 14.5%  |
| % Charter                           | 3.5%   | 3.8%   | 4.1%   | 4.3%   | 4.5%   | 4.6%   | 4.4%   | 3.9%   | 3.3%   | 3.1%   |
| % Special Education                 | 0.3%   | 0.3%   | 0.3%   | 0.4%   | 0.2%   | 0.3%   | 0.4%   | 0.4%   | 0.4%   | 0.4%   |
| % CCIU                              | 0.5%   | 0.6%   | 0.5%   | 0.8%   | 0.7%   | 0.6%   | 0.7%   | 0.9%   | 0.9%   | 0.8%   |
| % Alternative                       | 0.3%   | 0.2%   | 0.4%   | 0.4%   | 0.4%   | 0.2%   | 0.4%   | 0.2%   | 0.3%   | 0.1%   |
| % Home School                       | 1.0%   | 1.0%   | 1.1%   | 1.1%   | 1.0%   | 1.0%   | 1.1%   | 1.1%   | 1.1%   | 1.1%   |
| Total                               | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

# WEST CHESTER AREA SCHOOL DISTRICT

## SINGLE AUDIT





INDEPENDENT AUDITOR'S REPORT ON  
INTERNAL CONTROL OVER FINANCIAL REPORTING AND  
ON COMPLIANCE AND OTHER MATTERS BASED ON AN AUDIT  
OF FINANCIAL STATEMENTS PERFORMED IN ACCORDANCE  
WITH GOVERNMENT AUDITING STANDARDS

December 09, 2020

Board of School Directors  
West Chester Area School District  
Exton, Pennsylvania

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of the West Chester Area School District ("the District") as of and for the year ended June 30, 2020, and the related notes to the financial statements, which collectively comprise the District's basic financial statements, and have issued our report thereon dated December 09, 2020.

Internal Control Over Financial Reporting

In planning and performing our audit of the financial statements, we considered the District's internal control over financial reporting ("internal control") to determine the audit procedures that are appropriate in the circumstances for the purpose of expressing our opinions on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the District's internal control. Accordingly, we do not express an opinion on the effectiveness of the District's internal control.

A *deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected, on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Board of School Directors  
West Chester Area School District

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

#### Compliance and Other Matters

As part of obtaining reasonable assurance about whether the District's financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

#### Purpose of This Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the entity's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the entity's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

*Barbacane, Thornton & Company LLP*  
BARBACANE, THORNTON & COMPANY LLP



INDEPENDENT AUDITOR'S REPORT ON  
COMPLIANCE FOR EACH MAJOR PROGRAM AND  
ON INTERNAL CONTROL OVER COMPLIANCE  
REQUIRED BY THE UNIFORM GUIDANCE

December 09, 2020

Board of School Directors  
West Chester Area School District  
Exton, Pennsylvania

Report on Compliance for the Major Federal Program

We have audited the West Chester Area School District's ("the District") compliance with the types of compliance requirements described in the OMB *Compliance Supplement* that could have a direct and material effect on the District's major federal program for the year ended June 30, 2020. The District's major federal program is identified in the summary of auditor's results section of the accompanying schedule of findings and recommendations.

Management's Responsibility

Management is responsible for compliance with federal statutes, regulations, and the terms and conditions of its federal awards applicable to its federal programs.

Auditor's Responsibility

Our responsibility is to express an opinion on compliance for the District's major federal program based on our audit of the types of compliance requirements referred to above. We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and the audit requirements of Title 2 U.S. Code of Federal Regulations (CFR) Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* ("Uniform Guidance"). Those standards and the Uniform Guidance require that we plan and perform the audit to obtain reasonable assurance about whether noncompliance with the types of compliance requirements referred to above that could have a direct and material effect on a major federal program occurred. An audit includes examining, on a test basis, evidence about the District's compliance with those requirements and performing such other procedures as we considered necessary in the circumstances.

Board of School Directors  
West Chester Area School District

We believe that our audit provides a reasonable basis for our opinion on compliance for each major federal program. However, our audit does not provide a legal determination of the District's compliance.

#### Opinion on the Major Federal Program

In our opinion, the District complied, in all material respects, with the types of compliance requirements referred to above that could have a direct and material effect on its major federal program for the year ended June 30, 2020.

