

**School District of Cheltenham Township
2013-2014 Final Budget
Adopted June 11, 2013**



**2000 Ashbourne Rd
Elkins Park, PA 19027
Montgomery County, Pennsylvania
www.cheltenham.org**

Association of School Business Officials International



This Meritorious Budget Award is presented to

SCHOOL DISTRICT OF CHELTENHAM TOWNSHIP

*For excellence in the preparation and issuance of its school entity's budget
for the Fiscal Year 2012-2013.*

The budget adheres to the principles and standards
of ASBO International's Meritorious Budget Award criteria.



A handwritten signature in black ink, appearing to read 'Ron McCulley', written over a horizontal line.

Ron McCulley, CPPB, RSBO
President

A handwritten signature in black ink, appearing to read 'John D. Musso', written over a horizontal line.

John D. Musso, CAE, RSBA
Executive Director

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INTRODUCTORY SECTION

**SCHOOL DISTRICT OF CHELTENHAM TOWNSHIP
Elkins Park, PA 19027**

**Organization
Board of Directors**

Tina Viletto President
James F. Butt Vice President
Paula Barvin Member
Stephanie H. Gray Member
Julie E. Haywood Member
Marc Lieberson Member
Napoleon Nelson Member
David M. Rackow Member
Mary L. Russell Member
Karen Washington (non voting) Treasurer
Eileen Wolf (non voting) Secretary

SCHOOL DISTRICT OF CHELTENHAM TOWNSHIP
Elkins Park, PA 19027

District Administration

Dr. Darlene G. DavisSuperintendent

Dr. Michael Lowe..... Assistant Superintendent

Matthew Malinowski.....Director of Business Affairs

Dr. Ray BaviDirector of Support Services

Lynn DavidDirector of Human Resources

Doris Galante..... Director of Special Education

Susan O’GradyDirector of Communications

VacantDirector of Education

Andrew Kuhn Principal, Cheltenham High School

Iris ParkerPrincipal, Cedarbrook Middle School

Carol Nejman.....Principal, Elkins Park School

J. Mia Kim.....Principal, Cheltenham Elementary School

Bruce WilliamsPrincipal, Glenside Elementary School

Daniel Tahaney.....Principal, Myers Elementary School

Crystal Clark..... Principal, Wyncote Elementary School

SCHOOL DISTRICT OF CHELTENHAM TOWNSHIP
Elkins Park, PA 19027

School District Buildings

Administration Building
2000 Ashbourne Road
Elkins Park, PA 19027
(215) 886-9500 (215) 884-6929 (Fax)

Cheltenham High School
500 Rices Mill Road
Wyncote, PA 19095
(215) 517-3700 (215) 517-3771 (Fax)

Cedarbrook Middle School
300 Longfellow Avenue
Wyncote, PA 19095
(215) 881-6420 (215) 576-5610 (Fax)

Elkins Park School
8149 New Second Street
Elkins Park, PA 19027
(215) 881-4941 (215) 635-7492 (Fax)

Cheltenham Elementary School (Modular)
8149 New Second Street
Elkins Park, PA 19027
(215) 517-4400 (215) 635-7548 (Fax)

Glenside Elementary School
400 Harrison Avenue
Glenside, PA 19038
(215) 881-6440 (215) 886-6797 (Fax)

Myers Elementary School
7609 Montgomery Avenue
Elkins Park, PA 19027
(215) 517-4540 (215) 517-4543 (Fax)

Wyncote Elementary School
333 Rices Mill Road
Wyncote, PA 19095
(215) 517-4601 (215) 885-7613 (Fax)

**SCHOOL DISTRICT OF CHELTENHAM TOWNSHIP
Elkins Park, PA 19027**

Consultants and Advisors

Independent Auditors

Maillie, Falconiero & Company, LLP
Certified Public Accountants & Business Counselors
P.O. Box 680
Oaks, PA 19456-0680

Legal Counsel

Wisler Pearlstine, LLP
Blue Bell Executive Campus
460 Norristown Road, Suite 110
Blue Bell, PA 19422-2323

Financial Advisors for Most Recent Bond Issue

Public Financial Management, Inc.
One Keystone Plaza, Suite 300
N. Front & Market Streets
Harrisburg, PA 17101-2044

SCHOOL DISTRICT OF CHELTENHAM TOWNSHIP

ADMINISTRATION BUILDING

2000 Ashbourne Road • Elkins Park, PA 19027-1100 • 215-886-9500 • Fax: 215-884-6929

DARLENE G. DAVIS, Ed.D., Superintendent
Michael J. Lowe, Ed.D., Assistant Superintendent
Matthew J. Malinowski, Director of Business Affairs

June 11, 2013

Board of School Directors

School District of Cheltenham Township

2000 Ashbourne Road

Elkins Park, PA 19027

Dear School Directors:

Attached please find the final operating budget for the 2013-14 fiscal year for the School District of Cheltenham Township. The District Superintendent and the Director of Business Affairs, to the extent possible, assume responsibility for data accuracy and completeness. This budget presents both the District's financial and operations plans, concomitant with all necessary disclosures.

Budget Presentation

The School District of Cheltenham Township strategically budgets an annual spending plan, which provides quality instruction and educational programs for all students while managing the District's resources in a prudent manner. The development, review and consideration of the 2013-14 final general fund budget was completed with a detailed review of every revenue and expenditure item within the context of the District's mission statement, strategic plan, annual goals, and financial policies.

The economic recession throughout the world created a serious issue for our District in terms of how to fund existing programs with strained revenue sources. Frozen credit markets created many business failures resulting in employee layoffs and falling home sales and prices. These economic conditions and the Federal Government's response resulted in falling interest rates and a crisis on Wall

Street. While the District's investment portfolio is conservative and safe, the falling interest rates, lower salaries for our residents, and slower paced home sales have all resulted in less revenue in 2009-10, 2010-11, 2011-12, and subsequently reduced preliminary projections for 2012-13. The fiscal year 2013-14 represents a year of stability coinciding with market conditions. On the expenditure side of our budget, the administration responded to this funding crisis beginning in 2010 by proposing reductions to expenditures in certain areas with minimal programmatic impact. Members of the administration, to date, have carefully reviewed and continue to review reductions with administrators and staff to ensure programs could be maintained while realigning resources. The process of finding reductions in 2011-12 was completed with the input of the community via a budget task force and hearing. In 2012-13, the budget while reflective of previous reductions does not reduce current programs. The accomplishment of a 0% tax increase for two years without further reducing programs is a tribute to the work of the board, community and administration in previous years to respond to the economic challengers including significantly reduced state funding. The Superintendent and Director of Business Affairs provided community outreach explaining the 2013-14 budget via a budget workshop and numerous communication mediums. In 2013-14, the administration has included a reduction in spending of \$1.7 million offset by mandated pension and healthcare costs.

The following pages contain budget information as prepared for the Board of School Directors and our community. We welcome the opportunity to present and discuss operational plans and the related financial impact with all interested parties. Interaction among vested constituencies has focused on operational and programmatic improvements aimed at providing a quality education to the students of the School District of Cheltenham Township.

The primary purpose in the presentation of data related to the budget is to maximize the quality of information to our community relative to the District's educational programs and services for the 2013-2014 fiscal year, which is the basis for this financial support plan. The material in the budget document includes information that has been proposed by the Board Members of the School District, district administration, community members, and staff.

Mission Statement, Goals, and Strategic Plan

The *MISSION* of the School District of Cheltenham Township is as follows:

The mission of the School District of Cheltenham Township is to draw on its cultural richness, creativity, and tradition of scholastic excellence, the School District of Cheltenham Township strives to nurture each child through a wealth of academic endeavors and community partnerships that provide the skills and vision needed to lead a productive and meaningful life beyond our classroom walls.

Five Year Plan

During the fall of 2010, the school board and administration developed an extensive five year plan which charts a direction for the school district. The plan is bulleted below and is updated each year:

- Education Goals
 - Promote and support high achievement for each student.
 - Eliminate the Achievement Gap.
 - Eliminate systemic barriers to student achievement.
 - Recruit, develop, retain, and promote highly effective teachers.
- Financial and Operations Goals
 - Ensure the future viability of the District by providing for the effective, efficient utilization of District facilities and resources through prudent creative investing, pursuit of alternate revenue sources, and striving to balance expenditures with revenues.
 - Use opportunities and resources to effectively support district and school priorities towards maintaining standards of excellence in all areas.
 - Continue supporting district values and learning goals to build and carry out a sustainable plan for financing, building, human, instructional, operational, and technical resources that enables our learning goals and is responsive to student and school needs.
- Technology Goals
 - Develop a five year computer replacement plan.
 - Design and implement 21st Century Classrooms which allow controlled access through a variety of technology mediums.
- Communication Goals
 - Increase community awareness of SDCT educational programming, extracurricular activities, awards, and accomplishments through small and large forms of visual advertisement.
 - Improve communication to internal and external constituents.

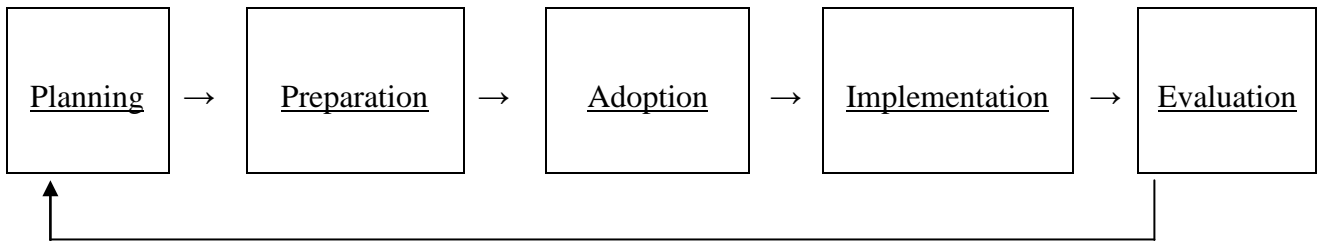
- Office of Human Resources
 - Position the District for optimal high performance in all operational areas by establishing a state-of-the-art Department of Human Resources, based on the principle that a highly effective workforce is one which maximizes learning opportunities for all students.
 - Use opportunities and resources to effectively support district and school personnel in promoting standards of excellence in all areas of staff performance.
 - Continue supporting district values and learning goals by refining and improving upon recruitment efforts in order to attract and retain a workforce which reflects the diversity of students and community which we serve.
 - Maintain a status of labor relations which optimizes high performance in all operational areas.
- Special Education and Pupil Services
 - Establish district-wide understanding of Special Education, including co-teaching and inclusion.
 - Increase programs for students with IEPs that are offered and administered by the District.
 - Enhance school culture and climate to support student success in all district schools.
 - Improve student services to support the academic, social, emotional, behavioral, and physical needs of all students.
 - Increase academic performance of students with IEPs.
- Facilities Operations
 - Address a sequence of projects each year which address significant flaws in electrical, mechanical, plumbing, and other general maintenance areas.

Strategic Goals

In the fall of 2007, the district conducted a summative assessment and developed a new strategic plan effective in 2008. The current district strategic plan was finalized in September of 2008. During the spring of 2011, the School District of Cheltenham Township underwent a midpoint review of the strategic plan. Recommendations and adjustments from this review are incorporated into the 2013-14 budget.

Budget Process and Allocation of Resources

The District engages in a comprehensive budget development process that is comprised of five phases: planning, preparation, adoption, implementation, and evaluation. The budget process is driven by two (2) primary objectives that include providing every child in the District with an appropriate educational program while maximizing the utilization of available resources.



The budget planning process is initiated in September prior to the beginning of the fiscal year when the Director of Business Affairs develops the budget calendar. The budget calendar includes all important activities in the budgeting process, the dates on which seminal financial decisions are scheduled to be made, and the person(s) responsible for providing input. These budget preparatory steps and related processes provide the Board of School Directors and targeted staff with input into the budget process (and thus a vested interest in budget preparation). The *preparation* of the budget is the process of defining service levels to include the course offerings, student enrollment projections concomitant with the allocation of District resources to address staffing needs while estimating expenditures to support programs and services in a fiscally sound fashion.

Effective with the 2011-2012 budget, buildings and departments began to develop their budgets from a point of need. There are no allocations or minimum increases. All expenditures must be based on quotes and/or anticipated needs justified during the development process. Budgets go through a variety of reviews, which include peer review and discussion, review with supervisors and directors, and finally review by the Superintendent's cabinet. The same process is followed relative to a review of any reductions in a particular year.

The preliminary budget for the District was submitted to the Board in January for their collective review and input. Following the January meeting, the Board considers public input and comment on the

financial plan to fund the District's educational programs and related services. Preliminary adoption occurred in February. During February, March, and April, the school district held a committee meeting and budget workshop to inform the public about the budget and solicit input. In April a budget hearing was held prior to the final proposed budget adoption in May to solicit public input. The final *adoption* of the budget occurs in June. The *implementation* of the approved financial plan is accomplished through the established budgetary and management procedures. Budget administration and management is the process of regulating expenditures throughout the fiscal year to ensure that spending does not exceed authorized amounts and that designated funds are used for intended, proper, and legal purposes. The management of the budget is accomplished in a variety of ways: monitoring program implementation; controlling expenditures; tracking revenue receipts; making corrections in expenditure allocations to reflect cost fluctuations, service levels or plans; and reporting to the Board and public on fiscal operations.

The final step in the budget process is the *evaluation* of the financial plan. The administration of operational expenditures for the year are set forth annually in the District's Year-End Audit, Award Winning Comprehensive Annual Financial Report and Annual Financial Report filed with the PA Department of Education.

This rigorous budgeting process ensures that taxpayers' monies are expended in a fiscally responsible fashion, with the goal of achieving the District's mission.

District Initiatives

The challenges facing district administration in developing the 2013-14 budget included addressing staffing needs, educational program mandates, and the facility requirements of the District with a projected enrollment of 4,711 students for the 2013-14 school term as per projections compiled by the Pennsylvania Department of Education.

In order to plan for the facility needs of the District, the School Board completed a district wide Facility Study culminating in May 2010 with an effort to study the capacity needed to accommodate the student population, the educational program requirements required for the delivery of services, and the infrastructure of existing facilities.

**2013-2014
Building Enrollment**

Grade	2009-10	2010-11	2011-12	2012-13	2013-14
K-4	1,553	1,558	1,627	1,632	1,663
5-6	684	708	655	653	748
7-8	709	685	717	732	746
9-12	1,472	1,449	1,453	1,451	1,554
Total	4,418	4,400	4,452	4,468	4,711

The above chart represents enrollment comparisons for the past five years. Enrollment trends indicate enrollment is projected to remain relatively consistent.

The forecast of enrollments provide the assumption on which all allocations for building budgets are formulated and staff resources are determined. The District projects enrollments based upon available information from the Pennsylvania Department of Education, live birth records, and census information in consultation with an enrollment projection report prepared by DeJong Healy in March 2010.

Personnel Resource Changes

	2009-10	2010-11	2011-12	2012-13	2013-14
Professional	393	391	417	414	410
Classified Staff	278	285	288	275	274
Total	671	676	705	689	684

Changes in enrollment or program needs such as in special services may result in adjustments to the actual staffing levels for 2013-14; however, no significant reductions or increases are projected. Through attrition it is proposed to reduce one classified position at CHS and 6 professional staff; however, two additional professional staff for enrollment are new positions.

