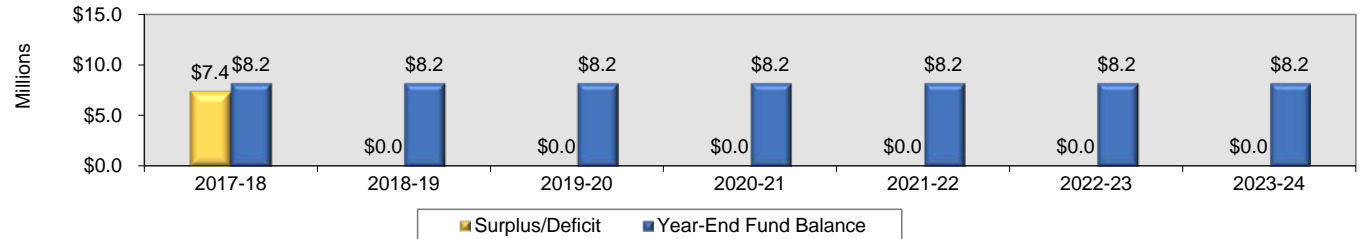


# Final Proposed Financial Improvement Plan

2017-18 to 2023-24



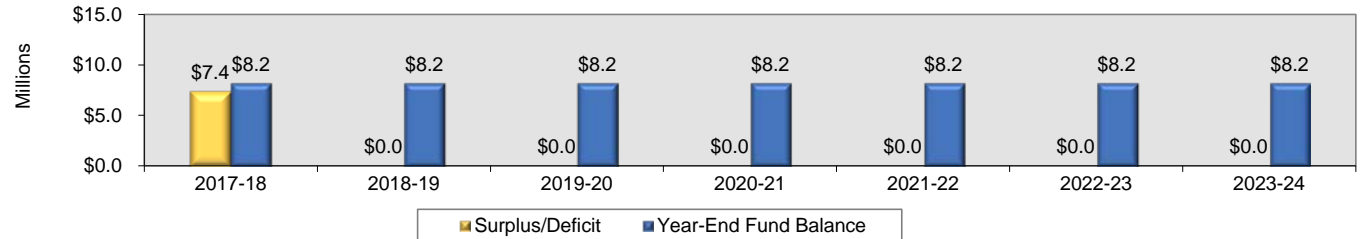
Fiscal Year:	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	
	Projected	Projected	Projected	Projected	Projected	Projected	Projected	
<b>REVENUE SUMMARY</b>								
6111/6411	Real Estate Taxes (Current and Delinquent)	45,922,578	44,176,251	45,407,835	46,529,417	47,757,832	48,873,887	49,984,142
6140/6150	Act 511 Taxes	8,009,424	7,698,727	7,784,910	7,872,189	7,960,579	8,050,094	8,140,748
6114	Payment in Lieu of Taxes	1,595,206	1,510,276	1,522,002	1,558,335	1,852,248	1,855,237	1,987,930
	Other Sources	2,932,514	2,653,672	2,658,622	2,658,622	2,658,622	2,658,622	2,658,622
	<b>Local Sources</b>	<b>58,459,722</b>	<b>56,038,927</b>	<b>57,373,368</b>	<b>58,618,564</b>	<b>60,229,281</b>	<b>61,437,840</b>	<b>62,771,443</b>
7110	Basic Education Funding	64,264,149	79,311,411	81,242,868	83,215,638	85,230,603	87,288,667	89,390,750
7271	Special Education Funding	10,464,272	10,614,815	10,760,073	10,907,012	11,055,650	11,206,007	11,358,103
7310	Transportation Subsidy	2,878,672	2,704,245	2,633,363	2,672,642	2,711,450	2,749,855	2,787,873
7810/7820	State Reimbursement of Employee Benefits	19,550,618	20,238,504	21,078,507	21,067,080	21,379,373	22,134,812	22,812,706
	All Other State	29,515,292	15,110,814	15,112,442	15,112,481	15,113,813	15,114,967	15,114,533
	<b>State Sources</b>	<b>126,673,003</b>	<b>127,979,789</b>	<b>130,827,254</b>	<b>132,974,853</b>	<b>135,490,889</b>	<b>138,494,307</b>	<b>141,463,965</b>
8514	Title I	10,750,845	10,314,409	8,388,395	8,388,395	8,388,395	8,388,395	8,388,395
8515	Title II	971,784	927,838	927,838	927,838	927,838	927,838	927,838
8810/8820	Medicaid Reimbursement	365,634	327,138	327,138	327,138	327,138	327,138	327,138
	All Other Federal	5,552,985	5,456,394	5,456,394	5,456,394	5,456,394	5,456,394	5,456,394
