Finance Committee Meeting

April 8, 2024

Meeting Agenda

1. 2023-24 Projection & 2024-25 Proposed General Fund Budget
2. Five-Year Projection
3. Capital Reserve Budget
4. Policy Review
5. Items from the Committee

Appendix:

- Revenue and Expenditure Summary
- Comparison of 2023-24 Projection to 2024-25 Proposed
- 2024-25 Equipment & Special Budget Requests
- Credit Rating Information
- Raymond James Debt Study for Martin Meylin & Hans Herr Projects
- Five-Year Projection
- Index and Millage Rate Increase History & Lancaster County Milage Rates
- Capital Reserve Budget Detail

2024-25 Budget Schedule

- Important dates on the timeline are:
    - May 6, 2024: The deadline to adopt a 2024-25 Proposed Final Budget (30 days in advance of adopting Final Budget). This is the last Board Meeting date prior to Commonwealth deadline of May 31, 2024.
    - June 10, 2024: The deadline to adopt a 2024-25 Final Budget. This is the last scheduled Board Meeting date prior to Commonwealth deadline of June 30, 2024.

2024-25 Budget Highlights

EXPENDITURE IMPACT

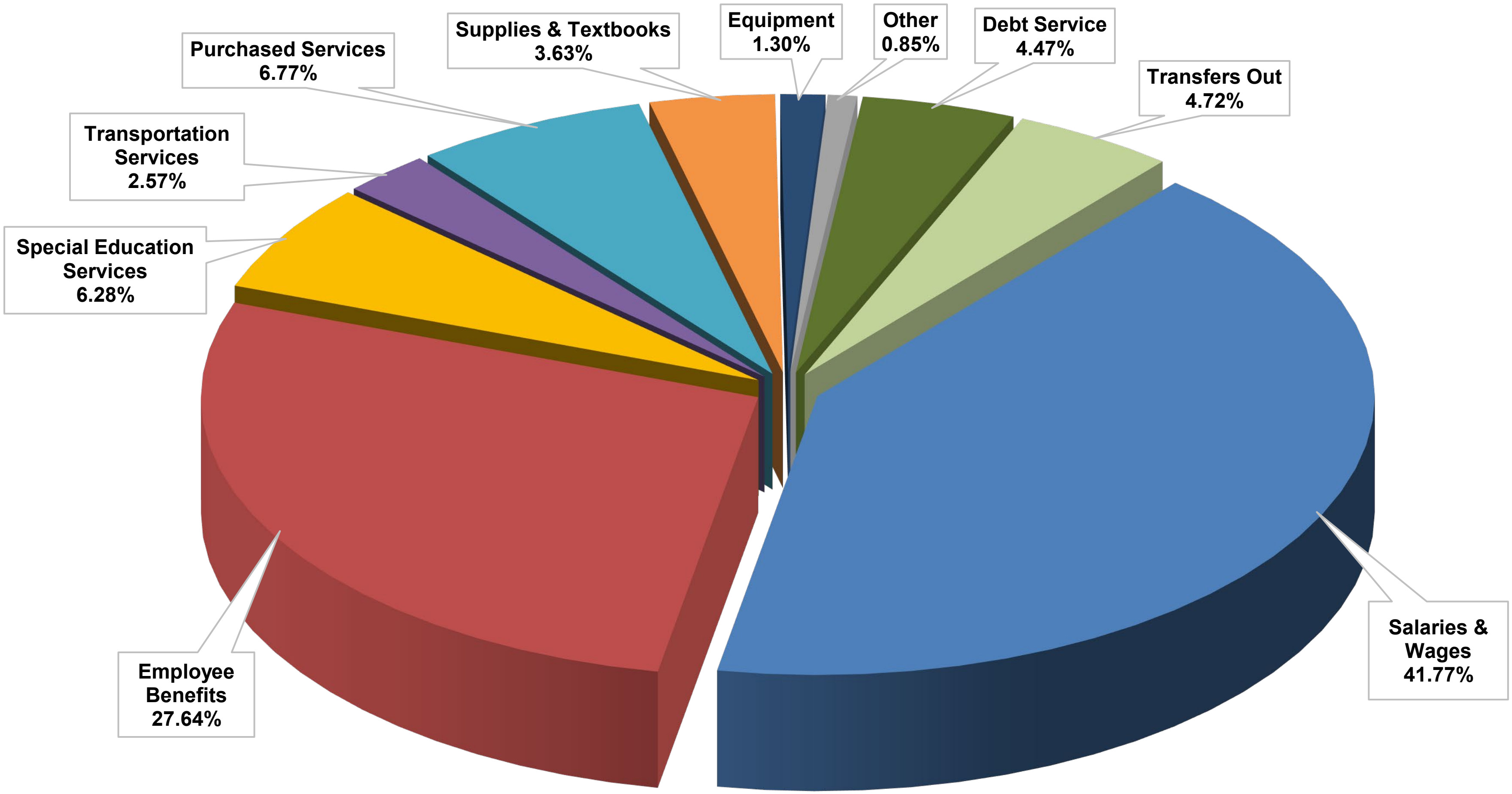
- 4.25% Wage Increase per CBA
- Personnel Changes – Retirements / Replacements
- Increases to:
  - Special Education Contracts / Services (6%)
  - Transportation Services (4%)
  - Utilities (10%)
  - Property & Liability Insurance (20%) – Includes ECC
  - Equipment & Special Budget Requests

REVENUE IMPACT

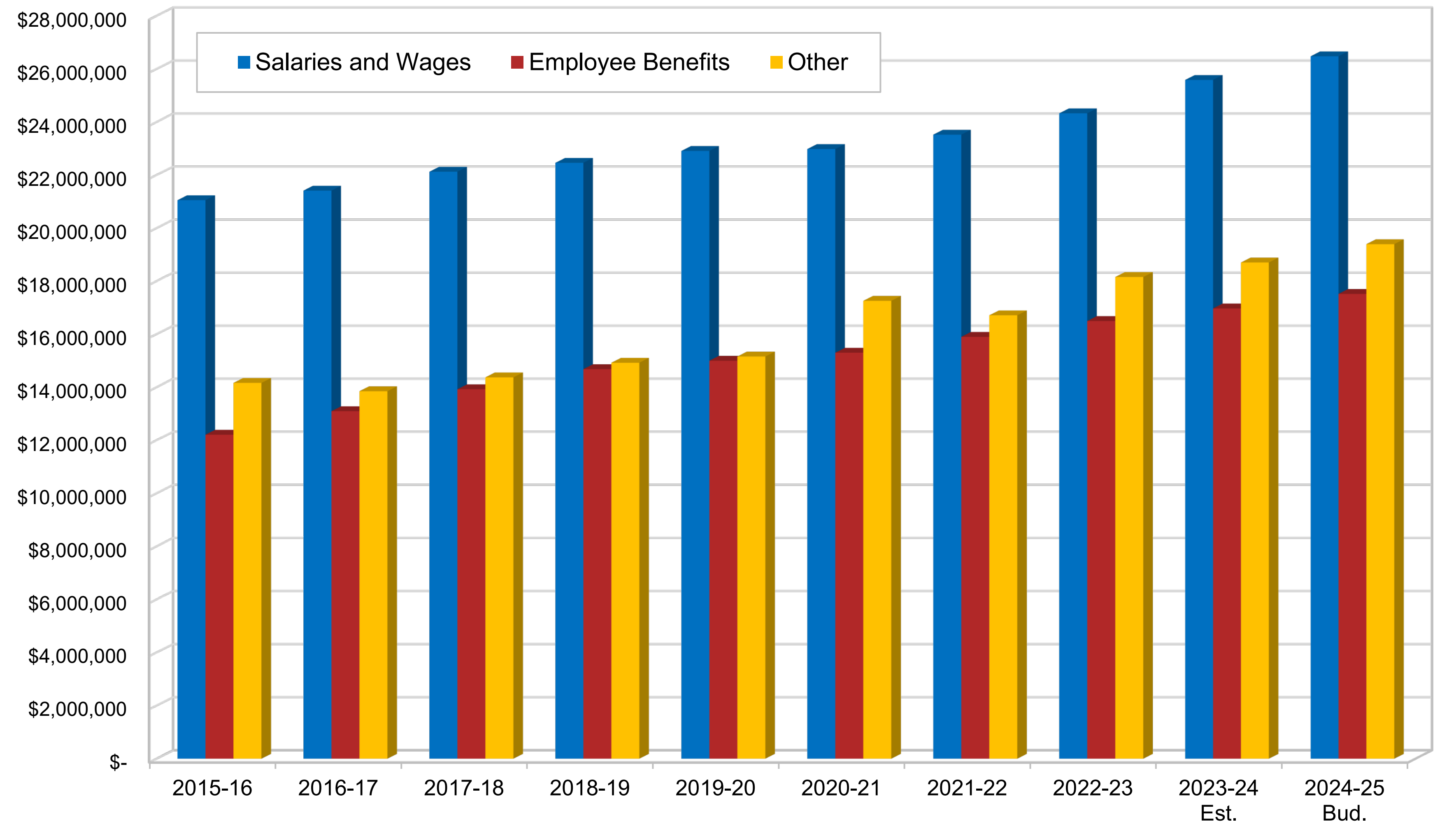
- Increases to:
  - Earned Income Taxes (3%)
  - Basic Education Subsidy (4%)
  - Special Education Subsidy (2%)
- Loss of ESSER Funds & Interest Earnings