Summary of Budgets for All Funds

The following budgets are included in the District's finance and operations plan. All governmental funds, including the General Fund Budget, the Capital Projects Fund Budget, the Capital

Reserve Fund, the Enterprise Fund, and the Food Service Fund.

The following schedules present a comparison of the proposed expenditures for all Governmental and Enterprise Fund budgets for the current and prior year.

Total Budgets for All Government Funds

Fund	Budget 2012-13	Budget 2013-14	% Change
General Fund	\$95,456,411	\$ 98,243,472	2.92%
Capital Projects Fund	\$23,525,000	\$15,000,000	(56.83%)
<hr/>			
Total Governmental Fund Expenditures	\$118,981,411	\$113,243,472	(4.82%)
<hr/>			
Enterprise Fund	Budget 2012-13	Budget 2013-14	% Change
Food Service Fund	\$ 1,654,321	\$ 1,788,430	8.10%

The District’s Food Service Fund (enterprise fund type) is primarily funded through the sale of meals. The District also receives both state and federal financial support for the Food Service operations in the form of donated commodities and cash subsidies. Despite the uncertainty of this funding source given the discussions at the national level, the District has not changed assumptions about the operation of the School Lunch program. Accordingly, federal sources of revenue to support the operation of the School Lunch program are included in the proposed Enterprise Fund budget. The proposed 2013-2014 Food Service budget will not require an increase in lunch price; however, it will self-sustain operations and meet federal pricing guidelines.

It is important to note that Pennsylvania School Code does not require the adoption of a food service budget; however, the District adopts one to ensure program needs are met with no general operating contribution.

Analysis of Proposed Budget – General (Operating) Fund

The General (Operating) Fund is intended to finance instructional programs and daily operations which support those programs. The education of students is a labor-intensive enterprise that is reflected in the personnel costs. The workforce of the District is determined by the staffing policies and guidelines of the Board on the basis of projected student enrollment and curriculum requirements. Personnel costs are based on conditions of employment established by collective bargaining agreements. The current agreement between the District and the Business Employees' Council (BEC) is set to expire on June 30, 2015. The Cheltenham Educators' Association (CEA) agreement will expire on June 30, 2014. For the 2013-2014 fiscal year, salaries are budgeted to consume 49% of total expenditures in the General (Operating) Fund and, consistent with prior years, accounts for the largest part of the operating budget. Total salaries are projected to increase \$656,214 or 1.39%, which provides additional budgeted monies for professional staff. Support staff salaries will not increase and the budget for administrator salaries will not increase.

For 2013-2014, the total budget for benefits is projected to increase 14.51% or \$2,627,312. It is important to note that the Pennsylvania Public School Employees' Retirement System (PSERS) contributions (mandated by state law) will increase in 2013-14 from 12.36% to 16.93% [a 36.97% increase]. The District receives medical contributions from all staff to offset a portion of the overall medical costs. Medical insurance is projected to increase by 5% while prescription rates will remain the same since 2010. Other budgets in this category do not increase for 2013-14.

Purchased professional and technical services are those services such as legal, tax collection, curriculum improvement and instructional services and special education placement costs. Due to rising placement costs, this category is projected to increase by \$48,503 or 1.06%.

Purchased property services are projected to decrease (\$59,397) or (3.22%). These expenditures are predominantly for services to operate, repair and maintain property used by the district and are driven by needs identified by the Office of Support Services. Due to newer elementary buildings, maintenance costs are budgeted to decrease in this category.

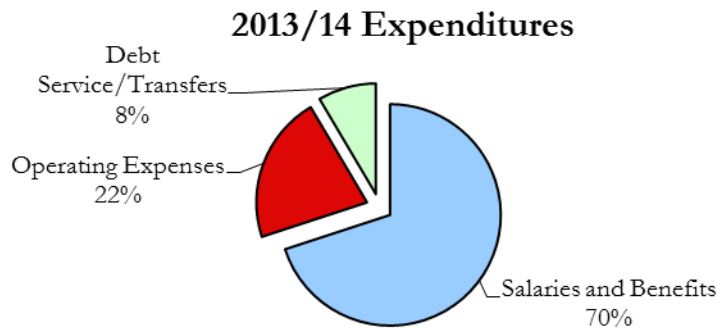
Other purchased services to include tuition at approved private schools, charter schools and vocational-technical education at Eastern Center for Arts and Technology are projected to decrease by (\$979,208) or (8.18%). This significant decrease is the result of the School District of Cheltenham Township implementing a cyber charter school in 2013-14. Additional reductions in this category stem from a reduced number of student placement costs and the rebid of transportation services.

The District's total supply and equipment expenditures are projected to decrease by (\$300,106) or (7.70%) for supplies and (27.10%) for equipment. The driver of this reduction is a result of reducing various expenditures to include supplies, equipment, and other supply costs. In particular, technology equipment will only be purchased for Cheltenham High School and Cheltenham Elementary School.

The District's total debt service is projected to increase by approximately \$793,743. This increase is a result of additional debt service requirements associated with the completion of construction of Cheltenham Elementary School and the beginning of construction of Wyncote Elementary School. Due to accounting requirements, funds are in both debt and other financing sources. Additionally, the district budgets a budget reserve.

A summary schedule of operating expenditures by object (expenditure category) is presented below:

Object	Budget 2012-13	Budget 2013-14	% Change
Salaries & Benefits	\$ 65,459,863	\$ 68,743,389	5.20 %
Operating Expenses	\$ 22,474,581	\$ 21,145,083	(5.92%)
Debt Service & Other Financing	\$ 7,521,967	\$ 8,355,000	11.07%
Total General Fund Expenditures	\$ 95,456,411	\$ 98,243,472	2.92%



2013-2014 Expenditure Reductions

At the time of the final budget there were no program reductions proposed in the final 2013-14 budget. Final staffing and expenditures are subject to enrollment and program needs. Through attrition the district plans to reduce one (1) administrator, three (3) professional staff, and one (1) support staff position in 2013-14.

Analysis of Proposed Budget – Enterprise Fund

Revenue to support the food service program is principally derived from the sale of food products to the students and faculty of the District during the school day. The food service program also currently receives state and federal support in the form of cash and commodities. Food service operations are projected to be self-supporting and will, therefore, not require a contribution from the General Fund in the 2013-14 fiscal year.

Capital Project Fund

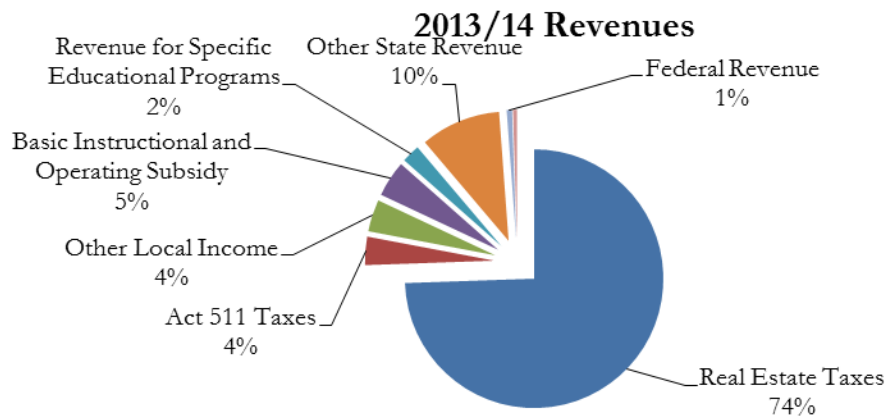
The Capital Project Fund for 2013-14 includes funds for the completion of Cheltenham Elementary School and the design and development of Wyncote Elementary School. Additionally, there are funds reserved for needs in existing buildings to include Cheltenham High School, Cedarbrook Middle School, and the Elkins Park School.

Resources to Support Operations

Programs and services included in the General Fund Budget are primarily supported by local and state sources of revenue. A comparison of revenue sources to support operations for the current and proposed General Fund Budgets are presented below:

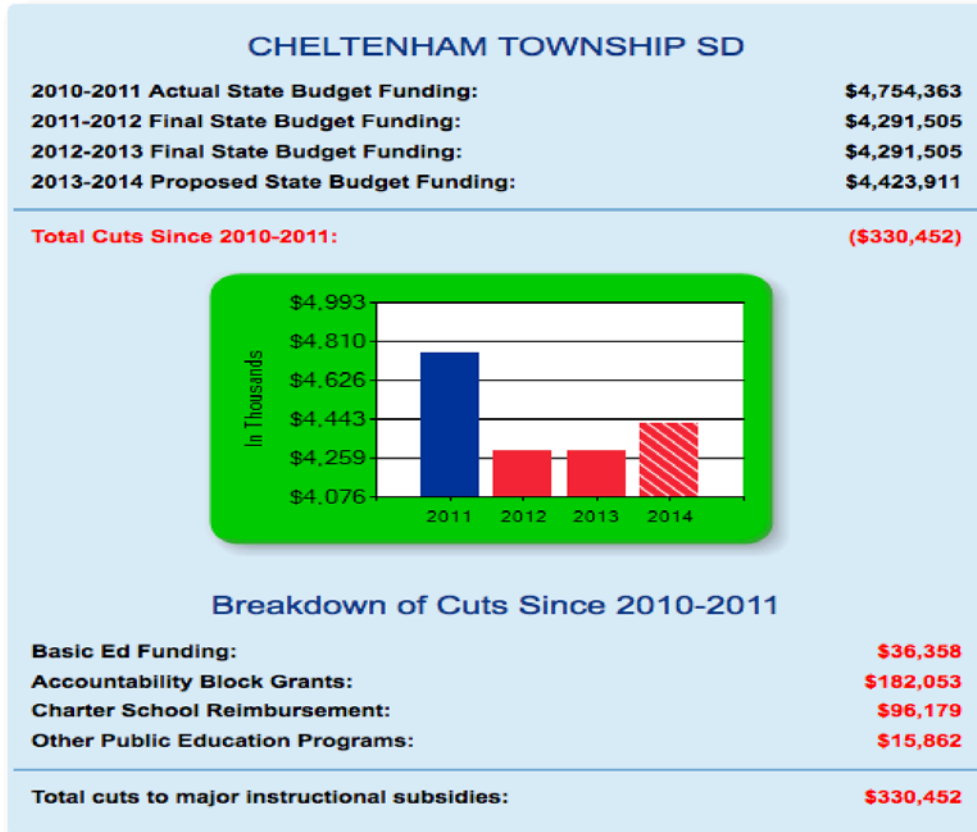
Revenue Sources	Budget 2012-13	Budget 2013-14	% Change
Local Sources*	\$ 77,809,219	\$ 80,536,738	3.51%
State Sources	\$ 15,933,788	\$ 16,553,733	3.89%
Federal Sources	\$ 792,000	\$ 653,000	(17.55%)
Other	\$ 921,404	\$ 500,000	(45.73%)
Total General Fund Revenue	\$ 95,456,411	\$ 98,243,471	2.92%

Financial support for District operated programs and services are increasingly derived from local sources of revenue, primarily the property tax. The following graph presents the sources of revenue to support the proposed operating budget.



The local sources of revenue to support the operations budget represent 82% of total available funds. Of this amount, the largest source of revenue available to the District is the property tax that is derived from current, interim, and delinquent real estate tax payments. Above is a graph that presents the various sources of local revenue included in the proposed budget to support General Fund operations for the 2013-14 fiscal year.

State Funding



Historically, there has been substantial shift in the burden of funding the District’s educational programs and services from the State to the local level. This shift in burden abrogates the historical partnership between the local community and State government for the education of students in public schools. The trend has also been accompanied by an increasing number of unfunded State mandates, particularly in the areas of special education and student assessment. The chart above demonstrates the reduction in state funding since 2010-11 to the district. Total reduction over the three year period is \$330,452.

Overall, State sources of revenue are projected to increase for next year predominantly for the state’s share of PSERS. There is no additional support for such mandated expenditures as special education or school construction.

Although federal sources of revenue do not represent a significant revenue source to the District for the general operating budget; funding for Title programs are projected to decrease federal revenues from \$792,000 in 2012-2013 to \$653,000 in 2013-2014. This reduction is the result of sequestration and the decadal US census.

Assessed Value

The estimated assessed value for the 2013-14 fiscal year is \$1,879,692,747.

ANALYSIS OF REAL ESTATE MILLAGE OVER THE PAST TEN YEARS

	Actual 03-04 Fiscal Year	Actual 04-05 Fiscal Year	Actual 05-06 Fiscal Year	Actual 06-07 Fiscal Year	Actual 07-08 Fiscal Year	Actual 08-09 Fiscal Year	Actual 09-10 Fiscal Year	Actual 10-11 Fiscal Year	Actual 11-12 Fiscal Year	Actual 12-13 Fiscal Year	Proposed 13-14 Fiscal Year
Millage Rate	26.970	28.384	30.55	32.651	35.422	37.25	39.24	41.60	41.60	41.60	42.3072
Millage Increase	.931	1.414	2.166	2.101	2.771	1.828	1.99	2.36	-0-	-0-	.7072

Act 1 of 2006

In a Special Legislative Session in 2006, the Pennsylvania State Legislature approved Act 1 which was intended to provide tax reform for school communities in a number of ways. First, it was intended to require local school boards to research and provide their communities with the option of shifting taxes from real estate to an income base. If a switch was to be made, part of that change was to gauge the preference of the community for an earned income tax base or a personal income tax base.

Additionally, Act 1 limited the ability of school districts to increase millage rates above an inflationary percentage called an ‘index’. This index is set annually each year by the State. If a school system requires millage rates above this index to balance their budget, one of two choices must be made. Either the school must submit a request to the State to have additional millage approved as an exception to the limit, or they must have the higher rate approved through a referendum vote in the community

during the Primary Election. Finally, Act 1 enables schools to reduce their real estate taxes through ‘homestead exclusions’ to rebate gambling money back to residents who own and live in their homes. Our community voted against the tax shift from property taxes to income based taxes, but we are still bound by the index limitation on our annual millage increase.

Index Limit

For the 2013-14 Budget, our index limit is 1.7% over the 2012-13 and 2013-14 real estate tax rate of 41.60 mills. The maximum tax rate is 42.3072 mills. Recognizing the current economic environment, the School District of Cheltenham Township Board of School Directors developed a budget which reduces costs by \$1.7 million, but also requires a 1.7% increase for PSERS and debt service.

Number of Properties

During the past year, the number of taxable properties on the tax duplicate has remained relatively stable at approximately 10,847 properties.

Unemployment

Job growth in Montgomery County remains stable with an unemployment rate of 7.2% in February 2013 (up from 6.8% in April 2012), Pennsylvania unemployment rate is 8.4% for February 2013 (up from 7.5% for April 2012). Major employers in the region include public and private service, education, and government (information quoted from paworkstats.state.pa.us).