	<b>Federal Sources</b>	<b>17,641,248</b>	<b>17,025,779</b>	<b>15,099,765</b>	<b>15,099,765</b>	<b>15,099,765</b>	<b>15,099,765</b>	<b>15,099,765</b>
	<b>Other Funding Sources</b>	<b>8,995,038</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Total Revenues</b>	<b>211,769,011</b>	<b>201,044,495</b>	<b>203,300,387</b>	<b>206,693,181</b>	<b>210,819,935</b>	<b>215,031,912</b>	<b>219,335,173</b>
<b>EXPENDITURE SUMMARY</b>								
100	Salaries & Wages	68,441,029	70,791,681	72,209,376	71,348,969	71,692,779	73,110,534	74,556,645
200	Employee Benefits	49,128,918	53,320,484	56,080,499	56,836,028	58,165,421	60,378,362	62,916,281
300	Purchased Professional & Technical Services	7,677,059	7,774,489	7,551,263	10,789,193	12,636,141	12,981,635	13,339,066
400	Purchased Property Services	12,115,393	3,242,423	3,214,279	3,288,208	3,363,836	3,441,205	3,520,352
562	Tuition to PA Charter Schools	25,410,596	26,727,560	28,841,715	30,823,114	32,270,772	33,590,704	35,126,295
500	All Other Tuition and Purchased Services	9,246,657	9,064,221	9,339,190	9,601,579	9,868,060	10,138,726	10,413,672
600	Supplies	3,169,925	4,291,406	4,629,432	4,733,641	4,199,697	4,321,474	3,719,590
700	Property	1,480,856	2,648,942	641,285	656,034	671,123	686,559	698,217
830/910	Debt Service	11,119,149	11,005,926	10,976,967	14,008,057	14,011,984	14,015,629	14,026,039
800	Other Objects	1,569,847	1,002,617	1,002,617	1,002,617	1,002,617	1,002,617	1,002,617
900	Other Financing Uses	15,000,000	11,174,746	8,813,764	3,605,741	2,937,505	1,364,469	16,398
	<b>Total Expenditures</b>	<b>204,359,429</b>	<b>201,044,495</b>	<b>203,300,387</b>	<b>206,693,181</b>	<b>210,819,935</b>	<b>215,031,912</b>	<b>219,335,173</b>
	<b>Surplus/Deficit</b>	<b>\$7,409,582</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
	<b>Year-End Fund Balance</b>	<b>\$8,184,311</b>	<b>\$8,184,311</b>	<b>\$8,184,311</b>	<b>\$8,184,311</b>	<b>\$8,184,311</b>	<b>\$8,184,311</b>	<b>\$8,184,311</b>