2024-25 General Fund Budget

Expenditures by Category

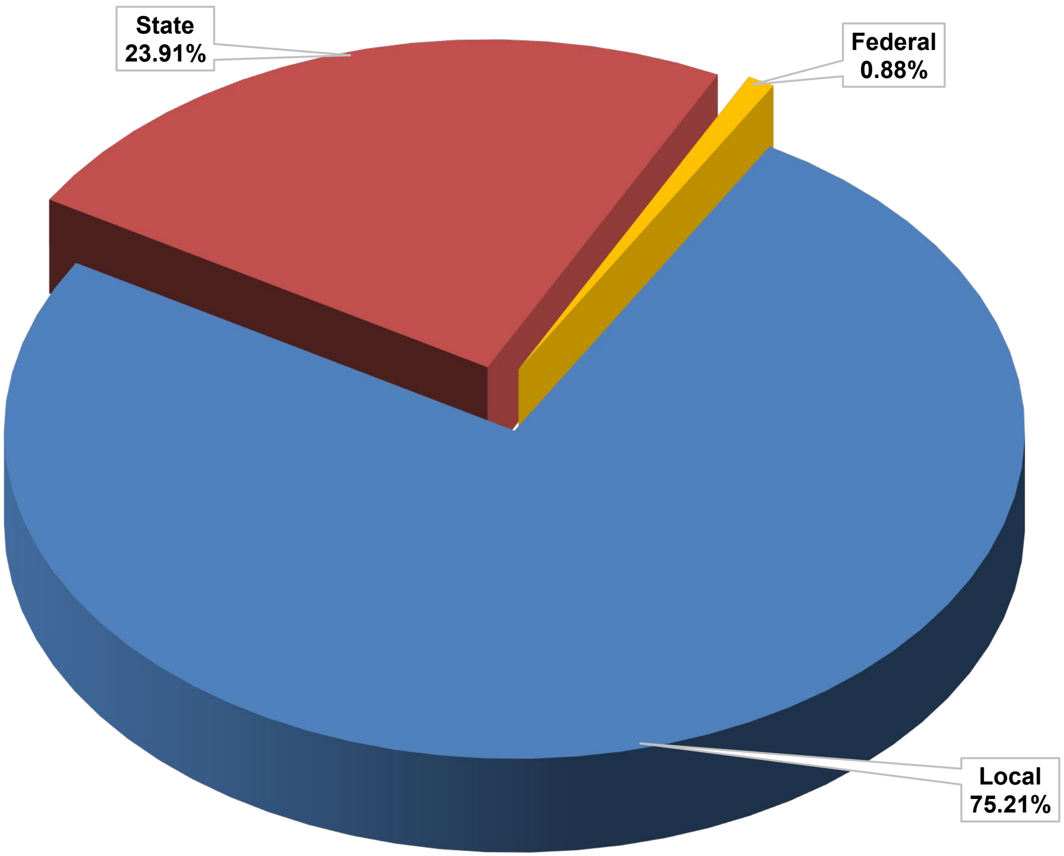


History of Expenditures by Category

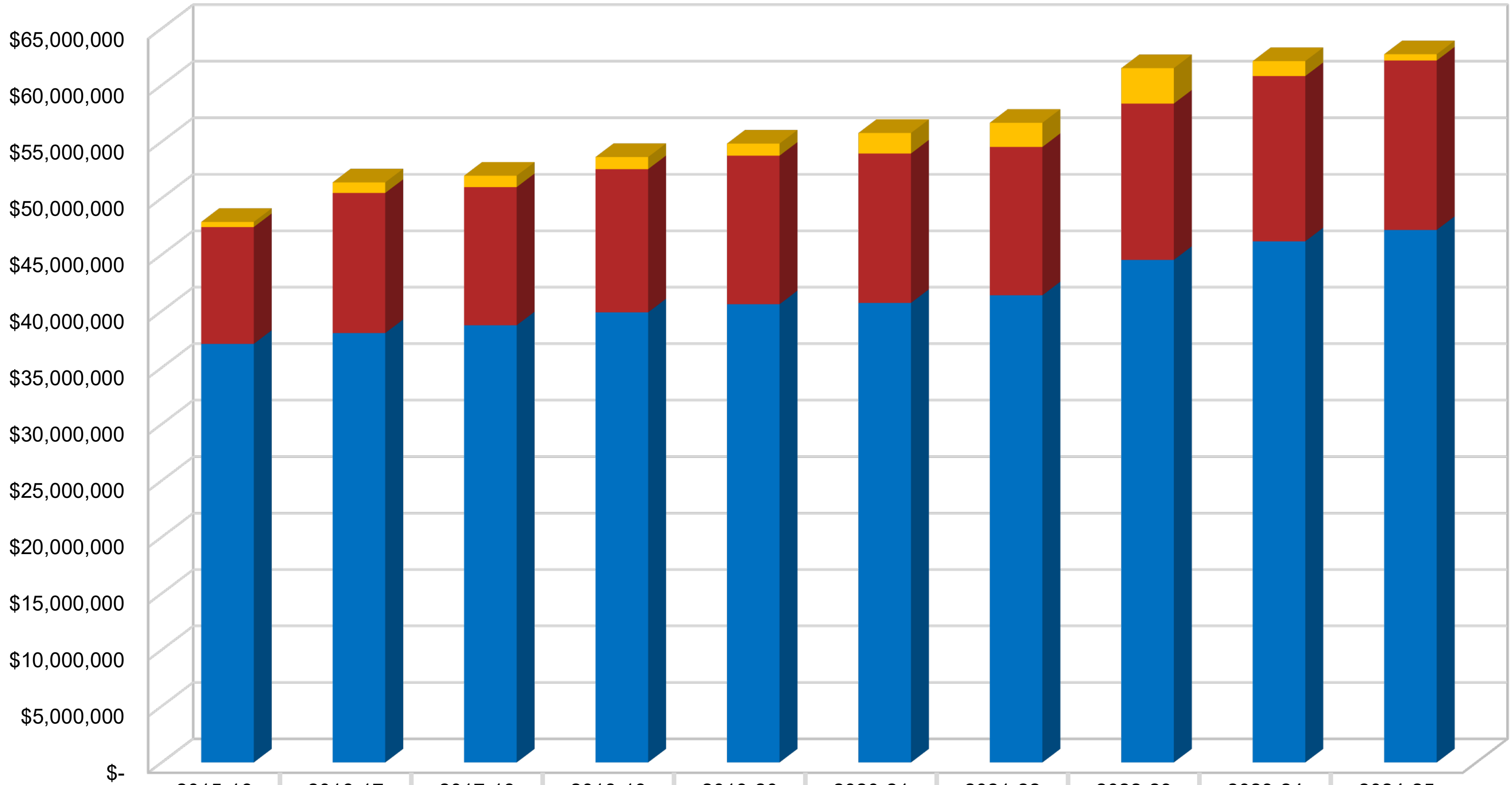


2024-25 General Fund Budget

Revenue by Source



History of Revenue by Source



	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24 Est.	2024-25 Bud.
Federal	452,904	933,503	1,011,717	1,071,594	1,068,936	1,813,146	2,140,105	3,134,285	1,323,514	552,727
State	10,339,340	12,405,118	12,230,945	12,675,271	13,150,093	13,223,715	13,129,342	13,840,025	14,627,318	14,998,295
Local	37,094,180	38,047,783	38,737,224	39,883,016	40,600,409	40,721,263	41,393,472	44,523,010	46,170,535	47,177,082

2024-25 General Fund Budget

2.5% Tax Increase (0.45 Mills)

Account Type	2023-24 Budget	2023-24 Projected	2024-25 Proposed	Difference	% Change
Total Fund Balance - Beginning	11,831,967	12,286,891	13,148,787	861,896	7.01
Revenue					
Local	45,059,443	46,170,535	47,077,082	906,547	1.96
State	14,093,201	14,627,318	14,998,295	370,977	2.54
Federal	1,112,666	1,323,514	552,727	(770,787)	(58.24)
*Gain / Loss on Investments **	*(135,000)*	-	*100,000*	*100,000*	-
Total Revenue	**60,130,310**	**62,121,367**	**62,728,104**	**606,737**	**0.98**
Expenditures	54,214,876	55,562,946	57,084,135	1,521,189	2.74
*Budgetary Reserve **	*480,000*	-	*480,000*	*480,000*	-
Debt Service	2,831,429	2,831,429	2,833,640	2,211	*0.08*
Transfer to Capital Reserve	2,865,096	2,865,096	2,990,464	125,368	4.38
Total Expenditures and Transfers	**60,391,401**	**61,259,471**	**63,388,239**	**2,128,768**	**3.48**
Operating Balance	(261,091)	861,896	(660,135)		
Adjusted Operating Balance *	*353,909*	*861,896*	*(280,135)*		
Total Fund Balance - Ending	**11,570,876**	**13,148,787**	**12,488,652**		
Assigned for Retirement	1,111,500	1,111,500	1,111,500		
Assigned for Lost Appeals	78,710	78,710	78,710		
Assigned for Technology	32,005	32,005	32,005		
Assigned for Capital Expenditures	5,922,643	6,722,643	6,722,643	** Proposed $800K from 23-24*	
Unassigned Fund Balance	4,426,018	5,203,929	4,543,794		
Total Fund Balance	**11,570,876**	**13,148,787**	**12,488,652**		