Budget Projection

A summary of the school district's budget projection is presented below:

	2010	2011	2012	2013	2014	2015	2016	2017	2018
Revenues	Actual	Actual	Actual	Budget	Budget	Projected	Projected	Projected	Projected
Real Estate Taxes	69,152,431	72,765,899	72,582,338	70,476,918	73,142,438	73,527,090	73,913,749	74,685,957	75,465,949
Act 511 Taxes	3,253,572	3,437,651	3,530,464	3,330,300	3,470,300	3,546,647	3,624,673	3,704,416	3,785,913
Other Local Income	6,030,061	5,172,488	4,887,960	4,002,001	3,924,000	4,012,488	4,104,257	4,199,530	4,297,198
Basic Instructional & Operational Subsidy	4,264,206	3,709,455	4,504,524	4,477,000	4,447,000	4,530,540	4,615,751	4,702,666	4,791,319
Revenue for Spec. Educ. Programs	2,362,581	2,394,407	2,394,407	2,244,407	2,244,407	2,244,407	2,244,407	2,244,407	2,244,407
Other State Revenue	7,719,449	8,276,614	8,296,683	9,212,381	9,862,326	11,109,777	11,600,097	11,735,950	11,989,178
Federal Revenue	1,779,737	1,865,817	783,168	792,000	653,000	667,366	682,048	697,053	712,388
Other Financing Sources	-	-	-	921,404	500,001	-	-	-	-
TOTAL REVENUES	94,562,037	97,640,081	97,009,998	95,456,411	98,243,472	99,638,314	100,784,981	101,969,979	103,286,352
Expenditures									
Salaries and Benefits	62,301,367	62,919,239	61,093,274	65,459,863	68,743,389	71,605,349	71,985,758	73,440,653	75,755,840
Operating Expenses	21,709,893	23,796,866	20,587,998	22,474,581	21,145,083	21,543,488	21,950,659	22,366,787	22,792,070
Debt Service/Transfers	8,656,152	8,334,936	13,757,956	7,521,967	8,355,000	7,568,845	7,946,676	8,335,490	8,739,430
TOTAL EXPENDITURES	92,667,412	95,051,041	95,439,228	95,456,411	98,243,472	100,717,682	101,883,092	104,142,930	107,287,339

These projections and assumptions are included later in the budget document. To summarize these assumptions, the projections assume slight local tax revenue growth, but no other revenue increases beyond state reimbursement for retirement and social security costs, current staffing and expenditure levels, benefit growth at actuarial assumptions and debt service for Cheltenham and Wyncote Elementary Schools. The net operating expenditures exceed revenues assuming no additional action is taken and that fund balance is depleted.

Student Performance Measurements

The District determines success of its educational mission through the measurement of student achievement. Competency in basic skills such as reading, writing, and mathematics, along with performance on standardized achievement tests are some of the tools used to measure the quality of education provided in the School District of Cheltenham Township.

The No Child Left Behind Act and the State of Pennsylvania’s accountability system have placed unfunded mandates in the area of school performance in relationship to every student’s achievement. Every student is to meet the same achievement objectives by 2014, regardless of the individual student’s ability level. Every school is expected to show continuous academic growth in all subgroups of students. Improvement is driven and measured in several instructional areas, such as special education, limited English proficiency, remediation, enrichment, and instructional strategies for poverty students. A school that does not meet or achieve adequate yearly progress (AYP) toward its growth target or subgroup performance will enter into school improvement.

A summary of the School District of Cheltenham Township’s state scores for Spring of 2012 is below.

District Overall Results in Reading

This table captures participation and performance results of students overall and by disaggregated group who took the PSSA, PSSA-M, and PASA in Grades 3-8 and 11.

All Student Groups ¹	Participation		Performance				Percentage of students Proficient and above
	Students Assessed #	%	Percentage of students in each Performance Level				
			Below Basic	Basic	Proficient	Advanced	0 20 40 60 80 100
All Student²	2,420	100%	7%	11%	33%	48%	82%
Male	1,214	100%	9%	14%	36%	41%	77%
Female	1,206	100%	5%	9%	31%	55%	86%
White	911	100%	3%	5%	25%	67%	92%
Black	1,205	100%	10%	17%	40%	33%	73%
Latino/Hispanic	94	99%	8%	25%	30%	37%	67%
Asian	198	100%	5%	5%	32%	59%	90%
Native American	—	—	—	—	—	—	
Multiracial	—	—	—	—	—	—	
IEP	353	99%	22%	29%	35%	15%	49%
English Language Learners	33	97%	30%	23%	33%	13%	47%
Migrant	—	—	—	—	—	—	
Economically Disadvantaged	574	100%	12%	17%	41%	30%	72%

2012 Goal 81%

District Overall Results in Mathematics

This table captures participation and performance results of students overall and by disaggregated group who took the PSSA, PSSA-M, and PASA in Grades 3-8 and 11.

All Student Groups ¹	Participation		Performance				Percentage of students Proficient and above
	Students Assessed #	%	Percentage of students in each Performance Level				
			Below Basic	Basic	Proficient	Advanced	
All Student²	2,422	100%	6%	11%	27%	57%	84%
Male	1,215	100%	7%	12%	27%	54%	81%
Female	1,207	100%	5%	9%	26%	60%	86%
White	911	100%	2%	4%	18%	75%	93%
Black	1,206	100%	9%	16%	34%	41%	75%
Latino/Hispanic	95	100%	6%	17%	35%	41%	76%
Asian	198	100%	2%	3%	19%	77%	95%
Native American	—	—	—	—	—	—	
Multiracial	—	—	—	—	—	—	
IEP	354	99%	19%	30%	37%	14%	51%
English Language Learners	34	100%	7%	23%	30%	40%	70%
Migrant	—	—	—	—	—	—	
Economically Disadvantaged	576	100%	10%	17%	36%	38%	74%

2012 Goal 78%

County-Comparison

The following chart provides comparison data for the school districts that comprise Montgomery County. It is important to take note that the information presented are significant factors that impact a particular school district’s operational costs. The factors presented below include the districts WADM (weighted average daily membership) which is a state calculation of enrollment, the market value of real estate in the district, the market value per child, the personal income for the district and personal income per child.

DISTRICT	2010-11 DIST. WADM	2010 MARKET VALUE	DIST. M/V PER WADM	M/V AID RATIO	2010 PERSONAL INCOME	DIST. P/I WADM	P/I AID RATIO	MV/PI AID RATIO
ABINGTON	8,858,494	\$5,179,263,425	\$584,666	0.2225	\$1,988,292,076	\$224,450	0.2151	0.2195
BRYN ATHYN	7,387	173,981,934	23,552,448	0.1000	53,943,223	7,302,453	0.1000	0.1500
CHELTHENHAM	5,302,419	2,833,088,208	534,301	0.2894	1,095,020,471	206,513	0.2778	0.2847
COLONIAL	5,673,726	6,165,109,052	1,086,606	0.1000	1,725,868,503	304,186	0.1000	0.1500
HATBORO HORSHAM	5,951,211	3,821,871,545	642,200	0.1459	1,221,226,693	205,206	0.2824	0.2004
JENKINTOWN	738,470	428,904,607	580,801	0.2276	225,252,516	305,025	0.1000	0.1765
LOWER MERION	8,202,395	12,227,238,774	1,490,691	0.1000	6,439,493,773	785,074	0.1000	0.1500
LOWER MORELAND	2,513,183	1,585,519,532	630,881	0.1610	631,174,239	251,145	0.1217	0.1500
METHACTON	6,177,575	3,756,525,117	608,090	0.1913	1,313,643,512	212,647	0.2564	0.2172
NORRISTOWN	8,518,819	3,989,230,960	468,284	0.3772	1,468,661,872	172,402	0.3971	0.3851
NORTH PENN	14,566,286	9,984,324,305	685,440	0.1000	3,066,365,535	210,511	0.2638	0.1655
PERKIOMEN VALLEY	6,956,164	2,995,839,984	430,674	0.4273	1,166,802,401	167,736	0.4134	0.4216
POTTSGROVE	4,013,942	1,445,586,359	360,141	0.5211	520,764,888	129,739	0.5463	0.5311
POTTSTOWN	3,692,409	1,012,195,557	274,128	0.6355	349,107,879	94,547	0.6694	0.6490
SOUDERTON	8,088,680	4,014,522,566	496,313	0.3400	1,386,048,789	171,356	0.4008	0.3643
SPRINGFIELD	2,496,724	1,936,714,280	775,702	0.1000	901,305,451	360,995	0.1000	0.1500
SPRING FORD	8,947,414	5,305,155,728	592,926	0.2115	1,595,513,856	178,321	0.3764	0.2774
UPPER DUBLIN	5,075,279	3,443,513,485	678,487	0.1000	1,286,742,057	253,531	0.1134	0.1500
UPPER MERION	4,124,024	4,931,279,399	1,195,744	0.1000	1,178,118,216	285,672	0.1000	0.1500
UPPER MORELAND	3,583,948	2,178,632,329	607,886	0.1916	614,548,674	171,472	0.4004	0.2750
UPPER PERKIOMEN	3,730,944	1,664,876,389	446,234	0.4066	538,685,890	144,383	0.4951	0.4419
WISSAHICKON	5,358,868	5,402,444,945	1,008,131	0.1000	2,066,936,277	385,703	0.1000	0.1500
L. U. TOTALS	122,578,361	\$84,475,818,480	\$37,730,774		\$30,833,516,791	\$12,523,067		

The market value/personal income ratio or MV/PI is utilized in the calculation of not only the basic education subsidy received from the Pennsylvania Department of Education but also in the calculation of the Act 1 index which limits the annual real estate tax index without applying for either exceptions from PDE or voter referendum. The lower the MV/PI, the wealthier a district. A factor of .15 is the lowest factor which indicates a wealthy district and .99 would be the highest factor indicating a poorer school district.

Acknowledgements

We appreciate the fiscal support provided by the School District School of Cheltenham Township Board of School Directors and the Community for development, implementation, and maintenance of an appropriate educational program for the children of the District.

ORGANIZATIONAL SECTION

MISSION

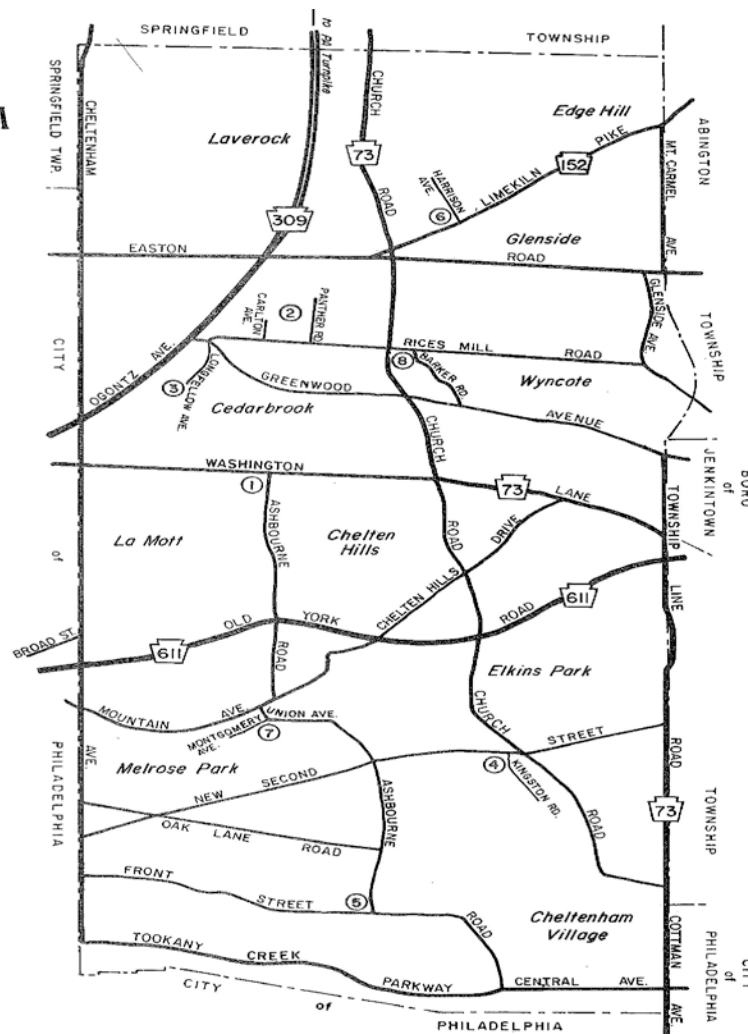
The **MISSION** of the School District of Cheltenham Township is as follows: drawing on its cultural richness, creativity, and tradition of scholastic excellence, the School District of Cheltenham Township strives to nurture each child through a wealth of academic endeavors and community partnerships that provide the skills and vision needed to lead a productive and meaningful life beyond our classroom walls.

LOCATION

The School District is located in the residential suburbs bordering the City of Philadelphia, Pennsylvania. Its boundaries are coterminous with those of the Township of Cheltenham, Pennsylvania, which is located in the County of Montgomery, Pennsylvania directly north of Philadelphia and covers an area of 8.8 square miles. The School District is bound on the west by the Township of Springfield and on the north by the Township of Abington and the Borough of Jenkintown. Included in the School District are the following unincorporated communities: Cedarbrook, Edge Hills, LaMott, Ogontz, Elkins Park, Cheltenham, Laverock, Rowland Park, Glenside, Cheltenham Hills, Melrose Park, and Wyncote. The 2000 Census indicates that the population served by the School District was approximately 36,875.

SCHOOL DISTRICT of CHELTENHAM TOWNSHIP

- ① Administration Building
- ② Cheltenham High School
- ③ Cedarbrook Middle School
- ④ Elkins Park School
- ⑤ Cheltenham Elementary School
- ⑥ Glenside Elementary School
- ⑦ Myers Elementary School
- ⑧ Wyncote Elementary School



COMMUNITY

The School District is primarily residential in character with approximately 85% of the community consisting of private homes. There is a representative number of commercial establishments for a residential area and a few manufacturing concerns. The School District is home to many professionals who are employed in Center City Philadelphia which is easily accessible by the Southeastern Pennsylvania Transportation Authority's mass transportation system.

EXPLANATION OF THE SCHOOL ENTITY

The School District operates a high school, middle school, a grade 5-6 building, and four k-4 elementary schools. The grades housed, pupil capacity, and the date of construction is as follows:

Building	Original Construction Date	Addition/ Renovation Date	Grade	Rated Pupil Capacity	2011-12 Enrollment	2012-13 Enrollment
Elementary:						
Cheltenham	2013	---	K-4	450	416	411
Glenside	2011	---	K-4	450	425	456
Myers	1922	1967/2009	K-4	500	363	363
Wyncote	1943	1996/97	K-4	550	423	402
Elkins Park	1953	1989	5-6	700	655	653
Secondary:						
Cedarbrook Middle	1970	---	7-8	900	717	732
Cheltenham High	1959	1967/99	9-12	1,900	1,453	1,451

The District is a political subdivision of the Commonwealth created to assist in the administration of the General Assembly's duties under the Constitution of Pennsylvania to "provide for the maintenance and support of a thorough and efficient system of public education to serve the needs of the Commonwealth". The District is governed by a board of nine School Directors who are residents of the School District and who are elected every two years, on a staggered basis, for a four-year term. The Directors serve on the Board without compensation. The Board of School Directors has the power and duty to establish, equip, furnish, and maintain a sufficient number of elementary, secondary, and other schools necessary to educate every person residing in the District between the ages of six and twenty-one years.