*\*Starting Fund Balance based on the ESD Budget Projection Model*

**REVENUES**

# Final Proposed Financial Improvement Plan

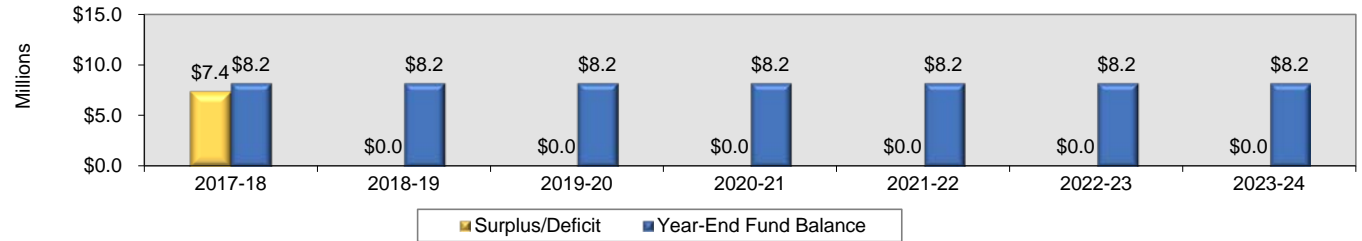
2017-18 to 2023-24



Fiscal Year:	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
	Projected	Projected	Projected	Projected	Projected	Projected	Projected
<b>Revenues From Local Sources</b>							
6111 Current Real Estate Taxes	40,199,158	40,387,577	41,619,161	42,740,743	43,969,158	45,085,213	46,195,468
6113 Public Utility Realty Tax	59,273	59,273	59,273	59,273	59,273	59,273	59,273
6114 Payments in Lieu of Taxes	1,595,206	1,510,276	1,522,002	1,558,335	1,852,248	1,855,237	1,987,930
6143 Current Act 511 Local Services Taxes	245,022	251,814	251,814	251,814	251,814	251,814	251,814
6151 Current Act 511 Earned Income Taxes	6,918,782	6,771,891	6,858,073	6,945,353	7,033,743	7,123,258	7,213,912
6153 Current Act 511 Real Estate Transfer Taxes	845,620	675,022	675,022	675,022	675,022	675,022	675,022
6411 Delinquent Real Estate Taxes	5,723,421	3,788,674	3,788,674	3,788,674	3,788,674	3,788,674	3,788,674
6510 Interest Earnings	0	200,000	204,950	204,950	204,950	204,950	204,950
6810 Local Government Units	319,294	284,775	284,775	284,775	284,775	284,775	284,775
6831 Federal Revenue from Other Sources	124,999	320,625	320,625	320,625	320,625	320,625	320,625
6910 Rentals	71,733	61,647	61,647	61,647	61,647	61,647	61,647
6920 Contributions	951,538	206,457	206,457	206,457	206,457	206,457	206,457
6940 Tuition Payments	927,954	564,306	564,306	564,306	564,306	564,306	564,306
6991 Refunds of a Prior Year Expenditure	290,953	475,857	475,857	475,857	475,857	475,857	475,857
Other Local Sources	186,771	480,732	480,732	480,732	480,732	480,732	480,732
<b>Local Sources Subtotal</b>	<b>58,459,722</b>	<b>56,038,927</b>	<b>57,373,368</b>	<b>58,618,564</b>	<b>60,229,281</b>	<b>61,437,840</b>	<b>62,771,443</b>
<b>Revenue From State Sources</b>							
7110 Basic Education Funding	64,264,149	79,311,411	81,242,868	83,215,638	85,230,603	87,288,667	89,390,750
7220 Vocational Education Subsidy	789,665	960,564	960,564	960,564	960,564	960,564	960,564
7271 Special Education Funding	10,464,272	10,614,815	10,760,073	10,907,012	11,055,650	11,206,007	11,358,103
7272 Early Intervention	2,152,727	2,149,430	2,149,430	2,149,430	2,149,430	2,149,430	2,149,430
7290 Educational Access Program	14,200,000	0	0	0	0	0	0
7292 Pre-K Counts	1,796,750	1,793,500	1,793,500	1,793,500	1,793,500	1,793,500	1,793,500
7310 Transportation Subsidy	2,878,672	2,704,245	2,633,363	2,672,642	2,711,450	2,749,855	2,787,873
7320 PlanCon Subsidy	1,692,133	1,368,702	1,370,330	1,370,369	1,371,701	1,372,855	1,372,421
7330 Health Services	272,705	272,705	272,705	272,705	272,705	272,705	272,705
7340 State Property Tax Reduction Allocation	5,927,119	5,926,706	5,926,706	5,926,706	5,926,706	5,926,706	5,926,706
7501 Ready to Learn Block Grant	2,602,655	2,602,655	2,602,655	2,602,655	2,602,655	2,602,655	2,602,655
7810 State Share of Social Security	3,288,142	3,672,543	3,746,091	3,701,454	3,719,290	3,792,841	3,867,863
7820 State Share of PSERS	16,262,476	16,565,961	17,332,417	17,365,626	17,660,082	18,341,971	18,944,843
Other State Sources	81,538	36,552	36,552	36,552	36,552	36,552	36,552
<b>State Sources Subtotal</b>	<b>126,673,003</b>	<b>127,979,789</b>	<b>130,827,254</b>	<b>132,974,853</b>	<b>135,490,889</b>	<b>138,494,307</b>	<b>141,463,965</b>
<b>Revenues From Federal Sources</b>							
8512 IDEA	3,127,592	3,024,740	3,024,740	3,024,740	3,024,740	3,024,740	3,024,740
8514 Title I Funding	10,750,845	10,314,409	8,388,395	8,388,395	8,388,395	8,388,395	8,388,395
8515 Title II Funding	971,784	927,838	927,838	927,838	927,838	927,838	927,838