% of Unassigned Fund Balance to Total Expenditures	7.33%	8.49%	7.17%		

Five-Year Budget Projection

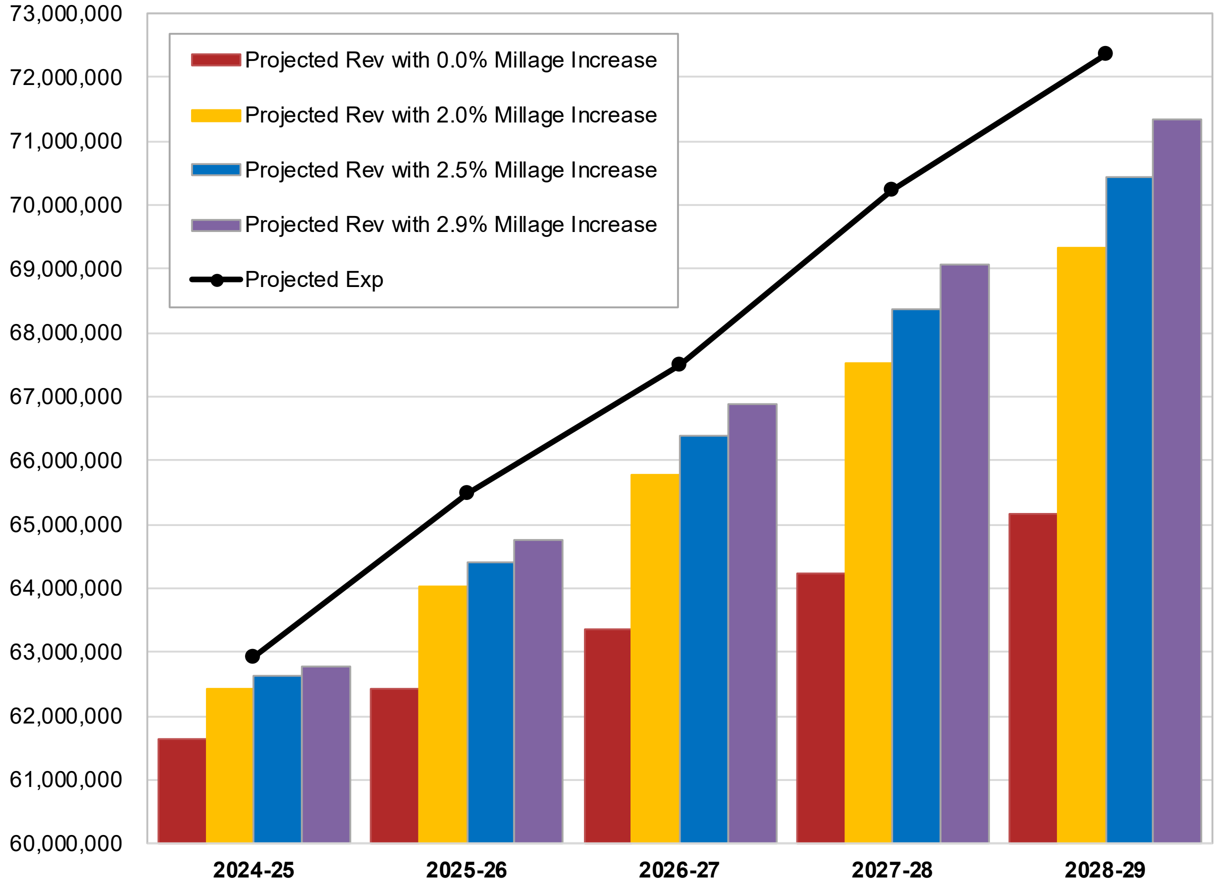
Account Type	2023-24 Budget	2023-24 Estimate	2024-25 Budget	Projected 2025-26	Projected 2026-27	Projected 2027-28	Projected 2028-29
Property Taxes (0.75% Growth, 2.5% Tax Inc)	39,916,302	40,006,994	41,254,398	42,589,378	43,967,837	45,391,196	46,860,918
Earned Income Tax	4,017,000	4,040,000	4,160,000	4,280,640	4,404,779	4,532,518	4,663,961
State Subsidies	7,479,000	8,007,363	8,296,000	8,440,390	8,587,430	8,737,172	8,889,665
Payroll Subsidies	5,176,521	5,154,709	5,373,082	5,793,502	6,118,058	6,426,069	6,741,523
Other Local & State Revenues	2,563,821	3,588,787	2,991,897	2,762,227	2,762,227	2,732,227	2,732,227
Federal Revenue	1,112,666	1,323,514	552,727	552,727	552,727	552,727	552,727
** Gain / Loss on Investments*	*(135,000)*	-	*100,000*	*300,000*	*300,000*	*100,000*	*100,000*
Total Revenue	**60,130,310**	**62,121,367**	**62,728,104**	**64,718,864**	**66,693,058**	**68,471,909**	**70,541,021**
Percent Increase				*3.2%*	*3.1%*	*2.7%*	*3.0%*
Salaries, Wages & Benefits	42,545,647	42,556,235	43,994,987	46,116,288	48,103,770	50,067,336	52,022,206
Purchased Services	8,960,241	9,399,106	9,904,188	10,231,533	10,556,660	10,895,986	11,250,162
Supplies, Textbooks, Utilities	2,050,428	2,915,035	2,303,830	2,273,211	2,163,773	2,755,552	2,248,585
Equipment, Dues & Fees	658,560	692,570	881,130	992,480	752,284	594,048	874,691
Debt Service, Cap Reserve Transfer	5,696,525	5,696,525	5,824,104	5,870,504	5,917,023	5,934,801	5,982,280
** Budgetary Reserve*	*480,000*	-	*480,000*	*480,000*	*480,000*	*480,000*	*480,000*
Total Expenses	**60,391,401**	**61,259,471**	**63,388,239**	**65,964,016**	**67,973,510**	**70,727,723**	**72,857,924**
Percent Increase				*4.1%*	*3.0%*	*4.1%*	*3.0%*
Operating Balance	(261,091)	861,896	(660,135)	(1,245,152)	(1,280,452)	(2,255,814)	(2,316,903)
**** Adjusted Operating Balance***	***353,909***	***861,896***	***(280,135)***	***(1,065,152)***	***(1,100,452)***	***(1,875,814)***	***(1,936,903)***
IFO Act 1 Index Forecast - As of November 2023			**5.3%**	**4.0%**	**3.6%**	**3.2%**	**3.1%**