The Superintendent is the chief administrative officer and chief instructional officer of the District and is responsible for the administration and operation of the public school system. He/she oversees all matters pertaining to instruction. The Superintendent manages the District with the assistance of members of Cabinet which includes the Assistant Superintendent, Director of Business Affairs, Director of Support Services, Director of Human Resources, Director of Special Education, Director of Education, Director of Communications and Development and the Building Principals. The District is a legally autonomous and fiscally independent entity under the laws of Pennsylvania. The laws of Pennsylvania give the District corporate powers that distinguish it as a legally separate entity from the Commonwealth of Pennsylvania and any of its political subdivisions. The District has the power to determine its budget; to approve and modify that budget; to levy taxes, set rates and establish charges, and issue bonded debt. The powers may be exercised without substantive approval by another government.

The District is subject to the general oversight of the Pennsylvania Department of Education on matters that are relevant to the determination of fiscal independence. The oversight generally includes an approval process that is compliance oriented and is more ministerial than substantive in nature.

STRATEGIC PLANNING

The Public School Code of 1949 (24 P. S. § 26-2603-B) dictates the strategic planning process for each school district in Pennsylvania. This process is detailed below.

Every school district shall develop and file with the Department a strategic plan once every 6 years and review that plan for revision at the mid-point according to an implementation schedule developed by the Department. The Department will notify each school district, by letter, of the due date for submission of the school district's plan to the Department at least 1 calendar year prior to its due date. A school district plan must incorporate appropriate components of the plan submitted under subsection by the area vocational-technical school in which the district participates. In the development of a strategic plan, a school district will, upon request, receive technical assistance from the Department

The strategic plan must be based upon an analysis of internal and external needs, leading to the specifications of priorities for action and action plans. The plan must include the following components in addition to others the school district determines to include:

- (1) A mission statement.
- (2) A listing of the school district's educational and organizational goals as they relate to student achievement and high school graduation requirements.
- (3) A description of academic standards for student achievement.
- (4) The planned instruction to be offered and the instructional and assessment practices to be used to strive for the academic goals and attain academic standards.
- (5) An assessment plan to determine the degree to which students are achieving academic standards including descriptions of methods and measures used to determine achievement, how information from the assessments shall be used to assist students who have not demonstrated attainment of the academic standards at a proficient level or higher and how information from the assessments shall be made available to the public.
- (6) A plan for improving students' achievement, including specific, measurable goals for student growth and plans that are designed to attain students' achievement goals. Achievement goals must demonstrate a connection to the academic standards.
- (7) The professional development plan and the induction plan.
- (8) A description of the school district's organization and organizational goals and their relationship to differing student needs within the school district's goals and the attainment of academic standards.

- (9) A description of the professional personnel, school library, classroom and other resources the school district plans to devote to the attainment of academic standards.
- (10) A brief description of the process used to develop the strategic plan, including a list of persons involved in its development.
- (11) A plan for additional instructional opportunities for students not achieving at the proficient level including identification procedures, alternate instructional strategies, monitoring of assessment procedures and opportunities for extended learning time.

Strategic plans, the 6-year plan, mid-term review report, annual updates and other revisions to the plan, shall be developed through active participation by parents, students, school directors, teachers, school administrators, other school personnel and business and community representatives. Teacher representatives shall be chosen by teachers and administrative representatives shall be chosen by the administrative personnel; and school director representatives shall be chosen by the board of the school district.

Prior to its approval by the Board of School Directors, the strategic plan and revisions of it shall be made available for public inspection in the school district's offices, on the school district's web site and nearest public library until the next regularly scheduled board meeting or a minimum of 28 days whichever comes first. The plan shall be filed with the Department after it is recommended by the school superintendent of record or chief executive officer and is approved by the school district's board of directors or. If the board of directors or trustees alters the proposed strategic plan developed it shall consult with the committee which developed it to reach the greatest possible consensus prior to its submission and include any minority report which is developed.

A locally approved strategic plan shall remain in effect until it is superseded by a locally approved revision or a new strategic plan is developed.

FIVE YEAR PLAN

The Board of School Directors approved the following five year plan for all departmental areas of the school district in the fall of 2010. The plan is constantly under review and was considered in the development of the budgets which will be presented in the financial section.

Mission:

Drawing on its cultural richness, creativity, and tradition of scholastic excellence, the School District of Cheltenham Township strives to nurture the whole child through academic and community partnerships that provide the skills and vision he or she requires to lead a productive and meaningful life in the world beyond the classroom walls.

Vision:

We have articulated a clear connection between the classroom and the world that will:

- inspire our students to develop principled and knowledgeable responses to the local, national, and global challenges of the 21st century;
- actively engage parents in their children's intellectual, social, and moral education;

- encourage faculty and staff to continually broaden the web of connections between their academic disciplines and the world on which they depend;
- stimulate dynamic leadership of building and district administrators; and
- create partnerships with community individuals, institutions, organizations, and businesses that model real-world connections for all students.

Shared Values:

1. We treat others the way we want to be treated.
2. We do what is legally, ethically and morally right.
3. We support people who make honest mistakes so they are will to take risks.
4. We listen to what others say to enlarge our understanding and engage open communication.
5. We understand all children have assets and can learn.
6. We recognize education is a partnership between the parent, child, school, and community.
7. We speak with care and without fear.
8. We are honest and respectful to self and others.
9. We understand the correlation between the clarity of our expectations and the success of others in meeting them.
10. We work for the common good.

School District of Cheltenham Township
Five Year Plan
2012 through 2017

Office of Education

Education Goals:

1. Promote and support high achievement for each student
 - 1.1 Continue to develop and refine CCSS (standards-based) planned course outlines for all subject areas with learning goals that go beyond the standards required by the state (ongoing)
 - 1.1 Use Pennsylvania’s Standards Aligned System (SAS) when appropriate to further develop standards-based curriculums (2013)
 - 1.2 Develop and implement culturally responsive instructional strategies (ongoing):
Courageous Conversations
 - 1.3 Improve communications to students and parents of student progress through adoption of proficiency-based reporting system (2013-2014)
 - 1.4 Use data to base curricular and instructional decisions (ongoing)
 - 1.4.1 Use DIBELs in K-2 grades for early response to reading problems (2012)
 - 1.4.2 Create data management system for gifted student records (ongoing)
 - 1.5 Meet the individual instructional needs of each student (ongoing)
 - 1.5.1 Use Response to Instruction and Intervention (RtII) model for instruction (ongoing)
 - 1.5.1.1 Create and facilitate a district-wide implementation team to formulate appropriate criteria, interventions and timelines for RtII implementation (2013)

- 1.5.1.2 Create RtII implementation team at each school to ensure proper facilitation of RtII Program (2013)
 - 1.5.2 Create Virtual School within CHS (2014)
 - 1.5.3 Restructure World Language Program to allow credit-worthy instruction at Elkins Park and Cedarbrook Schools allowing students to enter high school at higher levels of languages (2013)
 - 1.5.4 Develop system for assessing and tracking student skill levels and fluency in basic math facts (pilot 2012; implement fall 2013)
 - 1.5.5 Increase use of differentiated instruction as an instructional strategy (ongoing)
Pretesting and compacting: In-room resources for project-based learning
 - 1.5.6 Encourage and listen to student voice (ongoing)
 - 1.6 Use technology to enrich and support student learning
 - 1.6.1 Expand use of online instructional tools whenever appropriate (ongoing)
 - 1.6.2 Expand professional abilities to use available data to assist with instructional decisions (ongoing)
 - 1.6.2.1 Improve K-12 articulation for instruction in the areas of Writing, Research and Grammar (2012)
 - 1.6.3 Upgrade each classroom to a smart room (SmartBoard, Computer Carts, Instant Response System, appropriate hand held technologies) (goal to complete by 2014)
 - 1.6.4 Develop online portfolio system for students with GIEPs to demonstrate learning & monitor growth (pilot 2013-14; pilot for all students 2015-16)
 - 1.7 Expand opportunities for mentorships and internships within and beyond district (2013)
 - 1.7.1 Publish a list of these opportunities to help student accessibility to these opportunities (2013)
 - 1.8 Continue to expand the arts responding to student interest within budgetary constraints (ongoing)
 - 1.9 Expand partnerships with institutes of higher learning (ongoing)
 - 1.9.1 Continue to develop partnerships for dual enrollment (ongoing)
 - 1.9.2 Create mutually beneficial programs with teacher training institutions (i.e., student teacher/tutoring agreements) (ongoing)
 - 1.9.2.1 Develop partnerships with Arcadia University to host pre-service student teachers and student teachers who will have year-long assignment in district schools
 - 1.9.3 Through ongoing dialogue update curriculum and teaching practices to reflect changing prerequisites for success at institutes of higher learning (ongoing)
 - 1.10 Continue to facilitate 5 year cycle of new instructional materials (ongoing)
 - 1.11 Create a bridge between SDCT and local pre-K programs to share curricular goals and best teaching practices (2014)
 - 1.11.1 Survey parents of current students for pre-school aged siblings to create an on-going database of incoming students (2013)
 - 1.12 Continue to create opportunities for Project-Based Learning to promote student-centered learning and enhance critical thinking and use of technology skills to be measured by continued increase in PSSA scores, SAT scores, and increased enrollment in AP courses (ongoing)
2. Eliminate the Achievement Gap
- 2.1 Increase number and quality of communications to parents to include notification of student benchmark scores whenever below proficient (2012)

- 2.1.1 The SDCT in conjunction with UPG will present an annual report on the present status of this goal. The report will include academic and nonacademic benchmarks to help gauge the progress of eliminating achievement gaps (ongoing)
 - 2.2 Provide effective assistance for struggling students (ongoing)
 - 2.2.1 Ensure early identification of students through use of benchmark and state testing, teacher and parent referral, and other available data and online supports (ongoing)
 - 2.2.2 Expanded opportunities for extending the school day and school year
 - 2.2.2.1 Implement after school/Saturday programs for students at all schools (ongoing)
 - 2.2.2.2 Broaden educational opportunities during summer months for secondary students (2017)
 - 2.2.2.2.1 Support will be provided to students who may have financial difficulty paying for summer school using grants and waivers (2017)
 - 2.2.3 Create yearly *Student Success Plan* for every student not scoring proficiently on state testing (2013)
 - 2.3 Encourage and nurture conversations between successful and struggling students, older and younger students and graduates and current students to help students stay focused on what is important in their educational process (2013)
3. Eliminate systemic barriers to student achievement
- 3.1 Enhance school culture and climate to support student success in all district schools (ongoing)
 - 3.2 Ensure equity in student access to gifted services and in implementation of the gifted program (ongoing)
 - 3.2.1 Revise and implement improved Gifted Screening Process (2013)
 - 3.3 Increase opportunities to accelerate math (ongoing)
 - 3.3.1 Adopt District acceleration policy (2014)
 - 3.4 Expand universal acceleration in K-12 while maintaining a strong honors and advanced placement programs (ongoing)
 - 3.5 Continue to develop and expand an effective ESL program as needed (ongoing)
4. Recruit, develop, retain, and promote highly effective teachers
- 4.1 Provide quality, targeted professional development aligned with *Strategic Plan* and *Five Year Plan* goals, while also encouraging the development of Professional Learning Communities (PLC's) (ongoing) – funding from Title 2
 - 4.2 Provide opportunities for professional growth through sharing of best practices found within the District (2013)
 - 4.2.1 Implement internal Team Meetings (grade level, content and cross-school) to promote a collaborative working environment, improve learning at all levels and coordinate vertical planning (ongoing)
 - 4.2.2 Provide opportunities for teachers to observe teachers in their school and other schools in the District (ongoing)
 - 4.3 Provide training for classroom and core-content teachers to develop skills necessary to be an effective teacher of reading (2011-2013)
 - 4.4 Recruit and retain a highly effective and diverse instructional staff (ongoing)
 - 4.5 Target parents and residents to become involved in a sustainable, mutually beneficial volunteer program (ongoing)

Associated Costs with Goals – Costs listed are approximations and may vary from year to year

2012-2013

- Facilitators \$20,000
- Young Playwrights - \$16,000
- DIBELS – \$2,000
- Differentiated Instruction - \$5,000

2013-2014

- Young Playwrights - \$17,500
- DIBELS – \$2,500
- Restructure World Language Program - \$50,000
- K and Pre-K – Maintaining database \$500/year; materials for parents \$3,000
- AP books - \$20,000/year
- Benchmark Testing - \$128,000
- Portfolios - \$7,500 gifted only

2014-2015

- Young Playwrights - \$17,500
- DIBELS – \$2,500
- World Language - \$25,000/year
- K-4 Social Studies Program - \$175,000
- Portfolios - \$7,500 gifted only

2015-2016

- Young Playwrights - \$17,500
- DIBELS – \$2,500
- Portfolios - \$10,000

2016-2017

- Young Playwrights - \$17,500
- DIBELS – \$3,000
- Bridging K programs with pre-K - \$700
- K and Pre-K – Maintaining database \$500/year; materials for parents \$3,000
- Portfolios - \$10,000

Office of Special Education

Special Education Goals

1. Establish district-wide understanding of Special Education, including co-teaching and inclusion
 - 1.1 Develop a culture of inclusion within the district as evidenced by an increase in the number of general education classrooms that include students with IEPs (yearly)
 - 1.2 Percentage of students with disabilities educated outside of the general education classroom for more than 60% of the school day will be at or below 8% (or lower based on State Performance Plan target) (yearly)
 - 1.3 Percentage of students with disabilities educated inside the general education classroom for more than 80% of the school day will be at or above 70% (or higher based on State Performance Plan target) (yearly)

2. Increase programs for students with IEPs that are offered and administered by the District
 - 2.1 Assess effectiveness of District life skills program and plan for any changes (yearly)
 - 2.2. Develop District-run K-12 program to support students with autism
 - 2.2.1 Evaluate costs, cost-effectiveness and sustainability of district-run programs for students with autism (June, 2013)
 - 2.2.2 Identify structure of program and need for classroom space to support programs (June, 2013)
 - 2.2.3 Plan for supports including staff, plan for supervision and training needed for programs at each level (June, 2013)
 - 2.2.4 Open District-run classes for students with autism (Sept., 2013 and 2014)
 - 2.2.5 Assess program effectiveness and plan for any changes (yearly)
 - 2.3. Develop District-run life skills program focusing on vocational training and transition to adult life for 18-21 year old students (June, 2014)
 - 2.3.1 Evaluate costs, cost-effectiveness and sustainability of district-run 18-21 year old transition program (June, 2014)
 - 2.3.2 Identify structure of transition program and site for program (June, 2014)
 - 2.3.3 Develop class “businesses” to support the goals of the program (June, 2014)
 - 2.3.4 Develop community partnerships with local businesses to support the program (June, 2014)
 - 2.3.5 Develop community work sites (June, 2014)
 - 2.3.6 Open district-run life skills transition program for 18-21 year old students with IEPs (September, 2014)
 - 2.3.7 Assess program effectiveness and plan for any changes (yearly)