#### Report on Internal Control Over Compliance

Management of the District is responsible for establishing and maintaining effective internal control over compliance with the types of compliance requirements referred to above. In planning and performing our audit of compliance, we considered the District's internal control over compliance with the types of requirements that could have a direct and material effect on its major federal program to determine the auditing procedures that are appropriate in the circumstances for the purpose of expressing an opinion on compliance for the major federal program and to test and report on internal control over compliance in accordance with the Uniform Guidance, but not for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, we do not express an opinion on the effectiveness of the District's internal control over compliance.

*A deficiency in internal control over compliance* exists when the design or operation of a control over compliance does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, noncompliance with a type of compliance requirement of a federal program on a timely basis. *A material weakness in internal control over compliance* is a deficiency, or combination of deficiencies, in internal control over compliance, such that there is a reasonable possibility that material noncompliance with a type of compliance requirement of a federal program will not be prevented, or detected and corrected, on a timely basis. *A significant deficiency in internal control over compliance* is a deficiency, or a combination of deficiencies, in internal control over compliance with a type of compliance requirement of a federal program that is less severe than a material weakness in internal control over compliance, yet important enough to merit attention by those charged with governance.

Our consideration of internal control over compliance was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control over compliance that might be material weaknesses or significant deficiencies. We did not identify any deficiencies in internal control over compliance that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

The purpose of this report on internal control over compliance is solely to describe the scope of our testing of internal control over compliance and the results of that testing based on the requirements of the Uniform Guidance. Accordingly, this report is not suitable for any other purpose.

*Barbacane, Thornton & Company LLP*  
BARBACANE, THORNTON & COMPANY LLP

**WEST CHESTER AREA SCHOOL DISTRICT  
SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS  
FOR THE YEAR ENDED JUNE 30, 2020**