# Final Proposed Financial Improvement Plan

2017-18 to 2023-24



Fiscal Year:	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
	Projected	Projected	Projected	Projected	Projected	Projected	Projected
8516 Title III Funding	292,367	229,189	229,189	229,189	229,189	229,189	229,189
8517 Title IV Funding	502,964	609,998	609,998	609,998	609,998	609,998	609,998
8521 Perkins Grant	363,350	330,318	330,318	330,318	330,318	330,318	330,318
8732 Qualified School Construction Bonds	636,103	682,148	682,148	682,148	682,148	682,148	682,148
8390 Other Federal Revenue	630,609	580,001	580,001	580,001	580,001	580,001	580,001
8810/8820 Medicaid ACCESS Revenue	365,634	327,138	327,138	327,138	327,138	327,138	327,138
<b>Federal Sources Subtotal</b>	<b>17,641,248</b>	<b>17,025,779</b>	<b>15,099,765</b>	<b>15,099,765</b>	<b>15,099,765</b>	<b>15,099,765</b>	<b>15,099,765</b>
<b>Revenues From Other Funding Sources</b>							
9400 Building Sale	120,935	0	0	0	0	0	0
9900 Insurance Recovery	8,874,103	0	0	0	0	0	0
<b>Other Funding Sources Subtotal</b>	<b>8,995,038</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Revenues</b>	<b>\$211,769,011</b>	<b>\$201,044,495</b>	<b>\$203,300,387</b>	<b>\$206,693,181</b>	<b>\$210,819,935</b>	<b>\$215,031,912</b>	<b>\$219,335,173</b>

## EXPENDITURES

### Salaries & Wages

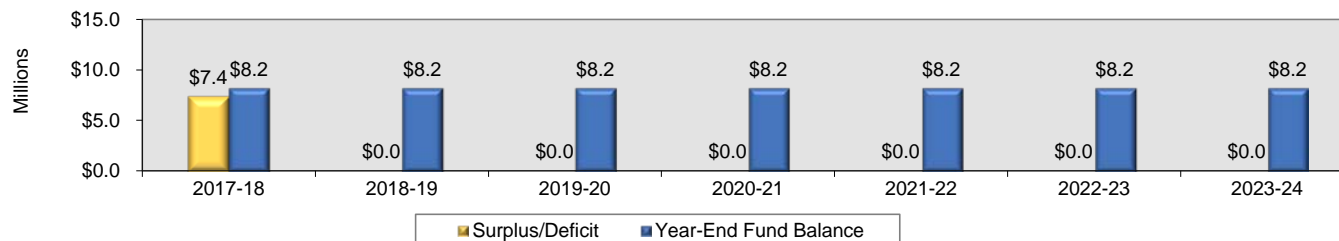
110 Official / Administrative	6,749,114	6,679,230	6,796,715	6,916,549	7,038,780	7,163,455	7,290,625
120 Professional - Instructional Staff	47,400,011	48,426,707	49,680,953	50,674,572	51,688,064	52,721,825	53,776,261
130 Professional - Other	2,810,623	3,602,823	3,580,841	3,652,457	3,725,507	3,800,017	3,876,017
140 Technical	2,099,188	2,391,523	2,301,653	2,347,687	1,327,570	1,354,122	1,381,204
150 Office / Clerical	2,615,194	2,519,909	2,570,307	2,621,713	2,674,148	2,727,631	2,782,183
160 Crafts and Trades	1,033,503	1,141,730	1,164,565	1,187,856	1,211,613	1,235,845	1,260,562
170 Operative and Laborer	1,125,469	1,369,165	1,396,548	1,424,479	1,452,968	1,482,028	1,511,668
180 Service Work	2,353,284	2,542,985	2,593,845	357,227	364,372	371,659	379,092
190 Instructional Assistant	2,254,643	2,117,609	2,123,950	2,166,429	2,209,758	2,253,953	2,299,032
<b>Salaries &amp; Wages Subtotal</b>	<b>68,441,029</b>	<b>70,791,681</b>	<b>72,209,376</b>	<b>71,348,969</b>	<b>71,692,779</b>	<b>73,110,534</b>	<b>74,556,645</b>

