



West Chester Area School District  
Revenue History and Forecast

	A	AE	AF	AG	AH	AI	AJ	AK	AL	AM
1		<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>
2		<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>
3	<b>Local</b>	<b>206,641.9</b>	<b>208,113.5</b>	<b>211,001.1</b>	<b>204,779.1</b>	<b>205,891.6</b>	<b>218,124.9</b>	<b>243,000.2</b>	<b>251,990.1</b>	<b>261,307.8</b>
4	Real Estate	174,152.7	176,656.1	178,219.1	176,963.2	176,963.2	189,944.0	214,437.1	223,038.9	231,962.2
5	Current	173,060.7	175,469.9	177,235.0	176,138.5	176,138.5	188,995.0	213,488.2	222,090.0	231,013.2
6	Interim	1,092.0	1,186.2	984.1	824.7	824.7	948.9	948.9	948.9	948.9
7	Earned Income	21,510.4	21,766.9	21,583.6	19,590.3	20,590.3	19,884.1	20,182.4	20,485.1	20,792.4
8	Real Estate Transfer	4,420.7	4,394.5	4,657.3	3,735.4	4,135.4	3,810.1	3,886.3	3,964.0	4,043.3
9	Delinquent Taxes	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
10	Investment Earnings	2,657.0	1,000.0	2,179.0	500.0	500.0	507.5	515.1	522.8	530.7
11	Gate Receipts	162.8	131.5	161.9	131.5	131.5	131.5	131.5	131.5	131.5
12	Other	1,261.2	1,305.6	1,040.0	1,000.0	712.5	989.0	989.0	989.0	989.0
13										
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>4,150.8</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	1,431.5	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>250,727.1</b>	<b>264,328.9</b>	<b>290,432.5</b>	<b>300,319.0</b>	<b>310,376.0</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>38,006.6</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>38,006.6</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	-	11,038.0	-	-	-	-
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>16,696.6</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>17,448.9</b>	<b>15,538.0</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	188,995		213,488	222,090	231,013
11	Gross tax to be levied				182,398	195,850		221,231	230,145	239,392
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	184,398		208,295	216,687	225,394
18	Delaware Cnty Levy				10,799	11,452		12,936	13,458	13,998
19					182,398	195,850		221,231	230,145	239,392
20										
21	Millage Calculation									
22	Chester Cnty tax levy				171,599	184,398		208,295	216,687	225,394
23	Chester Cnty assessed value				7,921,563	7,921,563		7,961,563	8,001,563	8,041,563
24										
25	Chester County Millage				21.6622	23.2779		26.1625	27.0806	28.0285
26	Previous Year Millage				21.6622	21.6622		23.2779	26.1625	27.0806
27										
28	Chester Cnty Mill Increase				0.00	1.62		2.88	0.92	0.95
29	% increase				0.0%	7.5%		12.4%	3.5%	3.5%
30	Delaware Cnty Tax levy				10,799	11,452		12,936	13,458	13,998
31	Delaware Cnty Assessed Value				648,096	648,596		649,096	649,596	650,096
32										
33	Delaware County Millage				16.6626	17.6569		19.9298	20.7169	21.5327
34	Previous Yr Millage				16.2597	16.6626		17.6569	19.9298	20.7169
35										
36	Delaware Cnty Mill Increase				0.40	0.99		2.27	0.79	0.82
37	% increase				2.5%	6.0%		12.9%	3.9%	3.9%
38										
39	Multi County Millage re-balancing									
40	Chester Cty Levy Rebalanced				171,732					
41	Delaware Cty Levy Rebalanced				10,666					
42					182,397					
43										
44	Chester County Millage				21.6622	23.2779				
45	Chester County Millage Re-balanced				21.6790					
46	Chester Cnty Mill Increase					1.62				
47	% increase					7.38%				
48	Act 1 Millage					22.3293				
49	Millage from exceptions					0.9486				
50										
51										
52	Delaware County Millage				16.6626	17.6569				
53	Delaware County Millage Re-balanced				16.4568					
54	Delaware Cnty Mill Increase					1.20				
55	% increase					7.29%				
56	Act 1 Millage					17.1624				
57	Millage from exceptions					0.4945				