Five-Year Budget Projection

2024/25 Estimated Median:
$220,000

Additional School Tax:

2.00%	$79
2.50%	$99
2.90%	$114



Adjusted Operating Balance 0.00%	(1,256,462)	(3,057,042)	(4,148,478)	(6,021,932)	(7,224,495)
Adjusted Operating Balance 2.00%	(475,400)	(1,467,465)	(1,722,128)	(2,729,725)	(3,036,501)
Adjusted Operating Balance 2.50%	(280,135)	(1,065,152)	(1,100,452)	(1,875,814)	(1,936,903)
Adjusted Operating Balance 2.90%	(123,923)	(741,886)	(598,724)	(1,183,627)	(1,041,641)

Capital Reserve Budget

Project Location and Description	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
Beginning Balance	**4,830,276**	**5,193,590**	**4,100,590**	**3,999,590**	**3,763,590**	**3,360,590**
Revenue	**3,583,015**	**2,963,516**	**2,942,739**	**2,877,277**	**2,888,281**	**3,771,972**
Expenditures						
Long-Range Planning - Feasibility Study	2,865,096	2,863,516	2,867,739	2,867,277	2,878,281	3,761,972
Early Childhood Center	-	-	-	-	-	-
Lampeter Elementary	95,000	740,000	55,000	55,000	55,000	55,000
Hans Herr Elementary	45,000	10,000	10,000	10,000	10,000	10,000
Martin Meylin Middle School	-	-	-	-	-	-
High School	49,000	13,000	13,000	13,000	13,000	13,000
Walnut Run Elementary	-	-	-	36,000	-	-
Campus	50,605	95,000	36,000	100,000	270,000	20,000
Outside Athletic Master Plan	30,000	255,000	-	-	-	-
Cafeteria Projects	85,000	80,000	62,000	32,000	65,000	20,000
Total Expenditures	**3,219,701**	**4,056,516**	**3,043,739**	**3,113,277**	**3,291,281**	**3,879,972**
Ending Balance	**5,193,590**	**4,100,590**	**3,999,590**	**3,763,590**	**3,360,590**	**3,252,590**

Policy Review

- Policy 609 – Investment of District Funds
- Policy 610 – Purchases Subject to Bid / Quotation
  - 610-AR-0 Purchases Subject to Bid / Quotation
- Policy 611 – Purchases Budgeted
  - 611-AR-0 Purchasing Procedures
  - 611-AR-1 Receiving Procedures
- Policy 612 – Purchases Not Budgeted
- Policy 613 – Cooperative Purchasing
  - 613-AR-0 Cooperative Purchasing

Next Steps

- Items from the Committee

- Next Steps:
  - May 6 Board Meeting
    - Proposed Final Budget
    - Maximum Parameters Resolution
    - Bond Purchase Agreement
    - Reimbursement Resolution
  - June 10 Board Meeting – Final Budget

- Next Committee Meeting Date:
  - October 28, 2024

Appendix

2024-25 General Fund Budget

Revenue & Expenditure Summary

	2022-23 ACTUAL	2023-24 BUDGET	2023-24 PROJECTED	2024-25 BUDGET	PROJECTED TO BUDGET % CHANGE	2024-25 BUDGET % OF TOTAL
BEGINNING FUND BALANCE:	**9,812,828**	**11,831,967**	**12,286,891**	**13,148,787**		
REVENUE						
6000 Local Sources	44,523,010	44,924,443	46,170,535	47,177,082	2.18	75.21
7000 State Sources	13,840,025	14,093,201	14,627,318	14,998,295	2.54	23.91
8000 Federal Sources	3,134,285	1,112,666	1,323,514	552,727	(58.24)	0.88
9000 Other Financing Sources	120,674	-	-	-	N/A	0.00
TOTAL REVENUE & OTHER FINANCING SOURCES:	**61,617,994**	**60,130,310**	**62,121,367**	**62,728,104**	**0.98**	**100.00**
EXPENDITURES						
1000 INSTRUCTIONAL PROGRAMS						
1100 Regular Instructional Programs	23,530,787	24,848,537	24,686,127	24,509,909	(0.71)	38.67
1200 Special Programs	9,518,312	9,709,818	10,681,980	11,423,217	6.94	18.02
1300 Vocational Education	993,514	1,049,828	1,067,233	1,087,128	1.86	1.72
1400 Other Instructional Programs	575,755	482,964	516,289	521,551	1.02	0.82
1500 Nonpublic School Programs	54,317	39,975	39,975	39,975	0.00	0.06
TOTAL 1000 INSTRUCTIONAL PROGRAMS	**34,672,685**	**36,131,122**	**36,991,604**	**37,581,780**	**1.60**	**59.29**
2000 SUPPORT SERVICES						
2100 Students	2,508,529	2,527,477	2,555,563	2,733,370	6.96	4.31
2200 Instructional Staff	1,052,553	1,096,213	1,132,463	1,117,931	(1.28)	1.76
2300 Administration	3,032,399	3,335,999	3,255,410	3,391,187	4.17	5.35
2400 Pupil Health	676,320	655,057	678,690	748,054	10.22	1.18
2500 Business	542,174	608,536	591,098	613,622	3.81	0.97
2600 Operations and Maintenance	4,531,652	4,817,693	4,885,494	5,289,584	8.27	8.34
2700 Student Transportation	2,130,004	2,104,231	2,200,938	2,339,320	6.29	3.69
2800 Central	2,099,312	1,725,546	2,033,853	2,001,128	(1.61)	3.16
2900 Other	26,485	27,400	27,400	27,400	0.00	0.04
TOTAL 2000 SUPPORT SERVICES	**16,599,428**	**16,898,152**	**17,360,909**	**18,261,596**	**5.19**	**28.81**