### Employee Benefits

271 Medical Insurance	20,248,532	21,854,115	23,355,288	23,728,000	24,839,086	26,448,783	28,163,110
272 Dental Insurance	806,503	870,423	893,070	886,674	894,029	914,591	935,627
213 Life Insurance	71,881	105,116	107,772	106,998	107,884	110,366	112,904
215 Vision Insurance	81,939	91,624	93,939	93,264	94,037	96,200	98,412
220 Social Security Contributions	5,142,760	5,415,564	5,524,017	5,458,196	5,484,498	5,592,956	5,703,583
230 PSERS Contributions	22,130,213	23,665,659	24,760,595	24,808,037	25,228,689	26,202,815	27,064,062
250 Unemployment Compensation	(0)	217,778	220,140	773,119	532,414	223,337	227,804
260 Workers' Compensation	95,911	299,634	303,106	309,169	312,214	313,743	315,208
280 Other Postemployment Benefits (OPEB)	17,332	18,571	18,571	18,571	18,571	18,571	18,571
290 Other Employee Benefits	533,847	782,000	804,000	654,000	654,000	457,000	277,000

# Final Proposed Financial Improvement Plan

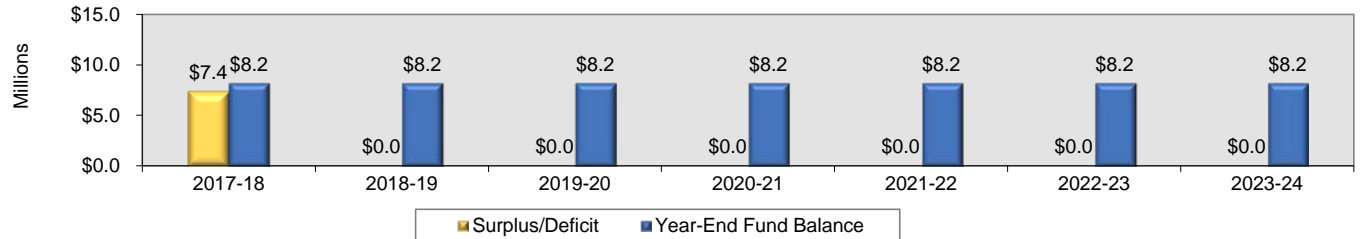
2017-18 to 2023-24



Fiscal Year:	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
<b>Employee Benefits Subtotal</b>	<b>49,128,918</b>	<b>53,320,484</b>	<b>56,080,499</b>	<b>56,836,028</b>	<b>58,165,421</b>	<b>60,378,362</b>	<b>62,916,281</b>
<b>Purchased Professional and Technical Services</b>							
310 Administrative Services	238,223	240,000	245,520	251,167	256,944	262,854	268,899
320 Educational Services	3,898,339	3,900,000	3,650,658	3,734,623	3,820,520	3,908,391	3,998,284
330 Other Professional Services	2,331,029	2,300,000	2,289,903	2,342,571	2,396,450	2,451,568	2,507,954
340 Technical Services	167,883	180,960	185,122	189,380	193,736	198,192	202,750
350 Security / Safety Services	86,056	172,112	176,071	180,120	184,263	188,501	192,837
390 Other PPTS	955,530	981,417	1,003,989	4,091,332	5,784,229	5,972,129	6,168,342
<b>PPTS Subtotal</b>	<b>7,677,059</b>	<b>7,774,489</b>	<b>7,551,263</b>	<b>10,789,193</b>	<b>12,636,141</b>	<b>12,981,635</b>	<b>13,339,066</b>
<b>Purchased Property Services</b>							
410 Cleaning Services	195,894	156,546	160,147	163,830	167,598	171,453	175,397
420 Utility Services	1,913,728	1,900,000	1,943,700	1,988,405	2,034,138	2,080,924	2,128,785
430 Repairs and Maintenance	1,035,586	1,059,947	981,607	1,004,184	1,027,280	1,050,908	1,075,078
440 Rentals	96,076	125,929	128,825	131,788	134,819	137,920	141,092
450 Construction	8,874,109	0	0	0	0	0	0
<b>Purchased Property Services Subtotal</b>	<b>12,115,393</b>	<b>3,242,423</b>	<b>3,214,279</b>	<b>3,288,208</b>	<b>3,363,836</b>	<b>3,441,205</b>	<b>3,520,352</b>
<b>Other Purchased Services</b>							
<b>Tuition</b>	<b>30,927,580</b>	<b>32,453,257</b>	<b>34,699,104</b>	<b>36,815,223</b>	<b>38,400,699</b>	<b>39,861,620</b>	<b>41,541,442</b>
561 Tuition to Other LEA's	3,394,621	3,740,773	3,826,811	3,914,827	4,004,869	4,096,980	4,191,211
562 Tuition to Charter Schools	25,410,596	26,727,560	28,841,715	30,823,114	32,270,772	33,590,704	35,126,295
560 Other Tuition	2,122,362	1,984,925	2,030,578	2,077,281	2,125,059	2,173,935	2,223,936
510 Student Transportation	2,414,248	2,074,266	2,198,696	2,296,854	2,395,326	2,494,119	2,593,239
520 Insurance - General	471,715	437,061	447,113	457,397	467,917	478,679	489,689
530 Communications	489,844	442,683	452,865	463,281	473,936	484,837	495,988
540 Advertising	16,118	14,934	15,277	15,629	15,988	16,356	16,732
550 Printing and Binding	6,961	4,428	4,530	4,634	4,741	4,850	4,961
580 Travel	137,120	133,127	125,959	128,856	131,820	134,852	137,953
590 Services Purchased Locally	193,666	232,025	237,361	242,820	248,405	254,119	259,963
<b>Other Purchased Services</b>	<b>34,657,253</b>	<b>35,791,781</b>	<b>38,180,905</b>	<b>40,424,693</b>	<b>42,138,832</b>	<b>43,729,430</b>	<b>45,539,968</b>
<b>Supplies</b>							
610 General Supplies	2,860,754	3,172,816	4,368,731	4,787,051	4,578,114	5,041,549	4,791,129
Federal Funding Offset	0	754,850	(111,406)	(434,075)	(767,837)	(1,118,452)	(1,479,079)
620 Energy	181,412	183,925	188,155	192,483	196,910	201,439	206,072
630 Food	5,420	10,489	10,730	10,977	11,229	11,488	11,752
640 Books and Periodicals	122,340	169,327	173,221	177,205	181,281	185,451	189,716