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

	CHESTER COUNTY			DELAWARE COUNTY		
	MILL VAL	+/- AMOUNT	+/- PERCENT	MILL VAL	+/- AMOUNT	+/- 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%
<b>10 YEAR AVERAGE</b>		<b>\$37,363</b>	<b>0.5%</b>		<b>\$238</b>	<b>0.0%</b>
<b>5 YEAR AVERAGE</b>		<b>\$77,749</b>	<b>1.0%</b>		<b>\$1,278</b>	<b>0.2%</b>
<b>3 YEAR AVERAGE</b>		<b>\$102,162</b>	<b>1.3%</b>		<b>\$471</b>	<b>0.1%</b>

CHESTER COUNTY				DELAWARE COUNTY			
	MILL VAL	+/- AMOUNT	+/- PERCENT		MILL VAL	+/- AMOUNT	+/- 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  
 December 2020

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

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

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

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)
<b>Total Expenses</b>	<b>\$ (2,668,726)</b>

<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
<b>Total Revenues</b>	<b>\$ (806,424)</b>

<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)
<b>Increase (Decrease) in Ending Fund Balance 6/30/21</b>	<b>\$ -</b>

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
<b>Total Expenses</b>	<b>\$ 302,801</b>

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

<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)
<b>Increase (Decrease) in Ending Fund Balance 6/30/21</b>	<b>\$ -</b>

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
<b>Total Expenses</b>	<b>\$ 71,585</b>

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

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

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
<b>Total Expenses</b>	<b>\$ 841,231</b>

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

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

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	\$	50,402

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

<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	\$	(23,033)

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			<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>
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>		<b>11,968</b>	<b>11,901</b>	<b>11,934</b>	<b>11,952</b>	<b>11,993</b>
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>						
29					<b>% Increase Assumptions</b>		
30			<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	
31	Administration		3.00%	2.60%	2.60%	2.60%	2.60%
32	Teachers		2.85%	2.60%	2.60%	2.60%	2.60%
33	Non-Bargaining		3.00%	2.60%	2.60%	2.60%	2.60%
34	Support Staff		1.75%	5.62%	2.97%	2.60%	2.60%
35	Crafts/Trades		3.72%	3.04%	3.90%	2.60%	2.60%
36	<b>Miscellaneous</b>						
37			<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	
38	Teacher Attrition (vacancies)		750,000	750,000	750,000	750,000	
39	Teacher Attrition (turnover)		500,000	500,000	500,000	500,000	
40							
41	<b>Benefits - 200</b>						
42					<b>% Increase Assumptions</b>		
43			<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	
44	Medical		7.57%	7.57%	7.57%	7.57%	
45	Dental		4.30%	4.30%	4.30%	4.30%	
46	Vision		2.30%	2.30%	2.30%	2.30%	
47	Prescription		10.00%	10.00%	10.00%	10.00%	
48	Social Security		7.65%	7.65%	7.65%	7.65%	
49	<b>PSERS</b>		<b>34.94%</b>	<b>35.62%</b>	<b>36.12%</b>	<b>36.60%</b>	
50	Tuition- Teachers		\$500,000	\$500,000	\$500,000	\$500,000	
51	Tuition- Non Teachers		\$100,000	\$100,000	\$100,000	\$100,000	
52	Life & Disability		0.00%	0.00%	0.00%	0.00%	
53	W/C, Unemp & Other		1.50%	1.50%	1.50%	1.50%	
54	<b>Monthly Board Premium Costs</b>						
55							
56	Medical		\$1,463.77	\$1,574.58	\$1,693.77	\$1,821.99	
57	Dental		\$90.60	\$94.50	\$98.56	\$102.80	
58	Vision		\$14.03	\$14.35	\$14.68	\$15.02	
59	Prescription		\$352.13	\$387.34	\$426.08	\$468.69	
60	Life/AD&D (cost per \$1,000)		\$0.12	\$0.12	\$0.12	\$0.12	
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> <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 Budget</b>	<b>2020-21 Projected</b>	<b>2021-22 Forecast</b>	<b>2022-23 Forecast</b>	<b>2023-24 Forecast</b>	<b>2024-25 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 Budget</b>	<b>2020-21 Projected</b>	<b>2021-22 Forecast</b>	<b>2022-23 Forecast</b>	<b>2023-24 Forecast</b>	<b>2024-25 Forecast</b>
<b>Teacher Staffing Changes Detail</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 Budget</b>	<b>2020-21 Projected</b>	<b>2021-22 Forecast</b>	<b>2022-23 Forecast</b>	<b>2023-24 Forecast</b>	<b>2024-25 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	2,341,711	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>6,311,165</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	5,266,503	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>6,242,192</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>102,987,443</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>-0.14%</b>	<b>5.59%</b>	<b>2.31%</b>	<b>2.19%</b>	<b>2.10%</b>