3. Enhance school culture and climate to support student success in all district schools
 - 3.1 Provide training and implementation of Restorative Practices in grades K through 12 (yearly)
 - 3.2 Develop system to evaluate effectiveness of program through indicators including number of discipline referrals, stakeholders’ surveys and increased academic performance (2012-2016)
 - 3.3 Implement Olweus Bully Prevention Program in Grades K through 12
 - 3.3.1 Provide training for administrators, guidance counselors and school psychologists (2011-2013)
 - 3.3.2 Develop Plan for training of staff in grades K-12 (2011-2013)
 - 3.3.3 Complete training of staff in grades K-12 (2011-2014)
 - 3.3.4 Provide overview of Olweus program for parents / community (2011-2014)
 - 3.3.5 Development of building-specific plans for implementation (2011-2015)
 - 3.3.6 Provide training for any new staff (yearly)
 - 3.3.7 Implementation of program in all schools (2011-2015)
 - 3.3.8 Collection of data regarding reported incidences of bullying with review and revision of program based on data (yearly)

4. Improve student services to support the academic, social, emotional, behavioral and physical needs of all students
 - 4.1 Implementation of a comprehensive K-12 guidance program
 - 4.1.1 Analysis of current research and best practices in the delivery of guidance services (yearly)
 - 4.1.2 Creation of Guidance/Career Center at CHS to assist students with post-secondary planning (2012-2013)
 - 4.2 Facilitate the return of students from placement outside of public school to district schools and

programs as evidenced by no more than 4% of students with disabilities receiving their education in settings outside of public school (or lower based on the yearly State Performance Plan Target) (yearly)

4.3 The graduation rate for students with disabilities will be 100%. (yearly)

4.4 Fewer than 8% of students with disabilities will be suspended out of school on a yearly basis.

5. Increase academic performance of students with IEPs

5.1 Students with disabilities will demonstrate increased educational results in Reading, Mathematics and Science as outlined in the PA academic standards as evidenced by a 10% increase in the percentage of students with disabilities performing at proficient or advanced levels each year (at each grade level tested) until 100% of students are scoring proficient or advanced. (baseline 2010 PSSA scores) (yearly)

5.2 100% of students with disabilities will participate in the appropriate state assessments (PSSA, PSSA-M, PASA). (yearly)

Associated Costs with Goals – Costs listed are approximations

1. Establish district-wide understanding of Special Education, including co-teaching and inclusion. No costs associated with this goal. Ongoing professional development within the district will occur to support this goal (no need for a paid facilitator for professional development in this area).
2. Increase programs for students with IEPs that are offered and administered by the District
2013 - Costs for district-run autistic support programs include staff (3 teachers, 6 program paraeducators, , 5 one-to-one paraeducators, supplies, community-based instruction costs - \$550,000. Savings include current costs of services for 26 students - \$1,260,000
2014- Costs for the formation of the Transition Program for 18-21 year old students receiving life skills support include rental of classroom space, staff including one teacher and 2 paraeducators (the teacher and one paraeducator will be transferred from the high school program and one new paraeducator position), purchase of a van for community-based instruction and work experience, furniture, supplies, and start-up-costs - \$230,000 less the positions that already are budgeted for to \$130,000. Plan includes funding \$100,000 through ACCESS
3. Enhance school culture and climate. Cost of Olweus training - \$10,000 per school for a total of \$60,000 (Elkins Park School and Cheltenham Elementary School are receiving training during the current school year through a grant)
4. Improve student services to support needs of all students Cost of Guidance/Career Center - \$25,000 (room improvements, furniture, supplies)
5. Increase academic performance of students with IEPs. There are no additional costs associated with this goal. Materials and technology were purchased using AARA funds.

Office of Technology

Technology Goals

1. Develop a five year computer replacement plan
 - 1.1 Analyze budget and annual needs to facilitate a replacement scheme.
 - 1.1.1 A realistic plan should include a 20% annual replacement cycle. (2012-2017)
 - 1.1.2 Variables to consider when developing the budget include average replacement costs, anticipated upgrade costs, funds for unanticipated new equipment, and funds for new faculty and staff.
 - 1.1.3 Investigate refurbished computers versus new computers. COMPLETED

- 1.1.4 Variables to consider when purchasing refurbished equipment are warranty, physical condition and customer support.
 - 1.2 Any successful technology replacement scheme must take into account the need for individuals to have the necessary computing power.
 - 1.2.1 An evaluation of local power available for computer and laptop deployment needs to be determined before distributing computers and laptops. (2012-17) ONGOING
 - 1.2.2 Work with the facilities department to determine power requirements for computer equipment. (2012-2017) ONGOING
 - 1.3 Evaluate staffing and procedure to deploy computer equipment in an efficient time frame.
 - 1.3.1 Develop procedure for image cloning on Mac and Windows based computer systems. COMPLETED (Utilized Open Source Software)
 - 1.3.2 Provide training to in-house staff on image cloning procedure. (2012-2017) ONGOING
 - 1.3.3 Work with computer manufacturer or reseller to handle part or all of the computer image preparation.
2. Design and implement 21st Century Classrooms
- 2.1 Ensure all classrooms are technologically ready to meet the demands of 21st Century Learners.
 - 2.1.1 Deploy interactive whiteboards as replacements for traditional whiteboards or flipcharts. They provide ways to show students anything that can be presented on a computer's desktop. (2012-2017) (All classrooms will be completed by 2017)
 - 2.1.2 Provide interconnectivity between LCD projectors and the district's closed circuit cable television system to eliminate the need for televisions in the classroom. LCD projectors also work in conjunction with interactive whiteboards to display educational content from classroom computers. (2012-2017)
 - 2.1.3 Use laptops, netbooks, instant response systems, smart phones and iPads to drive classroom instruction. These devices allow students to upload assignments to teachers, collaborate with students and answer questions in real time. (2012-2017)
 - 2.1.4 Use digital technology and communication tools to access, manage, integrate and evaluate information; Construct new knowledge; Communicate with others effectively. (2012-2017)
3. Deploy Digital Student Portfolios
- 3.1 Digital Portfolio software organizes student files, videos and projects the student is currently working on or has recently completed. (2012-2013) (Use My Big Campus Free Solution)
 - 3.1.1 This software can showcase samples of the student's best work during their academic career. (2012-2017) (Edmodo & Google Apps)
 - 3.1.2 Students will be able to access important documents on the local school district network or at home. (2012-2017)
 - 3.2 A Storage Area Network SAN provides a cost-effective, easy-to manage, highly scalable, and highly available storage environment for use with home directories. COMPLETED
 - 3.2.1 The storage area network is the home location for all content saved by students and staff.
 - 3.2.2 Digital portfolio software interfaces with the storage area network.
 - 3.2.3 Hardware and software faults can automatically be detected and provide immediate failover with little to no downtime.

4. Provide controlled network access to staff and student personal devices
 - 4.1 Provide controlled network access to staff and student personal devices (2012-2017)
 - 4.1.1 Devices include laptops, cell phones, iPods, iPads, and other portable technology.
 - 4.1.2 Trend in technology is towards portable/mobile devices over fixed/desktop devices. (2012-2017)
 - 4.1.3 Some districts are allowing students to utilize their personal devices in the classroom as a tool for learning.
 - 4.1.4 This will require the board policies and administrative regulations pertaining to staff and student acceptable use of technology to be updated.
 - 4.1.5 Teachers will also need to adapt to this new way of utilizing technology in the classroom.
 - 4.2 Allowing personal devices on the district's network has the potential for disrupting network services. (2013-2017)
 - 4.2.1 Personal devices may not have necessary anti-virus software or the latest security updates installed and could potentially contain viruses or other types of malware.
 - 4.2.2 An infected device may spread the malware to other devices on the network to which it is connected.
 - 4.2.3 A personal device may have software installed that may flood the network with non-critical traffic, slowing down or preventing the use of the network for legitimate purposes.
 - 4.2.4 While connecting personal devices, staff might not connect network cabling properly, creating network issues.
 - 4.3 Ensure the security and stability of the district's network, a network access control NAC) system needs to be implemented. (2013-2014)
 - 4.3.1 Network access control allows the technology department to control what devices are allowed access to the network.
 - 4.3.2 When a new device is connected, it will be required to go through a series of tests to ensure that it is safe to use on the network. The user will also be required to register the device with their name, which allows each device to be associated with a specific person.
 - 4.3.3 Once a device is registered, it will be allowed onto a specific portion of the network, determined by what user registered the device.
 - 4.3.4 If a personal device creates an issue on the network, it can be identified and completely cutoff from the network.
5. Automate data communications from the district student information system to instruction and benchmarking applications.
 - 5.1 Determine if current instructional and benchmarking applications support SIF framework. (2012-2017) ONGOING
 - 5.1.1 SIF stands for student information friendly
 - 5.1.2 Standards-based SIF architecture facilitates easy integration between SIF-enabled applications within a customer site, such as between the PowerSchool and library or transportation management systems.
 - 5.1.3 At the foundation of any SIF deployment is a Zone Integration Server (ZIS)
 - 5.1.4 A zone integration server is an invisible courier that reliably delivers information from one source to one or more destinations.

Associated Costs with Goals – Costs listed are approximations

1. Computer replacement plan – estimated cost \$250,000... after completion savings of \$125,000
2. Design and implement 21st Century classrooms – estimated cost \$125,000
3. Digital student portfolios with Edmodo & Google Apps – Free
4. Security/Stability/Access to personal devices – estimated My Big Campus - \$50,000
5. Automated data communications – \$25,000

Office of Human Resources

Human Resources Goals

1. Position the District for optimal high performance in all operational areas by establishing a state-of-the-art Department of Human Resources, based on the principle that a highly effective workforce is one which maximizes learning opportunities for all students.
 - 1.1. Working within the realities of the July 2010 through June 2015 budgets as well as collective bargaining agreements and Act 93 agreement for administrators, create, modify and/or improve procedures and practices which support the outcome of a highly effective workforce (July 2010-August 2011).
 - 1.1.1 Evaluate and initiate process and procedures which improve efficiency and communications.
This includes but is not limited to:
 - Paperless application process
 - Pre-employment intake
 - Change in employment status
 - Leaves of absence
 - Course pre-approval; course reimbursement (electronic processing)
 - Exiting employees (electronic exit survey)
 - Flow of HR based information
 - 1.1.2 As position vacancies occur and no job descriptions exist, create same.
 - 1.2 Continue to optimize HR Database to align with Payroll and Benefits platform, which is Pentamation
2. Use opportunities and resources to effectively support district and school personnel in promoting standards of excellence in all areas of staff performance.
 - 2.1. Provide Professional Development to front line supervisors and other administrators on public school district personnel topics and other performance areas. Use external expertise to support PD (July 2010-June 2015).
 - 2.2. Audit regularly daily attendance of staff in order to support administrators who are handling chronic absenteeism, tardiness or possible misuse of paid time-off. (July 2010 – June 2015)
 - 2.2.1 Successful conversion to using Kelly Services for attendance tracking
 - 2.2.2 Successful migration of substitute custodians to Kelly Services
 - 2.3. Take active role in PASBO PASPA and EPASPA organizations; attend professional development workshops which support positioning the district as a leader in human resources management. (July 2011 – June 2015)
3. Continue supporting district values and learning goals by refining and improving upon recruitment efforts in order to attract and retain a workforce, which reflects the diversity of students and community which we serve.

- 3.1.1. Participate in DVMSAC Recruitment and Retention Task Force (July 2011 – forward)
- 3.1.2. Participate in other Job Fairs, with a focus on early identification and follow-up with qualified candidates of color. (July 2011 – forward)
- 3.1.3. Develop rubric for salary placement of new professional hires as of 7/1/2013. Obtain CEA support.
- 3.1.4. Facilitate the hiring process related to vacancies in key areas with a goal to attract and retain new leadership of the highest caliber, including but not limited to:
 - Superintendent
 - Myers Principal (handled)
 - Director of Education
 - Anticipated - Director of Special Education, Supervisor of Special Education
4. Continue supporting district values and learning goals by promoting a relationship of respect, equity and high accountability for all staff.
 - 4.1.1. Initiate issuance of “how to” and friendly reminder communications from HR to district staff. (July 2010 – forward)
 - 4.1.2. Join staff meetings in school and individual departments, when appropriate. (September 2010 – forward)
5. Maintain a status of labor relations which optimizes high performance in all operational areas.
 - 5.1. Implement the new BEC July 2012 – June 2015 BEC contract with a goal to negotiate, in conjunction with the board, a fiscally responsible renewal for July 2015 forward.
 - 5.2. Implement the current July 2011 – June 2014 CEA contract with a goal to negotiate, in conjunction with the board, a fiscally responsible renewal for July 2014 forward.
 - 5.3. Implement the current July 2013 – June 2016 CASSA Agreement.

Associated Costs with Goals – Costs listed are approximations

1. High performance in all operational areas – estimated cost \$7,500 - \$12,500 included in technology budget
2. Staff Performance – estimated cost \$1,500
3. Recruitment – estimated costs \$20,000
4. Support District – No Cost
5. Labor relations – estimated costs \$5,000

Office of Communications and Development

Communication Goals

1. Develop Social Marketing Campaign
 - 1.1. Hold Social Marketing Task Force Meetings
 - 1.1.1 Develop social marketing team
 - 1.1.2 Recreate District motto
 - 1.1.3 Develop guiding principles to support new motto
 - 1.1.4 Empower social marketing team members with “sound bite” messaging
2. Increase community awareness of SDCT educational programming, extracurricular activities, awards, and accomplishments through small and large forms of visual advertisement
 - 2.1 Continually utilize high-visibility signage, Township billboard, site-base marquees, Channel 42, SDCT Web Spotlight / News features, media coverage (print and television) (2012-2017)

3. Support Superintendent in developing and maintaining highly effective systems for stakeholder communications
 - 3.1 Promote face to face superintendent- stakeholder meetings (Initiate Oct 2012)
 - 3.2 Facilitate district-wide recognitions and celebrations (2012-2017)
 - 3.3 Develop and promote monthly video blog on topical issues

4. Improve quality of parent communications_
 - 4.1 Systemize and support building-level newsletters to parents (2012-2017)
 - 4.2 Systemize, streamline, and support mass mailings to parents (2012-2017)
 - 4.3 Utilize School Messenger as site-based parent communication tool (November 2012 – 2017)
 - 4.4 Utilize List Serve as highly-effective site-based and district-wide parent communication tool with 100% participation goal by 2017 (2012-2017)

5. Expand and Support Usage of Channel 42 to include regular programming that showcases educational Initiatives and benefits community
 - 5.1 Initiate broadcast of “In the Classroom” educational show (November 2012-2017)
 - 5.2 Establish a “State of the Schools” news report delivered twice a year on Channel 42 (2013-2017)
 - 5.3 Present ongoing public service announcements (2012-2017)
 - 5.4 Support health and wellness programming (2012-2017)