# Final Proposed Financial Improvement Plan

2017-18 to 2023-24



Fiscal Year:	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>
<b>Supplies Subtotal</b>	3,169,925	4,291,406	4,629,432	4,733,641	4,199,697	4,321,474	3,719,590
<b>Property</b>							
710 Land and Improvements	4,741	25,422	26,007	26,605	27,217	27,843	28,483
720 Buildings	0	1,414,852	0	0	0	0	0
750 Equipment - Original & Additional	673,282	403,286	412,561	422,050	431,758	441,688	451,847
760 Equipment - Replacement	802,833	805,383	202,717	207,379	212,149	217,028	217,887
<b>Property Subtotal</b>	<b>1,480,856</b>	<b>2,648,942</b>	<b>641,285</b>	<b>656,034</b>	<b>671,123</b>	<b>686,559</b>	<b>698,217</b>
<b>Other Objects</b>							
810 Dues and Fees	601,926	621,261	0	0	0	0	0
830 Interest	1,731,969	2,777,165	2,737,822	2,698,708	2,657,643	2,614,524	2,568,016
860 Grants to Other Organizations	7,452	7,452	7,452	7,452	7,452	7,452	7,452
880 Refunds for PY Receipts	10,262	3,010	3,010	3,010	3,010	3,010	3,010
890 Misc. Expenditures	1,552,133	992,155	992,155	992,155	992,155	992,155	992,155
<b>Other Objects Subtotal</b>	<b>3,903,742</b>	<b>4,401,043</b>	<b>3,740,439</b>	<b>3,701,325</b>	<b>3,660,260</b>	<b>3,617,141</b>	<b>3,570,633</b>
<b>Other Use of Funds</b>							
910 Redemption of Principal	8,785,254	7,607,500	8,239,145	11,309,349	11,354,341	11,401,105	11,458,023
930 Transfer to Capital Projects Fund	15,000,000	11,174,746	8,813,764	3,605,741	2,937,505	1,364,469	16,398
<b>Other Use of Funds Subtotal</b>	<b>23,785,254</b>	<b>18,782,246</b>	<b>17,052,909</b>	<b>14,915,090</b>	<b>14,291,846</b>	<b>12,765,574</b>	<b>11,474,421</b>
<b>Total Expenditures</b>	<b>\$204,359,429</b>	<b>\$201,044,495</b>	<b>\$203,300,387</b>	<b>\$206,693,181</b>	<b>\$210,819,935</b>	<b>\$215,031,912</b>	<b>\$219,335,173</b>
<b>Surplus/Deficit</b>	<b>\$7,409,582</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Year-End Fund Balance</b>	<b>\$8,184,311</b>	<b>\$8,184,311</b>	<b>\$8,184,311</b>	<b>\$8,184,311</b>	<b>\$8,184,311</b>	<b>\$8,184,311</b>	<b>\$8,184,311</b>