POSITIONS	Func	Acct	Prog	2020-21 Actual				Total	2021-22 Budget				Total	Addition/Reductions to 2021-22 Budget				
				ELM Elem	MID Middle	HS High	OTH Other		ELM Elem	MID Middle	HS High	OTH Other		ELM Elem	MID Middle	HS High	OTH 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>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	
Engl/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>32.00</b>	



POSITIONS	Func	Acct	Prog	2020-21 Actual					2021-22 Budget					Addition/Reductions to 2021-22 Budget				
				ELM Elem	MID Middle	HS High	OTH Other	Total	ELM Elem	MID Middle	HS High	OTH Other	Total	ELM Elem	MID Middle	HS High	OTH 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>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>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>
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>
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>
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>
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>(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>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>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
	<u>Actual</u>	<u>Budget</u>	<u>Projection</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>
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
Total Benefit Expense	60,194,260	73,689,202	73,629,423	78,328,086	82,708,205	86,863,857	91,202,865
% 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
	<u>Actual</u>	<u>Budget</u>	<u>Projection</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>
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	-	-	-	-	-	-	-
Total Cost Share	4,947,661	7,120,308	7,120,308	7,671,633	8,267,019	8,910,041	9,604,572

Net Benefit Costs							
	2019-20	2020-21	2020-21	2021-22	2022-23	2023-24	2024-25
	<u>Actual</u>	<u>Budget</u>	<u>Projection</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>
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
Total Benefit Expense	55,246,599	66,568,894	66,509,115	70,656,453	74,441,186	77,953,815	81,598,294
% Increase			20.39%	6.14%	5.36%	4.72%	4.68%





**Back-End Referendum Exceptions**

	<u>BUDGET</u> <u>2020-21</u>	<u>BUDGET</u> <u>2021-22</u>	<u>BUDGET</u> <u>2022-23</u>	<u>BUDGET</u> <u>2023-24</u>	<u>BUDGET</u> <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	29,809,645	30,381,103	30,807,564	31,216,967	
50%	14,717,179	14,904,822	15,190,551	15,403,782	15,608,483	
14,623,358	14,717,179	14,904,822	15,190,551	15,403,782	15,608,483	
State Share of Retirement for Fed. Funded Salaries (30,671)	(30,868)	(31,261)	(31,860)	(32,308)	(32,737)	
Increase	93,624	187,250	285,130	212,783	204,272	
Index	379,410	440,589	386,713	394,126	399,658	
<b>Total Exception</b>	<b>(285,786)</b>	<b>(253,340)</b>	<b>(101,583)</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 2020-2021	Projected 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 21-22</u>
<b>Elementary Equipment</b>		
Elementary iPad	1,890	754,110.00
Elementary/Special Area Teacher Device	457	595,320.00
		<u>1,349,430.00</u>
<b>Secondary Equipment</b>		
6th Grade 1:1	950	588,750.00
9th grade 1:1	1,010	853,500.00
Music	36	47,520.00
Art	12	15,840.00
		<u>1,505,610.00</u>
<b>District</b>		
Security Camera	30	30,000.00
		<u>30,000.00</u>
<b>Network</b>		
Networking		435,000.00
		<u>435,000.00</u>
<b>Administration</b>		
Staff (Central + Schools)	117	114,827.00
		<u>114,827.00</u>
<b>Other</b>		
Cost Sharing from Parents		(300,000.00)
		<u>(300,000.00)</u>
<b>Total Fund 22</b>		<u><u>3,434,867.00</u></u>