| Source Code                                               | Federal CFDA Number | Pass-Through Grantor's Number | Grant Period Beginning - Ending | Program or Award Amount | Total Received for Year | Accrued (Unearned) Revenue 07/01/19 | Revenue Recognized | Expenditures | Accrued (Unearned) Revenue 06/30/20 | Passed Through to Subrecipients |
|-----------------------------------------------------------|---------------------|-------------------------------|---------------------------------|-------------------------|-------------------------|-------------------------------------|--------------------|--------------|-------------------------------------|---------------------------------|
| <b>U.S. Department of Education</b>                       |                     |                               |                                 |                         |                         |                                     |                    |              |                                     |                                 |
| Passed through Pennsylvania Department of Education       |                     |                               |                                 |                         |                         |                                     |                    |              |                                     |                                 |
| I                                                         | 84.010              | 013-200470                    | 07/01/19-09/30/20               | \$ 598,796              | \$ 518,957              | \$ -                                | \$ 598,796         | \$ 598,796   | \$ 79,839                           | \$ -                            |
| I                                                         | 84.010              | 013-190470                    | 07/01/18-09/30/19               | 704,767                 | 93,929                  | 93,929                              | -                  | 598,796      | -                                   | -                               |
|                                                           |                     |                               |                                 |                         | 612,886                 | 93,929                              | 598,796            | 598,796      | 79,839                              | -                               |
|                                                           |                     |                               |                                 |                         |                         |                                     |                    |              |                                     |                                 |
| I                                                         | 84.365              | 010-200470                    | 07/01/19-09/30/20               | 91,336                  | 30,446                  | -                                   | 13,563             | 13,563       | (16,883)                            | -                               |
| I                                                         | 84.365              | 010-190470                    | 07/01/18-09/30/19               | 100,578                 | 48,341                  | 3,177                               | 45,164             | 45,164       | -                                   | -                               |
|                                                           |                     |                               |                                 |                         | 78,787                  | 3,177                               | 58,727             | 58,727       | (16,883)                            | -                               |
|                                                           |                     |                               |                                 |                         |                         |                                     |                    |              |                                     |                                 |
| I                                                         | 84.367              | 020-200470                    | 07/01/19-09/30/20               | 237,878                 | 110,762                 | -                                   | 145,877            | 145,877      | 35,115                              | -                               |
| I                                                         | 84.367              | 020-190470                    | 07/01/18-09/30/20               | 263,308                 | 141,515                 | 19,884                              | 121,631            | 121,631      | -                                   | -                               |
|                                                           |                     |                               |                                 |                         | 252,277                 | 19,884                              | 267,508            | 267,508      | 35,115                              | -                               |
|                                                           |                     |                               |                                 |                         |                         |                                     |                    |              |                                     |                                 |
| I                                                         | 84.424              | 144-200470                    | 07/01/19-09/30/20               | 52,725                  | 17,575                  | -                                   | 6,781              | 6,781        | (10,794)                            | -                               |
| I                                                         | 84.424              | 144-190470                    | 07/01/18-09/30/20               | 59,965                  | 3,998                   | (2,469)                             | 6,467              | 6,467        | -                                   | -                               |
|                                                           |                     |                               |                                 |                         | 21,573                  | (2,469)                             | 13,248             | 13,248       | (10,794)                            | -                               |
|                                                           |                     |                               |                                 |                         |                         |                                     |                    |              |                                     |                                 |
| I                                                         | 84.425              | 200-200470                    | 03/13/20-09/30/21               | 491,818                 | 51,770                  | -                                   | 261,754            | 261,754      | 209,884                             | -                               |
|                                                           |                     |                               |                                 |                         |                         |                                     |                    |              |                                     |                                 |
| I                                                         | 84.027              | C189-9035                     | 07/01/18-09/30/21               | 2,000                   | 2,000                   | -                                   | -                  | -            | (2,000)                             | -                               |
|                                                           |                     |                               |                                 |                         |                         |                                     |                    |              |                                     |                                 |
| Passed through Chester County IU                          |                     |                               |                                 |                         |                         |                                     |                    |              |                                     |                                 |
| I                                                         | 84.027              | 62-1900024                    | 07/01/19-09/30/20               | 1,423,436               | 687,482                 | -                                   | 1,334,850          | 1,334,850    | 647,368                             | -                               |
| I                                                         | 84.027              | 62-1800024                    | 07/01/18-09/30/19               | 1,326,870               | 530,748                 | 530,748                             | -                  | -            | -                                   | -                               |
|                                                           |                     |                               |                                 |                         | 1,218,230               | 530,748                             | 1,334,850          | 1,334,850    | 647,368                             | -                               |
|                                                           |                     |                               |                                 |                         |                         |                                     |                    |              |                                     |                                 |
| I                                                         | 84.173              | 131-200024B                   | 07/01/19-06/30/20               | 6,100                   | -                       | -                                   | 6,100              | 6,100        | 6,100                               | -                               |
| I                                                         | 84.173              | 131-1900024B                  | 07/01/18-06/30/19               | 4,500                   | 4,500                   | 4,500                               | -                  | -            | -                                   | -                               |
|                                                           |                     |                               |                                 |                         | 4,500                   | 4,500                               | 6,100              | 6,100        | 6,100                               | -                               |
|                                                           |                     |                               |                                 |                         |                         |                                     |                    |              |                                     |                                 |
| <b>TOTAL U.S. DEPARTMENT OF EDUCATION</b>                 |                     |                               |                                 |                         |                         |                                     |                    |              |                                     |                                 |
|                                                           |                     |                               |                                 |                         | 2,242,023               | 649,769                             | 2,540,983          | 2,540,983    | 948,729                             | -                               |
| <b>U.S. Department of Health and Human Services</b>       |                     |                               |                                 |                         |                         |                                     |                    |              |                                     |                                 |
| Passed through Pennsylvania Department of Public Welfare  |                     |                               |                                 |                         |                         |                                     |                    |              |                                     |                                 |
| I                                                         | 93.778              | N/A                           | 07/01/19-06/30/20               | 30,027                  | 30,027                  | -                                   | 30,027             | 30,027       | -                                   | -                               |
|                                                           |                     |                               |                                 |                         |                         |                                     |                    |              |                                     |                                 |
| <b>TOTAL U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES</b> |                     |                               |                                 |                         |                         |                                     |                    |              |                                     |                                 |
|                                                           |                     |                               |                                 |                         | 30,027                  | -                                   | 30,027             | 30,027       | -                                   | -                               |

Continued on next page.