6. Improve Quality of External Communication Systems
 - 6.1 Strengthen communication with local senior citizen, civic, religious, business, realtor, Township, and legislative groups (2012-2017)
 - 6.1.1 Attend stakeholder meetings to distribute and collect information (2012-2017)
 - 6.1.2 Develop formal, ongoing program for facility tours (Sept 2014 – 2017)...pending completion of Wyncote project
 - 6.1.3 Utilize stakeholder communication system (i.e.; bulletins, list serves) to get District news out to public (2012-2017)
 - 6.1.4 Include outside stakeholder groups in pertinent site-based and district-wide mailings (2012 -2017)
 - 6.1.5 Provide pertinent communication to key leaders (2012-2017)
 - 6.2 Provide regular informative print pieces for stakeholder benefit (2012-2017)
 - 6.2.1 Publish electronic quarterly District newsletter for staff and Community\ (September 2012 -2017)
 - 6.3 Develop ongoing, educational communication campaigns for critical /complex issues (2012-2017)
 - 6.3.1 Budget Communication (2012-2017)
 - 6.3.2 Contract Negotiation Communication (2012-2017)
 - 6.4 Utilize institutional-friendly social media tools as interactive communication system (2012-2017)
 - 6.5 Expand School Messenger as robust external messaging tool (2012-2017)
 - 6.5.1 district-level messages from superintendent (ongoing)
 - 6.5.2 site-level messages from principals (ongoing)

7. Improve Quality of Internal Communication Systems
 - 7.1 Provide ongoing training and support for staff on effective communication

- 7.2 Develop and utilize annual communications surveys and host focus group sessions as assessment tools for communication objectives and customer satisfaction (2012– 2017)
- 7.3 Assess current List Serve membership and strengthen system as robust
- 7.4 Utilize School Messenger as primary crisis communication with staff members (2012-2017)
- 8. Improve Usage of Crisis Communication Systems
 - 8.1 Co-Chair Development of Comprehensive District-Wide Crisis Manual (2012-2017)
 - 8.2 Co-Chair Development of Site-Based Crisis Manuals (2012 -2017)
 - 8.3 Utilize social networking tools to quickly/effectively alert/inform public (2012-2017)
 - 8.1.1 Facebook (2012-2017)
 - 8.1.2 Twitter (2012-2017)
- 9. Spearhead ongoing branding campaign to create unified “voice” for District
 - 9.1 Maximize visibility of images and statements that represent organizational values (2012-2017)
 - 9.1.1 District motto, logos, mascots, colors (2012-20167)
- 10. Support fundraising efforts with internal stakeholder groups that benefits educational programming and organizational goals
 - 10.1 Redesign Cheltenham Foundation as Fiscal Support System and Community Building Enterprise (2012 -2017)

Associated Costs with Goals – Costs listed are approximations

- 1. Develop Social Marketing Campaign – No Cost
- 2. Increase Community Awareness - \$3,500 annually
- 3. Support Superintendent developing and maintaining highly effective systems - \$1,500 annually
- 4. Improve quality of parent communications – No Cost
- 5. Expand and Support Usage of Channel 42 - \$1,000 annually
- 6. Improve Quality of External Communication Systems - \$1,000 annually
- 7. Improve Quality of Internal Communication Systems - No Cost
- 8. Improve Usage of Crisis Communication Systems - \$2,000 as needed
- 9. Spearhead ongoing branding campaign - \$2,500 annually
- 10. Support Fundraising efforts – \$500 annually

Office of Business Affairs

Business Affairs Goals

- 1. Ensure the future viability of the District by providing for the effective, efficient utilization of District facilities and resources through prudent creative investing, pursuit of alternate revenue sources, and striving to balance expenditures with revenues.
 - 1.2. Review operational expenditure areas through internal and external reviews to improve and evaluate performance (July 2012-June 2017)
 - 1.3. Evaluate and initiate process and procedures which improve efficiency and reduce costs
 - 1.3.1. Cross-train staff positions for improved service and coverage with absences (July 2013-August 2014)
 - 1.3.2. Increased participation in Joint Purchasing (July 2012-June 2017)

- 1.3.3. Benchmarking Financial and Operational Areas to state and national standards (July 2012- June 2017)
 - 1.3.3.1. Review state data through PASA/PASBO initiative with the great city schools
 - 1.3.3.2. Other Review of Operational Functions through benchmarking (July 2012 – June 2017)
 - 1.3.3.2.1. Implement results of Expenditure Reduction Analysts for supplies and insurance (July 1, 2012-June 30, 2013)
 - 1.3.3.2.2. Implement migration of banking from Fulton to PSDLAF which includes scanned deposits (July 1, 2012-June 30, 2013)
 - 1.3.4. Competitive bidding (July 2012-June 2017)
 - 1.3.4.1. Develop and award RFP for transportation services (July 1, 2012-June 30, 2013)
 - 1.3.4.2. Develop and award RFP for food services (July 1, 2012-June 30, 2013)
2. Use opportunities and resources to effectively support district and school priorities towards maintaining standards of excellence in all areas.
 - 2.1. Obtain feedback from budget end users on process and update to reflect feedback (July 2012-June 2013)
 - 2.2. Provide professional development on staff processes related to budget (July 2012-June 2013)
 - 2.3. Implement data dashboard to improve communication on overall budget performance (June 2012-July 2013)
 - 2.4. Work with labor unions on implementation of SePast benefits committee
 3. Continue supporting district values and learning goals to build and carry out a sustainable plan for financing, building, human, instructional, operational and technical resources that enables our learning goals and is responsive to student and school needs.
 - 3.1. Production of a Comprehensive Annual Financial Report (July 2012-August 2017)
 - 3.2. Production of an Annual Budget which exceeds National Standards (July 2012-August 2017)
 - 3.3. Provide funding mechanisms to provide resources for instructional goals (July 2012-June 2017)
 - 3.4. Support district reconfiguration discussions through providing financial information (July 1, 2012-June 30, 2013)
 - 3.5. Review feasibility of implementing “authority” for debt service (July 1, 2012-June 30, 2014)

Associated Costs with Goals

2012-13

- Reduction in Purchasing costs (\$25,000 through joint purchasing)
- Reduction in operational costs due to improved bidding (\$18,500)
- Reduction in Transportation (\$300,000) through improved efficiencies

2013-2014

- Reduction in Transportation through improved efficiencies (\$200,000)

2014-2015

- No costs at this point in time
- Reduction in energy resulting from improvements (\$100,000)

2015-2016

- No costs at this point in time

2016-2017

- No costs at this point in time

Office of Support Services

Facilities Operations- Construction Projects in Progress 2011-2012	Construction Cost
<u>Cheltenham High School Electrical System</u> Repair and replace all electrical deficiencies such as wiring, electrical panel boards and junction boxes; survey of switchboards comparing feeder sizes with contract documents, and load analysis of all existing transformers 15k VA and larger.	\$350,000.00
<u>Little Theater Asbestos Removal</u> Remove Asbestos material from Cheltenham High School Little Theater	\$87,590.00
Cheltenham Elementary School Project	\$24,411,262.00
<i>Total Construction Cost</i>	\$25,663,711.75
Facilities Operation – Construction Project 2012-2013	
<u>Myers Elementary School Water Infiltration</u>	\$800,000.00
<u>Cheltenham High School High Voltage Electrical Project (New Project)</u> The ground around the man hole high voltage electrical area is extremely soft and unstable creating a safety hazard. The hole measured approximately 10 ft. by 6ft. in diameter and 8ft. deep	\$55,074.00 <i>(Completed)</i>
<u>Cheltenham High School Library Air Handler and Storm Water Inlet Repair (New Project)</u> Installed controllers, fan controls, VFD, outside air and return air dampers, actuators, chilled water valves and bypass VAV controls, pipe insulation, heating and cooling coils, sheet metal housing, interior duct work, air filters, insulation and chilled water insulation	\$183,900.00
<u>Myers Elementary School Sidewalk Replacement Project</u> Replace existing damage sidewalk and curbing and install new sidewalk and curbing	\$52,100.00
<u>Cheltenham High School Driveway and Subsidence</u> Remove the existing two inlets and manhole and install new inlets, sidewalk, curb and asphalt	\$58,000.00
<u>Cheltenham High School Jewelry Room HVAC Improvement</u> Install new ventilation hood system	\$50,000.00
<u>Cedarbrook Middle School Roof Project</u> Remove existing roof membrane. Install new copper façade and new roof membrane	\$217,000.00

<u>Cheltenham High School Little Theater Roof Replacement</u>	
Remove existing roof system and install new SBS modify asphalt roof system	\$500,000.00
<u>Cheltenham High School Cheltenham Elementary Modular Mold Remediation</u>	\$76,000.00 (Completed)
Total Construction Cost	\$1,992,074.00
Facilities Operations - Construction Projects 2013-2014	
<u>Wyncote Elementary School Project</u>	
Wyncote Elementary School construction project will start in June 2013. The existing 56,938 sq. ft. two story will be demolished and replaced with a newly constructed two story building on the same site.	\$25,000,000.00
<u>Cheltenham High School Auditorium Lighting</u>	
Install a new dimmer rack in the Auditorium	\$280,000.00
<u>Cheltenham High School HVAC Control System</u>	
Replace outdated ARC Network control technology with a new building automation control system.	\$200,000.00
<u>Cheltenham High School Door Replacement</u>	
The existing doors are damaged, and several doors need to be replaced	\$150,000.00
<u>Cheltenham High School Security Camera Installation</u>	\$120,000.00
Total Construction Cost	\$25,750,000.00
Facilities Operations - Construction Projects 2014-2015 Elkins Park School Projects	
Remove asbestos mastic from ceiling tile in 44 classroom, storage rooms, hallways, offices, stage and multi-purpose room	\$330,000.00
Remove asbestos tiles throughout 44 classrooms ,offices, hallways	\$184,800.00
Abate all asbestos piping insulation and install new vinyl tile throughout the building	\$375,000.00
Remove all T-12 magnetic ballast and install new energy efficient light fixtures throughout the building.	\$480,000.00
Install new receptacle wiring panel	\$300,933.00
Install new Air Conditioning system for the entire building	\$5,000,000.00
Demolish existing built-up roof system (BUR) and replace with LEED multi-ply SBS Asphalt Roofing System	\$1,875,000.00
Install new boiler and piping	\$400,000.00
Install new control system	\$250,000.00
Remove existing generator and install new emergency generator	\$150,000.00
Replace existing clock System	\$150,311.00
Demolish / Replace classroom casework/classrooms original building, abate flex connectors and light reflectors	\$250,000.00

Install new Bleachers	\$55,000.00
Stage Lighting	\$126,500.00
Fire protection (Sprinkler system)	\$795,045.00
Remove oil tank	\$109,000.00
Install new drop ceiling	\$140,000.00
Replace 22 roof exhaust fans	\$66,000.00
Renovate 22 lavatories	\$2,250,000.00
Replace 108 existing windows	\$1,128,200.00
Install new generator	\$160,000.00
Replace ceiling tiles in cafeteria and Auditorium	\$120,000.00
Replace 3 transformers	\$500,000.00
<u>Elkins Park Middle School Fire Alarm System</u>	
Install new fire alarm system for the entire building	\$250,000.00
Contingency Cost	\$1,519,578.90
Professional Services (<i>Architectural, Engineer, Commissioning, Inspector</i>)	\$3,039,157.80
Construction Cost	\$15,195,789.00
Total Renovation Cost	\$35,200,314.70
Facilities Operations - Construction Projects	
2015-2016	
Cedarbrook Middle School Projects	
<u>Mechanical</u>	
All existing unit ventilators in classrooms will be replaced with water source heat pumps providing heating and cooling for each room. New RTUs will supply corridors and VAVs will supply administration areas. All supply and return piping and ductwork will be replaced as part of the project. Ductwork in the Auditorium and locker rooms will be cleaned and reused with new units to supply air to these spaces.	\$5,565,315.00
<u>Plumbing</u>	
All existing domestic water piping will be replaced with new copper piping. Low flow fixtures and faucets are intended to be eliminated from the scope depending on the cost	\$1,192,567.50
<u>Fire Protection</u>	
A full sprinkler system is intended to be installed	\$795,045.00

<u>Electrical</u> Existing lights will be replaced with high efficiency lighting and controls due to the ceiling being removed for HVAC work. Power will also be modified to supply new HVAC units	\$2,544,144
<u>Architectural</u> The existing ceiling will be replaced with new acoustical ceiling tiles due to access being needed for HVAC work. Closets will be constructed in each classroom to contain and isolate the water source heat pumps. These will be constructed of metal studs and gypsum wall board. Flooring will be patched where heat pump closets are constructed and where unit ventilators are removed. Minor casework will be removed to allow for the closets to be constructed. The base bid will include the replacement of the remaining metal ventilator shelving with plastic laminate casework and an alternate will reuse the existing metal shelving by adding the necessary end panels. Existing built-up and TPO roofs will be removed down to the existing gypsum and tectum decks and a new modified bitumen roof will be installed with new flashing and coping around perimeter. Exterior rusting door lintels will be replaced, unit ventilator louver openings in-filled with brick and control joint sealants replaced. The upper 2' of brick veneer around the gymnasium will be removed and replaced to prevent moisture from infiltrating the wall. Minor repairs will be made to portions of the brick wall on the 3 story wing of the building	\$3,608,856.63
<u>Cedarbrook Middle School Classroom Asbestos</u> Remove Asbestos tile from classrooms 102, 104A, 104B, 106, 108, 110A, 110B, 112, 114, 116A, 116B, 118, Administration offices and hallways	\$150,000.00
<u>Cedarbrook Middle School Auditorium</u> Remove friable asbestos insulation from the ceiling tiles and replace with sound proof ceiling tile material	\$250,000.00
Install new acoustically ceiling, carpet	\$290,000.00
New window walls	\$250,000.00
Site renovation work (ADA)	\$250,000.00
Painting	\$270,000.00
Contingency Cost	\$1,516,592.81
Professional Services (<i>Architectural, Engineer, Commissioning, Inspector</i>)	\$3,033,185.63
Construction Cost	\$15,165,928.13
<i>Total Project Cost</i>	<i>\$34,881,634.70</i>

<i>Facilities Operations - Construction Projects 2016-2017 Cheltenham High School Projects</i>	
Remove asbestos tile from mechanical rooms, electrical rooms, library, theaters, classrooms and storage area	\$220,000.00
The existing HVAC valves throughout the building are undersized and not holding properly. Replace all leaking valves	\$175,000.00
Replace 45 units ventilators throughout the building	\$1,350,000.00
Install new air conditioning system in gym area	\$350,000.00
Install chill water pipe system throughout the building	\$800,000.00
Install new HVAC pumps system	\$250,000.00
Install new A/C system in the Auditorium	\$310,000.00
Install new exhaust system in the lavatory area	\$75,000.00
Repair the structural interior and exterior cracks	\$160,000.00
Install new domestic water line to accommodate water pressure throughout the building	\$135,000.00
Repair, reline and refinish running track area	\$200,000.00
Repair 90 exterior doors	\$270,000.00
Repair 10 cafeteria doors	\$30,000.00
Repair existing windows and frames in gym area	\$50,000.00
Repairs are required at drainage catch basins	\$60,000.00
The asphalt walkways and parking lot are in poor condition. Replace all damage sidewalk and apply 2" asphalt coating to driveway and several area in the parking lot	\$150,000.00
Demolish existing built-up roof system (BUR) and replace with LEED multi-ply SBS Asphalt Roofing System	\$4,500,000.00
Repair/Replace Interior door	\$75,000.00
Install new sound proofing for the Little Theater	\$95,000.00
Install all new automatic flush valve throughout the building	\$50,000.00
Install 4 new sections new bleachers in the football area	\$200,000.00
Repair, sand, refinish and line the gym area	\$70,000.00
Repair elevator and install new pump system	\$20,000.00
Install new concrete curbing	\$150,000.00
Install new synthetic turf in the football field area	\$750,000.00
Repair and replace lavatory partitions, and fixtures	\$75,000.00
Install new security system	\$100,000.00
Install new air handler	\$900,000.00
Contingency Cost	\$1,157,000.00
Professional Services (<i>Architectural, Engineer, Commissioning, Inspector</i>)	\$2,314,000.00
Construction Cost	\$11,570,000.00
<i>Total Project Cost</i>	\$26,611,000

2013 -14 CHELTENHAM ACHIEVEMENTS

29 High School AP Courses: Most in Montgomery County...Recognized by Philadelphia Magazine, October 2012 for number of AP courses offered!