**2020-21 Capital Reserve Fund Project List**  
**October 2019**

Priority	Project #	Location	Project	Budget
1	G093	Henderson	Design crosswalk systems for Montgomery Avenue	104,808
2	G094	Henderson	Tennis Court - resurface	70,000
3	G095	Henderson	Repair track and replace wearing surface	330,000
4	G096	Rustin	Replace track wearing surface	330,000
5	G097	Pierce	Replace freezer	125,000
6	G098	East Goshen	Repair folding door	30,000
7	G099	East Goshen	Replace 2 units air conditioning and heating on MPR	275,000
8	G100	East Goshen	Mill and resurface front parking lot	140,000
9	G101	Mary C Howse	Replace generator	90,000
10	G102	Facilities	Mill, Repair and Resurface entire lot	140,000
11	G027	District Wide	Emergency Repairs	60,000

<b>Total Estimated Projects Costs Fund 27</b>	<b>1,694,808</b>
<b>2020-21 Approved Budget</b>	<b>1,694,808</b>
<b>Difference</b>	<b>-</b>

**2020-21 Capital Projects List**  
**October 2019**

Priority	Project #	School	Project	Budget
1	C064	East	Fire panel replacement	110,000
2	C065	Henderson	Redesign front entrance of Henderson to create security vestibule	53,080
3	C066	Rustin	Design and replacement of shingled roof sections	700,000
4	C067	Rustin	Replace 1 chiller	300,000
5	C068	Fugett	Fire panel replacement	110,000

<b>Total Estimated Projects Costs Fund 30</b>	<b>1,273,080</b>
<b>2020-21 Approved Budget</b>	<b>1,273,080</b>
<b>Difference</b>	<b>-</b>