**WEST CHESTER AREA SCHOOL DISTRICT  
SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS  
FOR THE YEAR ENDED JUNE 30, 2020**

| Federal Grantor/Pass-through Grantor/Program or Cluster Title   | Source Code | Federal CFDA Number | Pass-Through Grantor's Number | Grant Period Beginning - Ending | Program or Award Amount | Total Received for Year | Accrued (Unearned) Revenue 07/01/19 | Revenue Recognized  | Expenditures        | Accrued (Unearned) Revenue 06/30/20 | Passed Through to Subrecipients |
|-----------------------------------------------------------------|-------------|---------------------|-------------------------------|---------------------------------|-------------------------|-------------------------|-------------------------------------|---------------------|---------------------|-------------------------------------|---------------------------------|
| <b>U.S. Department of the Treasury</b>                          |             |                     |                               |                                 |                         |                         |                                     |                     |                     |                                     |                                 |
| Passed through Pennsylvania Commission on Crime and Delinquency | I           | 21-019              | 2020-CS-01-33726              | 07/01/20-10/30/20               | 584,868                 | -                       | -                                   | 53,861              | 53,861              | 53,861                              | -                               |
| Maintaining a Healthy Learning Environment                      |             |                     |                               |                                 |                         |                         |                                     |                     |                     |                                     |                                 |
| <b>Total U.S. Department of the Treasury</b>                    |             |                     |                               |                                 |                         |                         |                                     | <b>53,861</b>       | <b>53,861</b>       | <b>53,861</b>                       |                                 |
| <b>U.S. Department of Agriculture</b>                           |             |                     |                               |                                 |                         |                         |                                     |                     |                     |                                     |                                 |
| Passed through Pennsylvania Department of Agriculture           |             |                     |                               |                                 |                         |                         |                                     |                     |                     |                                     |                                 |
| National School Lunch Program                                   | I           | 10-555              | N/A                           | 07/01/19-06/30/20               | N/A                     | 124,093                 | (2,004)                             | 121,088             | 121,088             | (3,005)                             | -                               |
| National School Lunch Program                                   | I           | 10-555              | N/A                           | 07/01/18-06/30/19               | N/A                     | -                       | (2,004)                             | 2,004               | 2,004               | -                                   | -                               |
|                                                                 |             |                     |                               |                                 |                         | 124,093                 | (2,004)                             | 123,082             | 123,082             | (3,005)                             | -                               |
| Passed through Pennsylvania Department of Education             |             |                     |                               |                                 |                         |                         |                                     |                     |                     |                                     |                                 |
| National School Lunch Program                                   | I           | 10-555              | 362                           | 07/01/19-06/30/20               | N/A                     | 476,009                 | -                                   | 495,504             | 495,504             | 19,495                              | -                               |
| National School Lunch Program                                   | I           | 10-555              | 362                           | 07/01/18-06/30/19               | N/A                     | 25,130                  | 25,130                              | -                   | -                   | -                                   | -                               |
|                                                                 |             |                     |                               |                                 |                         | 501,139                 | 25,130                              | 495,504             | 495,504             | 19,495                              | -                               |
| Total CFDA #10-555                                              |             |                     |                               |                                 |                         | 625,232                 | 23,126                              | 618,596             | 618,596             | 16,490                              | -                               |
| School Breakfast Program                                        | I           | 10-553              | 365                           | 07/01/19-06/30/20               | N/A                     | 105,262                 | -                                   | 115,570             | 115,570             | 10,308                              | -                               |
| School Breakfast Program                                        | I           | 10-553              | 365                           | 07/01/18-06/30/19               | N/A                     | 6,698                   | 6,698                               | -                   | -                   | -                                   | -                               |
| Total CFDA #10-553                                              |             |                     |                               |                                 |                         | 111,960                 | 6,698                               | 115,570             | 115,570             | 10,308                              | -                               |
| <b>TOTAL U.S. DEPARTMENT OF AGRICULTURE</b>                     |             |                     |                               |                                 |                         | <b>737,192</b>          | <b>29,824</b>                       | <b>734,166</b>      | <b>734,166</b>      | <b>26,798</b>                       | <b>-</b>                        |
| <b>TOTAL FEDERAL AWARDS</b>                                     |             |                     |                               |                                 |                         | <b>\$ 3,009,242</b>     | <b>\$ 679,593</b>                   | <b>\$ 3,359,037</b> | <b>\$ 3,359,037</b> | <b>\$ 1,029,388</b>                 | <b>\$ -</b>                     |
| SPECIAL EDUCATION CLUSTER (IDEA) (CFDAs #84.027 AND #84.173)    |             |                     |                               |                                 |                         | <b>\$ 1,222,730</b>     | <b>\$ 535,248</b>                   | <b>\$ 1,340,950</b> | <b>\$ 1,340,950</b> | <b>\$ 653,468</b>                   | <b>\$ -</b>                     |
| CHILD NUTRITION CLUSTER (CFDAs #10.553 AND #10.555)             |             |                     |                               |                                 |                         | <b>\$ 737,192</b>       | <b>\$ 29,824</b>                    | <b>\$ 734,166</b>   | <b>\$ 734,166</b>   | <b>\$ 26,798</b>                    | <b>\$ -</b>                     |