<i>AP Biology</i>	<i>AP Government & Politics: Comp.</i>	<i>AP Studio Art: 2- AP World D Design (GP) History</i>
<i>AP Calculus (AB) and AP Calculus (BC)</i>	<i>AP Government & Politics: US</i>	<i>AP Studio Art: 3- AP European D Design (GP) History</i>
<i>AP Chemistry and AP Comp. Science A</i>	<i>AP Macroeconomics</i>	<i>AP Studio Art: Drawing (GP) AP French Language</i>
<i>AP English Language & Composition</i>	<i>AP Microeconomics</i>	<i>AP United States History AP German Language</i>
<i>AP English Literature & Composition</i>	<i>AP Physics B</i>	<i>AP Physics C: Mechanics AP Human Geography</i>
<i>AP Environmental Science</i>	<i>AP Physics C: Electricity & Magnetism</i>	<i>AP Psychology AP Music Theory</i>
	<i>AP Statistics (GP)</i>	<i>AP Latin: Vergil AP Spanish Language</i>

National Awards

- Cheltenham High School: 2012 Washington Post High School Challenge
- Cheltenham High School: 2011 Washington Post High School Challenge
- Cheltenham High School: 2010 *Newsweek* Magazine's "One of America's Best High Schools"
- Cedarbrook Middle School: 2010 PA Don Eichorn: Schools to Watch Award, first middle school in Montgomery County to achieve such status
- Cedarbrook Middle School: 2010 National Middle School Association's Grand Prize for Teams That Make A Difference

Special Recognition

- Cheltenham High School Recognized by Philadelphia Magazine for Number of AP Courses, October 2012

Pennsylvania's Assistant Principal of the Year (2010)

- Cheltenham High School's Dr. Jill Clark named PA Assistant Principal of the Year

PSSA Performance

- 2011-2012: Cheltenham Elementary School Named "Distinguished Title I School"
- 2010-2011: ALL Seven Schools Made AYP for Math and Reading
- 2009-2010: Wyncote Elementary School Named "Distinguished Title I School"

Technology: Devise to Student Ratio, 2 to 3

- 1500 desktops
- 1500 laptops
- 300 iPads

Community Partners (Ongoing)

- Rich collaboration with Arcadia University, Einstein Hospital/Elkins Park, The Princeton Review, and The Delaware Valley Minority Student Achievement Consortium, offering a diverse sampling of enrichment opportunities to students and staff members

FUND STRUCTURE AND ACCOUNTING

The accounting system of the School District is organized on the basis of funds. Each fund is considered a separate accounting entity, with a set of self-balancing accounts that comprise its assets, liabilities and fund equity, revenues and expenditures or expenses, as appropriate. School District resources are allocated to and accounted for in individual funds based upon the purpose for which they are to be spent and the means by which spending activities are controlled.

The fund classifications used by the School District have been defined by generally accepted accounting standards that include three broad fund types: governmental, proprietary, and fiduciary. Resources segregated into the Governmental Fund types are those used for the usual school services financed by local taxes, state subsidy and federal aid. The District uses three types of Governmental Funds: a General Fund, a Capital Projects Fund, and a Special Revenue Fund (Capital Reserve Fund and the Athletic Fund). The General Fund is the operating fund of the School District. Capital Project Funds are used to account for financial resources to pay for the renovation, acquisition or construction of major capital equipment and facilities. Special Revenue Funds are maintained to account for the proceeds of specific revenue sources that are legally or administratively restricted to expenditures for specified purposes. The Capital Reserve Fund, a Special Revenue Fund, is restricted to expenditures for capital items and debt service. The Athletic Fund, another Special Revenue Fund, is restricted to expenditures for athletic activities.

Resources segregated into the Proprietary Fund category are those used to finance activities similar to those often found in the private sector. The activities are usually financed, at least partially, from a user charge. The District uses only one Proprietary Fund: an Enterprise Fund (the Food Service Fund). The Food Service Fund is used to account for all revenues, food purchases, costs and expenses pertaining to food service operations which are financed and operated in a manner similar to private business enterprises where the stated intent is that the cost, including depreciation and indirect costs, of providing goods or services to the students on a continuing basis are financed or recovered primarily through user charges.

Resources segregated into the Fiduciary Fund are those held by the School District as a trustee for some other entity or group. The District uses two Fiduciary Fund types - Trust Funds and Agency Funds. Trust Funds are used to account for scholarship funds held by the District in a custodial capacity and include both expendable and nonexpendable trusts. The Agency Fund is used to account for the receipts and disbursements of monies from student activity organizations. These organizations exist at the explicit approval of and are subject to revocation by the District's governing body. This accounting reflects the District's agency relationship with the student activity organizations. The District is not required to adopt a budget for any fund other than the general fund. Information on the Capital Project Fund Budgets, and the Enterprise (Food Service) Fund budget are presented in this document in narrative form, but since their development is not a requirement they are not presented in the full form and extent as the general fund budget. The school district does not prepare a budget for its fiduciary funds.

CLASSIFICATION AND PRESENTATION OF REVENUE AND EXPENDITURES

The Pennsylvania Department of Education has adopted a system for the classification of revenue and expenditures based on generally accepted accounting standards for school entities. The system is used for budgeting, accounting, and financial reporting in compliance with Generally Accepted Accounting

Principles (GAAP), as established by the Governmental Accounting Standards Board (GASB). The classification and coding structure to record financial transactions under the accounting system provides for three basic types of activity: revenues and other financing sources; expenditures and other financing uses; and transactions affecting the balance sheet/statement of net assets only. For each type of transaction, the specific account code is made up of a combination of dimensions. Each dimension describes one way of classifying financial activity.

As required by the Pennsylvania Department of Education, the District classifies revenues by fund and revenue source dimensions. Revenues are segregated into three sources: Local Sources, State Sources, and Federal Sources. Local sources include such receipts as property taxes and interest on investments. State sources consist of monies received by the District from the Commonwealth of Pennsylvania among which are funds to support the basic instructional program, special education services, and the transportation of students. Federal sources are those funds provided by the federal government, of which the largest is the Title I program for disadvantaged students. The Department also requires the District to classify expenditures by a combination of dimensions. The required expenditure dimensions include: fund, function, object, funding source, and instructional organization. The function dimension is used to classify expenditures according to the principal purpose for which expenditures are made (e.g. Instruction and Support Services). As used in the expenditure classification system, the object dimension applies to the article purchased or the service obtained (e.g. Salaries, Fringe Benefits, Supplies and Equipment). While not required, the District also classifies expenditures by operational unit, responsibility cost center, subject matter and job classification dimensions. The responsibility cost center dimension (e.g. instructional services and transportation) is used to classify expenditures by operational units defined by the District.

The District is legally required to prepare budgets at the fund, function and object level of classification. Accordingly, revenue and expenditures are presented herein at the level required by the Department of Education. The District also presents expenditures by responsibility cost center in this document since it is the classification system used to manage and control the resources provided for educational programs and services. A cross-classification of responsibility cost center expenditures by function and by object is also presented. This presentation provides management with meaningful perspectives on spending.

Revenue classifications and related descriptions are presented on the pages to follow. Expenditure classifications and related descriptions are presented on the upcoming pages after revenue classifications. These classifications are referred to throughout this document and represent a consistent budget and financial reporting process for the School District and for readers of this document.

REVENUE CLASSIFICATION

6000 LOCAL REVENUE SOURCES

Revenue produced within the boundaries of the District and available to the District for its use.

6111 Current Real Estate Tax

Real Estate Tax is the main source of revenue for funding the operation of the School District of Cheltenham Township. It is based on the assessed valuation as determined by the Montgomery County Board of Assessment, of all taxable property within the School District and is collected through a bank-operated lock box.

6112 Interim Real Estate Tax

Interim taxes are levied under Act 544 of 1952 (Section 677.1) on the increase in assessed valuations of local property as a result of construction or improvements to that property during the school year.

6113 Public Utility Realty Tax

Lands and structures owned by public utilities and used in providing their services are subject to state taxation under Act 66 of 1970. The state collects and then distributes a prescribed sum among local taxing authorities including school districts and that payment of state tax is in lieu of local taxes upon public utility realty.

6143 Local Services Tax

Revenue received under Act 511 for flat rate assessment of occupational privilege taxes. The occupational privilege tax is levied on resident and non-resident individuals employed within the taxing district for the privilege of engaging in an occupation.

6151 Earned Income Tax

Earned income taxes are levied under Act 511 of 1965 (Local Tax Enabling Act) at the rate of one half of one percent (.5%) of wages, salaries, commissions, net profits or other compensation of those who earn income and reside within the School District.

6153 Real Estate Transfer Tax

Transfer tax is levied under Act 511 at the rate of one half of one percent (.5%) of the value on the transferring of real estate or interest in real property situated within the boundaries of the School District.

6157 Mercantile Tax

Mercantile taxes are levied under Act 511 on gross receipts of wholesale and retail vendors or dealers in goods, wares, and merchandise and all persons engaged in conducting restaurants or other places where food, drink or refreshments are sold. The rates are one half (1/2) mill on each dollar of gross business conducted by wholesale vendors and three-fourths (3/4) mill on each dollar of gross business conducted by retail vendors.

6400 Delinquent Taxes

Delinquent taxes are taxes that were not collected during the original year of issue. Included here are the applicable interest and penalties on tax revenue classified as delinquent.

6500 Interest on Investments

Interest on investments is revenue received from the investing of School District money as it becomes available in investment vehicles as permitted by Pennsylvania law. Investments are made through programs provided by the Pennsylvania School Districts Liquid Asset Fund (PSDLAF) and are consistent with provisions of the School Code.

6700 Revenues from Student Activities

Revenues resulting from co-curricular and extra-curricular activities controlled and administered by the LEA. These revenues are not to be commingled with the proceeds from student activities which should be accounted for in agency funds.

6820 Revenue from Intermediate Sources – Commonwealth Funds

Revenue received through an intermediate source as agent of the Commonwealth.

6830 Revenue from Intermediate Sources – Federal Funds

Revenue received through an intermediate source as agent of the Federal Government.

6900 Other Local Revenue

Revenue from local sources not classified above.

6910 Rent of Facilities

Rent of Facilities is revenue received from various government bodies, organizations, and civic groups for the rental of the District's buildings and facilities.

6940 Tuition from Patrons

Tuition from patrons includes regular day school tuition for non-resident students temporarily living within the School District boundaries; revenue received from students, their parents or their guardians for summer school education provided by the School District; revenue received for adult education programs operated by the School District; and revenue received from other school entities for mainstreaming of special education students in district regular education programs.

6990 Miscellaneous Revenue

Revenue from local sources not classified elsewhere.

7000 REVENUE FROM STATE SOURCES

Revenue from funds produced within the boundaries of and collected by the state and distributed to school districts in amounts different proportionately from the amounts collected within such school districts.

7100 Basic Instructional and Operating Subsidies

Revenue received from Commonwealth appropriations as subsidy for basic instruction and operations. (Revenues are not recorded to this account but to the following 7100 subaccounts.)

7110 Equalized Subsidy for Basic Education

The Equalized Subsidy for Basic Education (ESBE) is the major grant program through which funds are distributed from the State to school districts. The first five payments, each equivalent to 15% of the estimated net subsidy, are made on the fourth Thursday of August, October, December, February and April. The balance due is paid on June 1.

7140 Charter Schools

Revenue received from the Commonwealth of PA to fund the Charter Schools initiative. The revenue includes money for Nonpublic Transfers and Transitional Grants. Record the State revenue received for Charter Schools to the following detailed accounts, where applicable. Eliminated in 2010-11.

7160 Tuition for Orphans and Children Placed in Private Homes

Revenue received from the Commonwealth as tuition for children who are orphans and/or children who are placed in private homes by the court. Payments are made in accordance with Sections 1305 and 1306 of the School Code.

7200 Subsidies for Specific Educational Programs

Revenue received from Commonwealth appropriations as subsidy for specific educational programs. (Revenues are not recorded to this account but to the following 7200 subaccounts.)

7210 Homebound Instruction

Revenue received from the Commonwealth as subsidy for expenses incurred on account of instruction of homebound pupils. Payments are made in accordance with Section 2510.1 of the School Code. Payments in this category have currently been suspended.

7270 Special Education of Exceptional Pupils

Revenue received from the Commonwealth as subsidy for the cost of instructing exceptional children. Payments are made in accordance with Section 2509 and/or 1373.1 of the Public School Code.

7300 Subsidies for Non-educational Programs

Revenue received from Commonwealth appropriations as subsidy for non-educational programs. (Revenues are not recorded to this account but to the following 7300 subaccounts.)

7310 Transportation (Regular and Additional)

Revenue received from the Commonwealth as subsidy on account of pupil transportation expenditures and/or board and lodging in lieu of transportation. Payments for pupil transportation are made in accordance with Section 2541 of the Public School Code. Payments for board and lodging in lieu of transportation are made in accordance with Section 2542 of the Public School Code.

7320 Rental and Sinking Fund Payments/Building Reimbursement Subsidy

Revenue received from the Commonwealth as a full or partial subsidy payment on account of approved lease rentals, sinking fund obligations, or any approved lease rentals, sinking fund obligations, or any approved LEA debt obligations for which the Department of Education has assigned a lease number. The state funding for this line item is currently frozen.

7330 Health Services

Revenue received from the Commonwealth as subsidy on account of health services, including, medical, dental and nurse services. Payments are made in accordance with Section 2505.1 of the Public School Code and Act 25.

7340 State Property Tax Allocation

Revenue received from the Commonwealth of PA designated for school district property tax reduction. Payments are made in accordance with section 505 of Special Section of Act 1 of 2006.

7500 Extra Grants

Revenue received from the Commonwealth as extra grants not specified elsewhere in the Revenue from State Sources section. (Subaccounts may be established if more than one extra grant is received.)

7501 PA Accountability Grants

Revenue received from the Commonwealth of PA authorized by Act 48 of 2003 for school districts to implement research-based programs to boost student achievement.

7599 Additional Grants

Revenue received not specifically accounted for elsewhere in the 7000 series of accounts. Include in this revenue code payments received for ELECT, school demonstration grants and from other State agencies such as the Department of Environmental Resources and DCED.

7810 Revenue for Social Security Payments

Revenue received from the Commonwealth designated as the Commonwealth's matching share of the employer's contribution of the Social Security Taxes for covered employees which are not federally funded.