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

	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>250,727</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	176,138	176,022	176,866	177,710	178,554
5	Revenue (Excl Current R.E.T.)	76,461	77,125	77,873	72,350	74,589	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	4,151	3,548	3,048	3,048	3,048
9	Local (Excl. Current R.E.T.)	33,581	32,644	33,766	28,641	29,753	29,130	29,512	29,900	30,295
11										
12	<b>Expenses</b>	<b>242,559</b>	<b>261,809</b>	<b>238,522</b>	<b>269,816</b>	<b>268,176</b>	<b>279,867</b>	<b>290,432</b>	<b>300,319</b>	<b>310,376</b>
13	Salaries	95,606	99,527	98,130	103,129	102,987	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	6,384	6,594	7,474	7,702
18	Other	58,068	64,777	53,152	66,715	65,593	66,613	70,570	73,774	77,229
19										
20	<b>Net Gap calculation - No tax increase no exceptions</b>									
21	Deficit						(28,511)	(36,622)	(44,380)	(52,459)
22	Change in Fund Balance						15,538	-	-	-
23	<b>Cumulative Gap at No Incr. in R.E. Taxes</b>						<b>(12,973)</b>	<b>(36,622)</b>	<b>(44,380)</b>	<b>(52,459)</b>
24	Prior Year Gap Reduction						-	12,973	36,622	44,380
25	<b>Net Gap no Incr in R.E Taxes no Exceptions</b>						<b>(12,973)</b>	<b>(23,649)</b>	<b>(7,758)</b>	<b>(8,079)</b>
26										
27										
28	<b>Net Gap calculation - Act 1 Tax Increase - no exceptions</b>									
29	Deficit						(28,511)	(36,622)	(44,380)	(52,459)
30	Change in Fund Balance						15,538	-	-	-
31	<b>Cumulative Gap at No Incr. in R.E. Taxes</b>						<b>(12,973)</b>	<b>(36,622)</b>	<b>(44,380)</b>	<b>(52,459)</b>
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	<b>Cumulative Gap at Millage Index</b>						<b>(7,561)</b>	<b>(26,612)</b>	<b>(29,749)</b>	<b>(33,185)</b>
35	Prior Year Gap elimination						-	7,561	26,612	29,749
36	<b>Net Gap at Millage Index (no exceptions)</b>						<b>(7,561)</b>	<b>(19,050)</b>	<b>(3,137)</b>	<b>(3,437)</b>
37										
38										
39	<b>Net Gap calculation - Act 1 Tax Increase - with exceptions</b>									
40	Deficit						(28,511)	(36,622)	(44,380)	(52,459)
41	Change in Fund Balance						15,538	-	-	-
42	<b>Cumulative Gap at Millage Index</b>						<b>(12,973)</b>	<b>(36,622)</b>	<b>(44,380)</b>	<b>(52,459)</b>
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	<b>Cumulative Gap at Millage Index</b>						<b>(7,561)</b>	<b>(26,612)</b>	<b>(29,749)</b>	<b>(33,185)</b>
46	Act 1 Exceptions						-	558	339	340
47	Add'l Revenue from Prior Year exception allowance						-	-	558	897
48	<b>Cumulative Gap at Millage Index and Exceptions</b>						<b>(7,561)</b>	<b>(26,053)</b>	<b>(28,852)</b>	<b>(31,948)</b>
49	Prior Year Gap elimination						-	7,561	26,053	28,852
50	<b>Net Gap at Millage Index - with exceptions</b>						<b>(7,561)</b>	<b>(18,492)</b>	<b>(2,799)</b>	<b>(3,096)</b>
51										
52										
53	<b>Expenses % Increase</b>									
54	Salaries	2.19%		2.64%		4.95%	5.59%	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%
59										
60	<b>Debt Service % of Budget</b>	<b>10.5%</b>		<b>11.1%</b>		<b>9.5%</b>	<b>9.8%</b>	<b>9.5%</b>	<b>9.1%</b>	<b>8.9%</b>
61										
62	<b>Act 1 Exceptions</b>							558	339	340
64	PSERS							-	-	-
65	Special Ed							558	339	340
67										
68	<b>Fund Balance</b>									
69	Beginning Fund Balance	31,906		38,869		55,455	38,007	22,469	22,469	22,469
70	Transfer (to)/from Operating Budget	(6,962)		(16,587)		17,449	15,538	-	-	-
71	Ending Fund Balance	38,869		55,455		38,007	22,469	22,469	22,469	22,469
72										
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		29,488.8		11,038.0	-	-	-	-
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
79										
80	<b>Year End Unassigned/Undesig. FB</b>	<b>17,180</b>		<b>17,180</b>		<b>17,180</b>	<b>17,180</b>	<b>17,180</b>	<b>17,180</b>	<b>17,180</b>
81	% of Expenses	7.1%		7.2%		6.4%	6.1%	5.9%	5.7%	5.5%
82										
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	<b>Year-end Fund Balance</b>	<b>20,813</b>		<b>21,768</b>		<b>25,654</b>	<b>26,460</b>	<b>27,263</b>	<b>28,424</b>	<b>29,610</b>
88	Year End Designated	17,411		17,864		19,776	18,764	19,212	20,316	21,418
89	<b>Year End Unassigned/Undesig. FB</b>	<b>3,403</b>		<b>3,904</b>		<b>5,879</b>	<b>7,697</b>	<b>8,051</b>	<b>8,108</b>	<b>8,193</b>
90										
91	Act 1 Index Assumptions					2.6%	3.0%	2.6%	2.6%	2.6%