2024-25 General Fund Budget

Revenue & Expenditure Summary

	2022-23 ACTUAL	2023-24 BUDGET	2023-24 PROJECTED	2024-25 BUDGET	PROJECTED TO BUDGET % CHANGE	2024-25 BUDGET % OF TOTAL
3000 OPERATION OF NON-INSTRUCTIONAL SERVICES						
3200 Student Activities	1,152,248	1,177,852	1,202,683	1,233,009	2.52	1.95
3300 Community Services	6,000	6,000	6,000	6,000	0.00	0.01
3400 Scholarships and Awards	1,750	1,750	1,750	1,750	0.00	0.00
TOTAL 3000 NON-INSTRUCTIONAL SERVICES	**1,159,998**	**1,185,602**	**1,210,433**	**1,240,759**	**2.51**	**1.96**
4000 FACILITIES CONSTRUCTION & IMPROVEMENT						
4600 Existing Building Improvements	822,487	-	-	-	N/A	0.00
TOTAL 4000 FACILITIES CONSTR & IMPROVEMENT	**822,487**	**-**	**-**	**-**	**N/A**	**0.00**
5000 OTHER FINANCING USES						
5100 Debt Service	2,821,278	2,831,429	2,831,429	2,833,640	0.08	4.47
5200 Capital Reserve Fund Transfer	2,903,578	2,865,096	2,865,096	2,990,464	4.38	4.72
5200 Food Service Fund Transfer	-	-	-	-	N/A	0.00
5900 Budgetary Reserve	-	480,000	-	480,000	N/A	0.76
TOTAL 5000 OTHER FINANCING USES	**5,724,856**	**6,176,525**	**5,696,525**	**6,304,104**	**10.67**	**9.95**
TOTAL EXPENDITURES & OTHER FINANCING USES:	**58,979,454**	**60,391,401**	**61,259,471**	**63,388,239**	**3.48**	**100.00**
CHANGE IN FUND BALANCE:	**2,638,540**	**(261,091)**	**861,896**	**(660,135)**		
ENDING FUND BALANCE:	**12,451,368**	**11,570,876**	**13,148,787**	**12,488,652**		
NONSPENDABLE FUND BALANCE (INVENTORY):	164,477	-	-	-		
ASSIGNED FOR RETIREMENT:	1,111,500	1,111,500	1,111,500	1,111,500		
ASSIGNED FOR LOST ASSESSMENT APPEALS:	171,710	78,710	78,710	78,710		
ASSIGNED FOR TECHNOLOGY:	32,005	32,005	32,005	32,005		
ASSIGNED FOR CAPITAL EXPENDITURES:	5,922,643	5,922,643	6,722,643	6,722,643		
UNASSIGNED FUND BALANCE:	5,049,033	4,426,018	5,203,929	4,543,794		
TOTAL FUND BALANCE:	**12,451,368**	**11,570,876**	**13,148,787**	**12,488,652**		

2024-25 General Fund Budget

Comparison of 2023-24 Projected to 2024-25 Proposed

REVENUES – Overall Increase of $ 606,737

Increases

- $ 1,247,404 (3.2%) Real Estate, Interim, Delinquent Taxes
  - 2.5% Millage Increase
  - 0.64% Growth
  - 97% Collection
- $ 218,373 Social Security and Retirement Reimbursements
  - Tied to Wages
- $ 217,730 (4%) Basic Education Subsidy
- $ 120,000 (3%) Earned Income Taxes
- $ 37,000 (2.2%) Special Education Subsidy
- $ 33,907 (4%) Transportation Subsidy

Decreases

- $ 770,787 Federal Revenue
  - Loss of ESSER Funds
- $ 300,000 Interest Income, Capital Gain / Loss
- $ 136,033 PCCD Safety & Security Grant
  - Pending Grant Application Approval
- $ 60,857 Other Local & State Revenues

EXPENDITURES – Overall Increase of $ 2,128,768

Increases

- $ 891,104 (3.48%) Salaries & Wages
  - 4.25% Wage Increase (per CBA)
  - Personnel Changes – Retirements
  - New Early Childhood Center Positions
- $ 547,648 (3.23%) Benefits
  - $ 454,225 Social Security & Retirement Expense
  - $ 86,536 (1.43%) Health Insurance
- $ 480,000 Budgetary Reserve
- $ 378,050 Special Budget Requests
  - See Next Slides
- $ 217,383 (6%) Special Education Services
- $ 127,579 Debt Service / Capital Reserve Transfer
- $ 120,000 Textbook Adoption Cycle
- $ 117,203 (10%) Utilities
- $ 75,681 (20%) Property & Liability Insurance
- $ 60,920 (4%) Transportation Services
- $ 41,000 Charter School Tuition (Flat Enrollment)
- $ 21,292 Disposal Services
  - $16,100 for New Early Childhood Center
- $ 15,908 Other Expenses
- $ 15,000 Maintenance Contracts

Decreases

- $ 980,000 Early Childhood Center Start-Up Costs

2024-25 General Fund Budget
Equipment & Special Budget Requests

Student Services:
- Requesting Annual Budget Allocation Increase for:
  - Board Certified Behavior Analyst (BCBA) - $85,000
    - Estimated 5% Increase Moving Forward
    - Previously Covered with ESSER Funds
  - Student Assistance Program (SAP) - $35,000
    - Estimated 5% Increase Moving Forward
    - Prior to COVID, Budget was $9,500 but Increased Days at MM and HS (Covered with ESSER Funds)

Maintenance / Custodial:
- Two (2) Disk Auto Scrubbers (LE, HS) - $14,600
- Two (2) Orbital Floor Machines (LE, HH) - $7,400

Technology:
- Small Desktops for Security & General Kiosks - $22,500
- Network Core Switches - $25,000
- Paging System (HS) - $16,000
- Projectors (LE, HH) - $80,000
- Requesting Annual Percentage Increases to:
  - Contracted Services, Repairs / Maintenance, Network Security, Software, Communications
  - 5% for 2024/25, Estimated 3% Moving Forward

Transportation (See Replacement Schedule):
- Two (2) Vans - $140,000
  - Wheelchair Accessible & Standard

Athletics (See Replacement Schedule):
- Porta Phone Football Headset - $2,300
- JV Softball Batting Cage - $11,100
- Scoreboard & Scoring Table (HS Gym) - $51,000
- Requesting Annual Percentage Increases to:
  - Officials – Tied to PIAA Rates (3%)
  - Transportation – Tied to Shultz (4%)

Music (See Replacement Schedule):
- Elementary Band - $16,000
- Secondary Band - $20,000
- Orchestra - $4,000

Software / Instructional Content:
- EdInsight - $30,000 (ESSER)
- Quizziz - $9,000 (ESSER)
- PA-ETEP Evaluation System - $20,000
- Usage & Student Privacy Evaluator - $9,000

2024-25 General Fund Budget

Equipment & Special Budget Requests

TRANSPORTATION	2024-25	2025-26	2026-27	2027-28	2028-29
Standard Van	60,000	61,800	63,654	-	67,531
Standard Van	-	61,800	-	-	67,531
Wheelchair Accessible Van	80,000	-	-	87,418	-
Total Transportation Replacement	**140,000**	**123,600**	**63,654**	**87,418**	**135,062**

TECHNOLOGY	2024-25	2025-26	2026-27	2027-28	2028-29
Chromebooks (Remaining Leases)	72,200	65,800	-	-	-
Chromebooks (Full Purchase Price)	133,500	133,500	267,000	133,500	133,500
iPads	-	-	-	-	300,000
Laptops	-	300,000	-	-	-
Computer Labs (CAD, eSports, Graphics, Video)	16,900	30,000	-	60,000	-
Server / Battery Modules	5,000	-	100,000	-	-
Total Technology Replacement	**227,600**	**529,300**	**367,000**	**193,500**	**433,500**