Source Code:

I - Indirect Funding

WEST CHESTER AREA SCHOOL DISTRICT

NOTES TO SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS

NOTE A BASIS OF PRESENTATION

The schedule of expenditures of federal awards reflects federal expenditures for all individual grants which were active during the fiscal year.

NOTE B BASIS OF ACCOUNTING

The District uses the modified accrual method of recording transactions except as noted for the accounting of donated commodities in Note C. Revenues are recorded when measurable and available. Expenditures are recorded when incurred.

NOTE C NONMONETARY FEDERAL AWARDS - DONATED FOOD

The Commonwealth of Pennsylvania distributes federal surplus food to institutions (schools, hospitals, and prisons) and to the needy. Expenditures reported in the schedule of expenditures of federal awards under CFDA #10.555 includes surplus food consumed by the District during the 2019-2020 fiscal year. The District has food commodities totaling \$3,005 in inventory as of June 30, 2020.

NOTE D ACCESS PROGRAM

The ACCESS Program is a medical assistance program that reimburses local educational agencies for direct eligible health-related services provided to enrolled special needs students. Reimbursements are federal source revenues but are classified as fee-for-service and are not considered federal financial assistance. The amount of ACCESS funding recognized for the year ended June 30, 2020 was \$991,661.

NOTE E INDIRECT COST

The District has not elected to use the 10 percent de minimis indirect cost rate allowed under Uniform Guidance. For the year ended June 30, 2020, there were no indirect costs included in the schedule of expenditures of federal awards.

WEST CHESTER AREA SCHOOL DISTRICT  
SCHEDULE OF FINDINGS AND RECOMMENDATIONS

**PART A - SUMMARY OF AUDITOR'S RESULTS**

*Financial Statements*

Type of auditor's report issued [*unmodified, qualified, adverse, or disclaimer*]:

Unmodified

Internal control over financial reporting:

- Material weakness(es) identified?  Yes  No
- Significant deficiency(ies) identified?  Yes  None reported
- Noncompliance material to financial statements noted?  Yes  No

*Federal Awards*

Internal control over major program:

- Material weakness(es) identified?  Yes  No
- Significant deficiency(ies) identified?  Yes  None reported

Type of auditor's report issued on compliance for major program [*unmodified, qualified, adverse, or disclaimer*]:

Unmodified

Any audit findings disclosed that are required to be reported in accordance with the Uniform Guidance?

Yes  No

Identification of major program:

CFDA Numbers \_\_\_\_\_

Name of Federal Program or Cluster \_\_\_\_\_

84.027 and 84.173

Special Education Cluster (IDEA)

Dollar threshold used to distinguish between Type A and Type B programs:

\$ 750,000

Auditee qualified as low-risk auditee?

Yes  No

WEST CHESTER AREA SCHOOL DISTRICT  
SCHEDULE OF FINDINGS AND RECOMMENDATIONS (CONT'D)

**PART B - FINDINGS RELATED TO FINANCIAL STATEMENTS**

STATUS OF PRIOR YEAR FINDINGS

None.

CURRENT YEAR FINDINGS AND RECOMMENDATIONS

None.

**PART C - FINDINGS RELATED TO FEDERAL AWARDS**

STATUS OF PRIOR YEAR FINDINGS

None.

CURRENT YEAR FINDINGS AND RECOMMENDATIONS

None.