TEXTBOOK ADOPTIONS	2024-25	2025-26	2026-27	2027-28	2028-29
Math - Elementary	210,000	-	-		-
Math - Middle School	-	-	-	150,000	-
Math - Algebra I	35,000	-	-		-
ELA - Elementary	-	-	-	450,000	-
ELA - Middle School	-	-	-	-	-
ELA - 9th & 10th Grade	-	150,000	-	-	-
Total Textbook Adoptions	**245,000**	**150,000**	**-**	**600,000**	**-**

2024-25 General Fund Budget

Equipment & Special Budget Requests

ATHLETICS	**2024-25**	**2025-26**	**2026-27**		
Squat Racks for Weight Room	-	-	-	* Picked Up in 22/23	
High Jump Pit with Weather Cover	-	-	-	* Picked Up in 23/24	
Pole Vault Pit with Weather Cover	-	-	-	* Picked Up in 23/24	
Porta Phone Football Headset	2,300	-	-		
Scoreboard and Scoring Table for HS	51,000	-	-		
JV Softball Batting Cage	11,100	-	-		
AEDs for Track, Fieldhouse, Amenities Building	-	6,750	-		
Sound System - Softball	-	4,200	-		
Fitness Center Equipment	-	32,000	-		
Ice Machine for Amenities Building	-	-	10,000		
Athletic Trainer Utility Vehicle	-	-	15,000		
Discus Net System	-	-	4,000		
Total Athletics	**64,400**	**42,950**	**29,000**		
MUSIC	**2024-25**	**2025-26**	**2026-27**	**2027-28**	**2028-29**
Instruments - Band & Orchestra	40,000	37,000	33,000	23,500	16,500
Marching Band Uniforms (Every 10-12 Years)	-	-	-	-	-
Choir Robes	-	-	-		-
Total Music	**40,000**	**37,000**	**33,000**	**23,500**	**16,500**

Credit Rating Information

Moody's US K-12 Public School Districts Methodology	
Rating Factor	Weight
Economy	
Resident Income	10%
Full Value per Capita	10%
Enrollment Trend	10%
Financial Performance	
Available Fund Balance Ratio	20%
Net Cash Ratio	10%
Leverage	
Long-Term Liabilities Ratio	20%
Fixed-Costs Ratio	10%
Institutional Framework	10%

Ratings	
Moody's	S & P
Aaa	AAA
Aa1	AA+
Aa2	AA
Aa3	AA-
A1	A+
A2	A
A3	A-
Baa1	BBB+
Baa2	BBB+
Baa3	BBB-
Ba1/Ba2/Ba3	BB+/BB/BB-
B1/B2/B3	B+/B/B-
Caa1/Caa2/Caa3	CCC+/CCC/CCC-

MARTIN MEYLIN MIDDLE SCHOOL AND HANS HERR ELEMENTARY SCHOOL STUDY

$75M FOR MARTIN MEYLIN MS AND HANS HERR ES - DOES NOT INCLUDE HIGH SCHOOL RENOVATIONS, LAMPETER ELEMETARY RENOVATIONS, STADIUM FIELD HOUSE PROJECT, ETC.

1	2	3	4	5	6	7	8	9	10	11	12	13
		Martin Meylin		Hans Herr								
Fiscal Year Ending June 30	Total Net Outstanding D/S	PROPOSED Series of 2024 $23,000,000 Project Fund Net D/S	PROPOSED Series of 2025 $23,000,000 Project Fund Net D/S	PROPOSED Series of 2027 $15,000,000 Project Fund Net D/S	PROPOSED Series of 2028 $14,000,000 Project Fund Net D/S	Less: Interest Earnings/SD Reserves	Total Net D/S	Value of 1 Mil	New Mills Required	Total Mills in Place	Dollars Appropriated	Debt Service Budget Surplus (Deficit)
2024	2,801,759	-	-	-	-		2,801,759	2,272,184	0.050	2.53	5,748,626	2,946,868
2025	2,804,151	821,975	-	-	-		3,626,126	2,290,362	0.000	2.53	5,794,615	2,168,489
2026	2,800,746	1,094,100	985,785	-	-		4,880,631	2,308,685	0.000	2.53	5,840,972	960,341
2027	2,802,031	1,093,900	1,122,150	-	-		5,018,081	2,327,154	0.000	2.53	5,887,700	869,619
2028	2,791,856	1,093,700	1,121,950	654,380	-		5,661,886	2,345,771	0.000	2.53	5,934,801	272,916
2029	1,909,000	1,353,500	1,241,750	744,600	616,416		5,865,266	2,364,537	0.000	2.53	5,982,280	117,014
2030	1,912,500	1,350,250	1,236,750	744,400	701,350		5,945,250	2,383,454	0.000	2.53	6,030,138	84,888
2031	1,912,750	1,351,500	1,235,500	744,200	701,150		5,945,100	2,402,521	0.000	2.53	6,078,379	133,279
2032	1,909,750	1,352,000	1,239,000	744,000	700,950		5,945,700	2,421,742	0.000	2.53	6,127,006	181,306
2033	1,908,500	1,351,750	1,242,000	743,750	700,750		5,946,750	2,441,115	0.000	2.53	6,176,022	229,272
2034	1,908,750	1,350,750	1,239,500	743,500	700,500		5,943,000	2,460,644	0.000	2.53	6,225,430	282,430
2035	1,910,250	1,349,000	1,241,750	743,250	700,250		5,944,500	2,480,330	0.000	2.53	6,275,234	330,734
2036	1,912,750	1,346,500	1,243,500	743,000	700,000		5,945,750	2,500,172	0.000	2.53	6,325,436	379,686
2037	1,911,000	1,348,250	1,239,750	742,750	699,750		5,941,500	2,520,174	0.000	2.53	6,376,039	434,539
2038	-	3,264,000	1,235,750	742,500	699,500		5,941,750	2,540,335	0.000	2.53	6,427,047	485,297
2039	-	3,263,000	1,236,500	742,250	699,250		5,941,000	2,560,658	0.000	2.53	6,478,464	537,464
2040	-	3,261,250	1,241,750	742,000	699,000		5,944,000	2,581,143	0.000	2.53	6,530,292	586,292
2041	-	3,263,500	1,236,250	741,750	698,750		5,940,250	2,601,792	0.000	2.53	6,582,534	642,284
2042	-	3,264,250	1,235,500	741,500	698,500		5,939,750	2,622,606	0.000	2.53	6,635,194	695,444
2043	-	3,263,250	1,239,250	741,250	698,250		5,942,000	2,643,587	0.000	2.53	6,688,276	746,276
2044	-	3,260,250	1,242,250	741,000	698,000		5,941,500	2,664,736	0.000	2.53	6,741,782	800,282
2045	-	-	4,499,500	740,750	697,750		5,938,000	2,686,054	0.000	2.53	6,795,716	857,716
2046	-	-	4,503,250	740,500	697,500		5,941,250	2,707,542	0.000	2.53	6,850,082	908,832
2047	-	-	4,503,000	740,250	697,250		5,940,500	2,729,203	0.000	2.53	6,904,883	964,383
2048	-	-	4,503,500	740,000	702,000		5,945,500	2,751,036	0.000	2.53	6,960,122	1,014,622
2049	-	-	4,499,250	739,750	696,500		5,935,500	2,773,045	0.000	2.53	7,015,803	1,080,303
2050	-	-	-	5,239,500	696,250		5,935,750	2,795,229	0.000	2.53	7,071,929	1,136,179
2051	-	-	-	5,239,250	696,000		5,935,250	2,817,591	0.000	2.53	7,128,504	1,193,254
2052	-	-	-	5,242,750	695,750		5,938,500	2,840,131	0.000	2.53	7,185,532	1,247,032
2053	-	-	-	509,250	5,420,500		5,929,750	2,862,852	0.000	2.53	7,243,017	1,313,267
2054	-	-	-	-	5,934,000		5,934,000	2,885,755	0.000	2.53	7,300,961	1,366,961
2055	-	-	-	-	3,780,000		3,780,000	2,908,841	0.000	2.53	7,359,369	3,579,369
TOTAL	31,195,792	39,096,675	45,565,135	32,472,080	31,825,866	-	180,155,548		0.050			

(2) Annual Net Debt Service for Series of 2017 Notes, 2021 Bonds, and 2022 Bonds.

(3) Proposed Series of 2024, $21,790,000 New Money Dated April 15, 2024. Current rates (+) 50 bps. Local Effort 100%. Produces $23MM for project.

(4) Proposed Series of 2025, $22,375,000 New Money Dated April 15, 2025. Current rates (+) 50 bps. Local Effort 100%. Produces $23MM for project.

(5) Proposed Series of 2027, $14,800,000 New Money Dated April 15, 2027. Current rates (+) 50 bps. Local Effort 100%. Produces $15MM for project.

(6) Proposed Series of 2028, $13,935,000 New Money Dated April 15, 2028. Current rates (+) 50 bps. Local Effort 100%. Produces $14MM for project.

(9) FY 2022-23 mill is worth $2,254,151 and grows at a rate of .80% a year per the administration as of October 2022.

(11) Mills in place for prior debt.

RAYMOND JAMES

Five-Year Budget Projection

	2023-24		2024-25		Projected				
Account Type	**Budget**	**Estimate**	**Budget**	**Factor**	**2025-26**	**2026-27**	**2027-28**	**2028-29**	**Notes**
Property Taxes	39,916,302	40,006,994	41,254,398		42,589,378	43,967,837	45,391,196	46,860,918	0.75% Assessment Growth 2.5% Tax Increase
Earned Income Tax	4,017,000	4,040,000	4,160,000	2.90%	4,280,640	4,404,779	4,532,518	4,663,961	
Interest Income	250,000	1,100,000	700,000		500,000	500,000	500,000	500,000	
* *Gain / Loss on Investments*	*(135,000)*	-	*100,000*		*300,000*	*300,000*	*100,000*	*100,000*	
Other Local Revenues	876,141	1,023,541	962,684		962,684	962,684	962,684	962,684	
Basic Ed Subsidy	5,100,000	5,482,270	5,700,000	2.00%	5,814,000	5,930,280	6,048,886	6,169,864	
Special Ed Subsidy	1,600,000	1,673,000	1,710,000	1.00%	1,727,100	1,744,371	1,761,815	1,779,433	
Transportation Subsidy	779,000	852,093	886,000	1.50%	899,290	912,779	926,471	940,368	
Soc. Sec. Reimb.	910,093	904,541	962,327		1,017,852	1,057,548	1,097,206	1,135,608	Tied to Wages
PSERS Reimb.	4,266,428	4,250,168	4,410,755		4,775,650	5,060,510	5,328,863	5,605,915	Tied to Wages & PSERS Est. Rates
Other State Revenues	1,437,680	1,465,246	1,329,213		1,299,543	1,299,543	1,269,543	1,269,543	
Federal Programs (Title)	591,027	552,891	552,727		552,727	552,727	552,727	552,727	
ESSER Funds	521,639	770,623	-		-	-	-	-	
Total Revenue	**60,130,310**	**62,121,367**	**62,728,104**		**64,718,864**	**66,693,058**	**68,471,909**	**70,541,021**	
Percent Increase					*3.2%*	*3.1%*	*2.7%*	*3.0%*	
Wages	25,560,950	25,585,802	26,476,906		27,509,505	28,582,376	29,654,215	30,692,113	Tied to CBA
Social Security	1,884,924	1,888,302	1,958,138		2,035,703	2,115,096	2,194,412	2,271,216	Tied to Wages
PSERS	8,453,597	8,411,829	8,796,218		9,551,300	10,121,019	10,657,725	11,211,829	Tied to Wages & PSERS Est. Rates
Health Insur.	5,992,396	6,037,981	6,124,517	4.00%	6,369,498	6,624,278	6,889,249	7,164,819	
Other Benefits	653,780	632,321	639,208		650,282	661,001	671,735	682,229	
Special Ed	3,316,211	3,766,326	3,983,709	5.00%	4,182,895	4,392,040	4,611,642	4,842,224	
Transportation	1,527,920	1,565,720	1,626,640	4.00%	1,691,706	1,742,457	1,794,731	1,848,573	
Charter Tuition	1,013,500	950,000	991,000	3.00%	1,020,730	1,051,352	1,082,893	1,115,380	
Other Services	3,102,610	3,117,060	3,302,839		3,336,202	3,370,811	3,406,720	3,443,985	
Supplies, Books, Software	1,028,778	2,028,308	1,179,900		1,192,163	1,204,794	1,217,804	1,231,205	3% Software Increase
Energy & Fuel	921,650	786,727	903,930	3.00%	931,048	958,979	987,748	1,017,380	
Textbook Adoptions	100,000	100,000	220,000		150,000	-	550,000	-	Per Long Range Plan
Equipment, Dues and Fees	658,560	692,570	881,130		992,480	752,284	594,048	874,691	Per Long Range Plan
Debt Service	2,831,429	2,831,429	2,833,640		2,830,278	2,831,354	2,791,856	1,909,000	
* *Budgetary Reserve*	*480,000*	-	*480,000*		*480,000*	*480,000*	*480,000*	*480,000*	
Capital Reserve Transfer	2,865,096	2,865,096	2,990,464		3,040,226	3,085,669	3,142,945	4,073,280	
* *Food Service Transfer*	-	-	-		-	-	-	-	
Total Expenses	**60,391,401**	**61,259,471**	**63,388,239**		**65,964,016**	**67,973,510**	**70,727,723**	**72,857,924**	
Percent Increase					*4.1%*	*3.0%*	*4.1%*	*3.0%*	
Operating Balance	**(261,091)**	**861,896**	**(660,135)**		**(1,245,152)**	**(1,280,452)**	**(2,255,814)**	**(2,316,903)**	
**** Adjusted Operating Balance***	***353,909***	***861,896***	***(280,135)***		***(1,065,152)***	***(1,100,452)***	***(1,875,814)***	***(1,936,903)***	

Index and Millage Rate Increase History

	Fiscal Year										Averages	
	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	10 Year	5 Year
Act 1 Base Index	2.10	1.90	2.40	2.50	2.40	2.30	2.60	3.00	3.40	4.10	2.67	3.08
Act 1 Adjusted Index for L-S	2.50	2.20	2.80	2.90	2.80	2.70	3.00	3.50	4.00	4.10	3.05	3.46
Percent Increase in L-S Millage	*0.90	1.30	1.90	1.50	1.50	1.70	0.00	1.90	1.90	2.20	1.48	1.54
Avg Increase Lancaster County Districts	2.03	1.71	2.79	2.22	2.15	2.15	0.87	1.75	2.38	2.29	2.03	1.89

10 out of 10 years - L-S was below or at the index
9 out of 10 years - L-S was below the county average

* 1.26% net increase when factoring in elimination of the per capita tax

The Act 1 base index is calculated by averaging the percent increases in the Pennsylvania Statewide Average Weekly Wage (SAWW) and the Federal Employment Cost Index (ECI) for elementary/secondary schools.

Additionally, for school districts with a market value/personal income aid ratio (MV/PI AR) greater than 0.4000, the value of their index is adjusted upward by multiplying the base index by the sum of 0.75 and their MV/PI AR. For example, if the base index is 2.4% and the school district's MV/PI AR is 0.6000, the school district's adjusted index is 2.4% x (0.75 + 0.6000) = 3.2%.

Lancaster County Millage Rates

DISTRICT	2023-24 MILLAGE	LOCAL REVENUE %
Cocalico	20.1978	67%
Columbia Borough	26.4600	39%
Conestoga Valley	15.3776	68%
Donegal	19.3737	62%
Eastern Lancaster County	13.2981	71%
Elizabethtown Area	19.1671	68%
Ephrata Area	18.8200	65%
Hempfield	17.6893	72%
Lampeter-Strasburg	17.9629	75%
Manheim Central	16.0438	69%
Manheim Township	16.6921	77%
Penn Manor	17.9363	66%
Pequea Valley	16.2980	70%
School District of Lancaster	24.0186	36%
Solanco	12.2696	50%
Warwick	16.4611	69%

DISTRICT	2023-24 MILLAGE	RANK
Columbia Borough	26.4600	1
School District of Lancaster	24.0186	2
Cocalico	20.1978	3
Donegal	19.3737	4
Elizabethtown Area	19.1671	5
Ephrata Area	18.8200	6
Lampeter-Strasburg	17.9629	7
Penn Manor	17.9363	8
Hempfield	17.6893	9
Manheim Township	16.6921	10
Warwick	16.4611	11
Pequea Valley	16.2980	12
Manheim Central	16.0438	13
Conestoga Valley	15.3776	14
Eastern Lancaster County	13.2981	15
Solanco	12.2696	16

Capital Reserve Fund Summary

Project Location and Description	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
Beginning Balance (Acct 32-0820)	4,830,276	5,193,590	4,100,590	3,999,590	3,763,590	3,360,590
Revenue						
Transfer from Gen. Fund - Note 1	-	-	-	-	-	-
Transfer from Gen. Fund due to Debt Reduction - Note 2	2,749,121	2,746,729	2,750,134	2,748,849	2,759,024	3,641,880
Transfer from Gen. Fund for Long Range Planning - Note 3	115,975	116,787	117,605	118,428	119,257	120,092
Sale of Strasburg Elementary	527,919					
Interest Earnings	190,000	100,000	75,000	10,000	10,000	10,000
Total Fund Available for Projects:	8,413,291	8,157,106	7,043,329	6,876,867	6,651,871	7,132,562
Total Expenditures	3,219,701	4,056,516	3,043,739	3,113,277	3,291,281	3,879,972
Ending Balance	5,193,590	4,100,590	3,999,590	3,763,590	3,360,590	3,252,590

Notes

1 Gen. Fund surplus historically transferred to Cap. Reserve. Since outcome for remaining years is unknown, no transfer shown.

2 Total reduction of approx. $3.4M in 2022-23 and beyond. 2021 and 2022 borrowing netted against 2021-22 debt service baseline. Board and Admin. are working on Long-Range Planning incl. Debt Service

3 Millage rate bump for 7/1/2023 plus 0.7% annual assessment growth

FS Feasibility Study, project also reviewed as part of Study

Long-Range Planning - FS	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
Professional Services - TBD	655,000	500,000	500,000	500,000	500,000	500,000
Renovation Projects - TBD	2,210,096	2,363,516	2,367,739	2,367,277	2,378,281	3,261,972
Total:	2,865,096	2,863,516	2,867,739	2,867,277	2,878,281	3,761,972

Capital Reserve Fund

Expenditure Detail

Lampeter Elementary	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
Roof Maintenance - FS	5,000	5,000	5,000	5,000	5,000	5,000
Replace Florida Heat Pumps - FS	40,000	50,000	50,000	50,000	50,000	50,000
Update Card Access	50,000					
Excavate and Install Drain Outside Gym Wall		100,000				
Remove and Replace Leaking Window Flashing		150,000				
Concrete Work - FS						
Playground Equipment and Poured Rubber Surface		435,000				
Total:	95,000	740,000	55,000	55,000	55,000	55,000

Hans Herr Elementary	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
Paint Media Center - FS						
Install Sound Baffles in Gym	35,000					
Upgrade Video Camera System - FS						
Install Cameras in Bus Loop, Playground, 3rd Grade - FS						
Painting and Sealing - FS						
Roof Repairs and Renovation - FS	10,000	10,000	10,000	10,000	10,000	10,000
Total:	45,000	10,000	10,000	10,000	10,000	10,000

Martin Meylin Middle School	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
Replace Front Entry Steps and Concrete Landing - FS						
Repair Curbing and Asphalt in front of MM - FS						
Grand Hallway Floor Replacement - FS						
Paint LGI Room - FS						
Replace Gym Lobby Doors and Hardware - FS						
Roof Repairs and Renovations - FS						
Total:	-	-	-	-	-	-

High School	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
Replace Lights (Rm: 227,229,231,233,234,236) - FS						
Audio System Replacement in the PAC - FS						
Repair Terrazzo Floor in Several Areas - FS						
Electrical Gear to be Evaluated						
Lighting Upgrade to be Evaluated						
Install New Window Blinds	36,000					
PAC Upkeep / Repairs						
Lower Brick Wall by Band Entry - FS						
Plaster Repairs	3,000	3,000	3,000	3,000	3,000	3,000
Roof Repairs and Maintenance - FS	10,000	10,000	10,000	10,000	10,000	10,000
Total:	49,000	13,000	13,000	13,000	13,000	13,000

Capital Reserve Fund

Expenditure Detail

Walnut Run Elementary - FS	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
Repoint Foundation and Brickwork - FS				36,000		
Total:	-	-	-	36,000	-	-

Campus	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
Maintenance Building Roof Repairs - FS						
Card Access to Outside Buildings and Lights - FS						
Track Lighting	5,400					
Track Retop TBD					250,000	
Swimming Scoreboard Repairs	8,055					
Varsity Baseball Dugout Repairs				80,000		
Varsity Baseball Infield Renovations		75,000				
Junior Varsity Baseball Infield Renovations			16,000			
Stormwater Drainage Piping to be Evaluated						
Siemens Panel Upgrades	12,150					
Sidewalk Repair - FS						
Line Painting	10,205					
Roadway and Parking Lot Asphalt Repairs	14,795	20,000	20,000	20,000	20,000	20,000
Total:	50,605	95,000	36,000	100,000	270,000	20,000

Outside Athletic Master Plan	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
Stage 4 Projects - per 2014 Field Study						
Practice Football Field Renovation		30,000				
Lights on Varsity Softball Field		225,000				
Asphalt Walkway to Ball Fields	30,000					
Renovate Stadium Fieldhouse - FS						
Turf Repl. $430-450,000 est per field 2029-2031						
Total:	30,000	255,000	-	-	-	-

Capital Reserve Fund
Expenditure Detail

Cafeteria Projects	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
Lampeter Elementary						
Replace Freezer & Refrigerator Compressors	12,000	15,000				
Hans Herr						
Replace Milk Coolers	8,000	10,000				
Replace Flat Top Grill / Oven Combo						
Replace Freezer & Refrigerator Compressors			12,000	12,000		
Martin Meylin						
Replace Two Roll-Through Refrigerators	10,000					
Replace Roll-Through Warmer	12,000					
High School						
Replace Two Roll-Through Refrigerators	8,000					
Replace Milk Cooler		10,000				
Add Flat Top Grill / Oven Combo	15,000					
Replace Convection Oven		25,000				
Replace Dishwasher					45,000	
Replace Freezer Compressor			15,000			
Replace Compressor in Walk-In Cooler			15,000			
All Kitchens						
Preventive Maintenance on Equipment	20,000	20,000	20,000	20,000	20,000	20,000
Total Cafeteria Projects:	85,000	80,000	62,000	32,000	65,000	20,000
Total Capital Reserve Project Costs:	3,219,701	4,056,516	3,043,739	3,113,277	3,291,281	3,879,972
Ending Fund Balance:	5,193,590	4,100,590	3,999,590	3,763,590	3,360,590	3,252,590