7820 Revenue for Retirement Contributions

Revenue received from the Commonwealth designated as the Commonwealth's required share of contributions to the Public School Employers' Retirement System (PSERS).

7900 Revenue for Technology

Revenue received for technology initiatives that allow the school to develop new information technology projects, such as additional or improved computer hardware, software and network infrastructure. (Revenues are not recorded to this account but to the following subaccounts)

8000 REVENUE FROM FEDERAL SOURCES

Revenue from funds collected by the Federal Government and distributed to school districts in amounts that differ in proportion from those which were collected within such school districts.

8300 Restricted Grants Directly from the Federal Government

Revenue received directly from the Federal Government as grants to the school district which must be used for a categorical or specific purpose. (Revenues are not recorded to this account but to the following subaccounts.)

8500 Restricted Grants-in-Aid from the Federal Government

Revenue received from the Federal Government through the Commonwealth of PA as grants to the LEA, which must be used for a categorical or specific purpose.

8513 Education of Disadvantaged Children - ECIA, Title I

Revenue received for the education of disadvantaged children under the Education Consolidation and Improvement Act Public Law 97.35, of 1981, Title 1 (formerly Chapter I).

8514 NCLB, Title I – Improving the Academic Achievement Of The Disadvantaged

Revenue received for the education of disadvantaged children under NCLB.

8515 NCLB, Title II – Preparing, Training and Recruiting High Quality Teachers and Principals

Revenue received for the education of children under NCLB Title II.

8517 NCLB, Title IV – 21st Century Schools

Revenue received for the education of children under NCLB, Title IV. Includes funding for Safe and Drug-Free Schools and Communities, and 21st Century Learning Communities (list not all inclusive).

8518 NCLB, Title V – Promoting Informed Parental Choice and Innovative Programs

Revenue received for the education of children under NCLB, Title V. Includes Innovative Programs, and Smaller Learning Communities (list not all inclusive).

8600 Restricted Grants-in-Aid from the Federal Government through the Commonwealth of PA for Driver Education, Adult Education, CETA, Headstart, Energy Conservation, Workforce Investment Act and Other Programs

Revenue received as grants to the LEA from the Federal Government through the Commonwealth of PA, which must be used for a categorical or specific purpose, and is not identified in the 8500 series of accounts.

8810 School Based ACCESS Medicaid Reimbursement Program (SBAP) Reimbursements (ACCESS)

SBAP is an MA program that reimburses school entities for direct, eligible health-related services including transportation. These services are provided to MA enrolled, special needs students, and reimbursement claims are processed through Leader Services. Reimbursable services include, but are not limited to, occupational therapy, physical therapy and psychological counseling. Payments for SBAP costs come from the Department of Education (PDE) through the completion of the PDE-352 ACCESS Funds Request Form.

9000 OTHER FINANCING SOURCES

Includes funds received from proceeds of long-term debt issues, receipt of interfund transfers, or the sale of fixed assets.

9400 Sale or Compensation for Loss of Fixed Assets

Monies received from the sale of or compensation for the loss of fixed assets.

EXPENDITURE CLASSIFICATION BY FUNCTION

The District uses five (5) major functional classifications to record and control financial transactions. However, expenditures are not charged directly to these major functional categories described below but to subaccounts or subfunctions that provide a more detailed classification of expenditures.

1000 INSTRUCTION

Activities dealing directly with the teaching of pupils, or the interaction between teacher and pupils. Teaching may be provided for pupils in a school classroom, in another location and in other learning situations. It may also be provided through some other approved medium. Included in this function are the salaries for teachers and assistants of any type that provide support for the instructional process. Also included in this function are equipment and supplies directly related to instruction and the instructional process.

1100 Regular Programs

Elementary and Secondary programs include activities designed to provide students (grades K through 12) with the learning experiences to prepare them for activities as citizens, family members, and non-vocational workers as contrasted with programs designed to improve or overcome physical, mental, social and/or emotional handicaps. Federal Programs are included in this account under “1190.”

1200 Special Education Programs

Activities designed primarily for students having special needs. These special programs include services for the gifted, learning disabled and physically handicapped students.

1300 Vocational Education Programs

Pennsylvania Department of Education approved programs designed to prepare students to pursue occupational fields including agriculture, business, distribution, health, home economics and trade and industry.

1400 Other Instructional Programs

Elementary and Secondary programs that provide students (grades K through 12) with learning experiences not included in the regular, special education or vocational education programs. This includes the Summer School Program, Homebound Instruction, Driver Education Classroom Instruction.

1500 Non-Public School Programs

Activities for students attending a school established by an agency other than the State, a subdivision of the State, or Federal government, which usually is supported primarily by other than public funds. The services consist of such activities as those involved in providing instructional services.

1700 Higher Education Programs

Instructional programs for secondary education students attending an institution of higher education that offers college instruction.

1800 Pre-Kindergarten

Activities designed to provide Pre-K students with learning experiences to prepare them for activities as citizens, family members, and non-vocational workers as contrasted with programs designed to improve or overcome physical, mental, social and / or emotional handicaps.

2000 SUPPORT SERVICES

Services which provide administrative, technical, personal and logistical support to facilitate and enhance instruction. Support services exist to sustain and enhance instruction, rather than entities within themselves. They include such services as: pupil personnel, guidance, psychology, library, health, attendance, and transportation.

2100 Pupil Services

Activities designed to assess and improve the well-being of students, to supplement the teaching process, and meet the provisions of Article XIII of the Public School Code of 1949, as amended. This includes the Director of Pupil Services, guidance counselors and psychological services.

2200 Instructional Staff Services

Those activities associated with assisting, supporting, advising and directing the instructional staff in improving the content and process of providing learning experiences for students. These activities include audio-visual/multi-media services, library operations, curriculum development and staff development.

2300 Administration

Those activities concerned with recommending new policies, administering existing policies and the developing and implementing of procedures in connection with the operation of the School District. It also includes the services of those professional, independent, and separate agencies or individuals that are elected, appointed, or retained to assist in the administration including the Board Treasurer, attorneys, accounting services and tax collection services.

2400 Pupil Health Services Programs

Activities that provide physical and mental health services which are not part of curriculum and instruction. Included are activities that provide students and staff with appropriate medical, dental, and nursing services as required by the state.

2500 Business Services

Those activities concerned with the administering of the District's business functions, the accounting of the District's receipts and expenditures, and the purchasing, storage and maintenance of goods and services.

2600 Plant Operation and Maintenance

Those activities concerned with keeping the physical plant open, comfortable, and safe. This includes keeping the grounds, buildings and equipment in effective working condition and maintaining safety on all school property.

2700 Transportation

Those activities concerned with the conveyance of students to and from school, as provided by state law, including trips between home and school and trips to school activities.

2800 Central Support Services

Activities, other than general administration, which support each of the other instruction and supporting services programs. These activities include planning, research, development, evaluation, information, staff and technical services.

2900 Other Support Services

All other support services not classified elsewhere in the 2000 series. This includes amounts paid for services from the Montgomery County Intermediate Unit. It also includes salaries and benefits and other expenses of the census enumeration function.

3000 OPERATION OF NONINSTRUCTIONAL SERVICES

Activities concerned with providing non-instructional services to students, staff or the community. Expenditures accounted for in this function include student activities and community services.

3200 Student Activities

School sponsored activities, under the guidance and supervision of the School District's staff, designed to provide students such experiences as motivation, enjoyment, and improvement of skills. Co-curricular activities normally supplement the regular instructional program and include such activities as band, chorus, speech and debate. Also, student activities involve the athletic program, which provides competition between schools.

3300 Community Services

Activities concerned with providing recreation for the community as a whole.

4000 FACILITIES ACQUISITION, CONSTRUCTION AND IMPROVEMENT SERVICES

Represent capital outlay for the purchase of land, buildings, service systems and built-in equipment. Expenditures include the initial purchase of land and buildings, construction remodeling and additions and improvement to buildings, initial installation, replacement or extension of service systems and other building equipment, as well as improvement to sites, and activities related to all of the above. The School District of Cheltenham Township provides funding for the majority of these services through bond proceeds which are recorded in the Capital Project Fund.

4100 Site Acquisition Services

Costs incurred to purchase land and make initial improvements to new land acquisitions. Expenditures recorded here include the purchase price of the land, settlement costs, transfer fees, demolition, grading, survey, paving, sealing, lighting and all other professional fees associated with the purchase.

4200 Existing Site Improvement Services

Costs incurred to improve existing land and land improvements, which are non-routine and extraordinary costs incurred to improve or maintain existing sites.

4300 Architecture and Engineering Services/Educational Specification Development-Original and Additional

Cost incurred for the activities and engineers related to acquiring and improving sites and improving buildings. Also, those activities concerned with preparing and interpreting to architects and engineers descriptions of space requirements for the various learning experiences of students to be accommodated in a building. These specifications are interpreted to the architects and engineers in the early stages of blueprint development. Charges are made to this account only for those preliminary activities, which may or may not result in additions to the LEA's property.

4400 Architecture and Engineering Services/Educational Specifications - Improvements

Costs incurred for the activities and engineers related to existing site improvement and existing building improvement services. Also, those activities concerned with preparing and interpreting to architects and engineers descriptions of the improvements services. These specifications are interpreted to the architects and engineers in the early stages of blueprint development. Charges are made to this account only for those preliminary activities, which may or may not result in improvements to the LEA's property.

4500 Building Acquisition and Construction Services

Costs incurred to purchase or construct buildings, additions to buildings, and original or additional installation or extension of service systems and built-in equipment.

4600 Existing Building Improvement Services

Capital expenditures incurred to renovate or improve existing buildings, service systems and other built-in equipment. Capital expenditures include non-routine and substantial costs incurred to maintain or improve buildings, service systems and other built-in equipment.

5000 OTHER EXPENDITURES AND FINANCING USES

Other financing uses represent the disbursement of governmental funds not classified in other functional areas that require budgetary and accounting control. These include transfers of monies from one fund to another and budgetary reserve.

5100 Other Expenditures and Financing Uses

This function is used to record and accumulate costs representing payments on general long-term debt principal and interest. It also includes the recognition of all refunds of prior year revenues and receipts including deductions taken from the basic education subsidy to adjust for prior year audits and subsidy calculation changes.

5200 Fund Transfers

This function provides for funds to be transferred from one fund to another fund without expectation of repayment. The district transfers primarily for debt service and to build capital reserves.

5900 Budgetary Reserve

Expenditures may not be made through the budgetary reserve, but only against the line items which appear throughout the appropriations, An amount equal to the expenditure shall be transferred from the budgetary reserve into the appropriate line item. The Board of School Directors shall approve each transfer.

EXPENDITURE CLASSIFICATION BY OBJECT

The District uses nine (9) major object classifications to record and control financial transactions. However, expenditures are not charged directly to these major object categories described below but to subaccounts or sub-objects that provide a more detailed classification of expenditures.

100 Personnel Services - Salaries

Gross salaries paid to employees of the District. Salary costs are related to personnel positions, overtime, temporary employees and supplemental pay.

200 Personnel Services - Benefits

Amounts paid on behalf of employees; these amounts are not included in gross salary, but are in addition to that amount. Such payments are fringe benefit payments; and, while not paid directly to employees, are part of the cost of personnel services. Fringe benefits include health insurance, retirement plans, social security, life insurance, unemployment compensation and workers' compensation.

300 Professional Services

Services that by their nature require persons or firms with specialized skills and knowledge. Included in this classification are contracted services such as; legal and accounting services, tax collection and administrative services, curriculum improvement and instructional services, counseling and guidance services, computer services and medical and dental services. This classification also includes fees paid to the Montgomery County Intermediate Unit for special education services and alternative regular education services.

400 Purchased Property Services

Services required to operate, repair, and maintain property used by the District. Such costs include housekeeping, lawn care, maintenance, and snow removal.

500 Other Purchased Services

Amounts paid for services not provided by District personnel but rendered by organizations or personnel, other than Professional Services and Purchased Property Services. Such services include those for contractual agreements to transport students, the cost of student field trips, postage, printing and binding, travel, the cost of tuition at approved private schools for special education programs, costs incurred to educate adjudicated or court placed children, liability insurance and telephone costs. This category also includes the District's share of operational costs of the Eastern Center for Arts & Technology School Program and the cost of general and administrative services received from the Montgomery County Intermediate Unit.

600 Supplies

Amounts paid for material items of an expendable nature that are consumed, worn out, or deteriorated in use. Such costs include textbooks and periodicals, instructional supplies and materials, general and office supplies, custodial supplies, medical supplies, maintenance and transportation materials and energy costs for electricity and heating.

700 Equipment

Expenditure for the purchase of fixed assets. Such expenditures include initial equipment, additional equipment, and the replacement of equipment.

800 Other Objects

Amounts paid for goods and services not otherwise classified in the foregoing objects. Such expenditures include dues and fees and contingency (budgetary reserve).

900 Other Uses of Funds

This object and subaccounts are used to classify Governmental Fund transactions which are not recorded as expenditures to the District but require budgetary or accounting control.

SIGNIFICANT LAWS THAT AFFECT THE BUDGET AND FISCAL ADMINISTRATION

The Pennsylvania Public School Code of 1949, as amended, gives local Boards the authority to conduct the financial affairs of the District. The School Code contains provisions that require the Board to perform certain acts (mandatory), provisions that provide discretion to the Board to either act or refrain from acting (permissive), and provisions where the Board is prohibited from acting either in total or until certain conditions have been satisfied (prohibited). The School District is also subject to statutes of the Commonwealth such as the Municipal Code, the Fiscal Code, and other laws that apply to governmental entities.

BUDGET STATUTES

The School Laws of Pennsylvania, as enacted by the Commonwealth legislature, mandate that public school districts approve an annual budget on the modified accrual basis of accounting for the operation of Governmental Funds (the General Fund and the Special Revenue Funds) prior to the start of the fiscal year. Section 687 of the School Code requires that a proposed budget be prepared at least thirty (30) days prior to adoption of the budget for the following fiscal year in a format stipulated by the Department of Education. The format requires that revenues and expenditures be presented by function and object classification. The School Code also mandates that the proposed budget be available for public inspection at least twenty (20) days prior to the date set for adoption. Districts are also required to provide

notice prior to any final action on the budget. The “Notice of Proposed Budget” must be published at least once in a newspaper of general circulation within the community at least ten (10) days before the adoption of a final budget. The notice must include the time and place of the meeting at which the final budget will be adopted and a statement that the proposed budget is available for public inspection. The actions for final adoption of the budget and the necessary appropriations required to put it into effect must be voted on at a duly advertised public meeting. Section 508 of the School Code requires a majority vote of the Board of School Directors to adopt the annual budget and to levy and assess taxes. The vote must be by a duly recorded (roll call) vote that records how each member voted. Failure to have five affirmative votes renders action of the Board of Directors void and unenforceable. Failure to adopt a budget by July 1 causes the District to lose authority to expend funds. Within fifteen (15) days after adoption of the budget, a certified copy of the adopted budget must be provided to the Department of Community Affairs in conformance with section 687 of the School Code. Section 687 of the School Code also prohibits deficit financing in public schools. Accordingly, the total amount of the adopted budget may not exceed the amount of funds, including the proposed annual tax levy and state appropriations, available to the District. The Commonwealth has established a mandatory accounting system that must be used by every school entity that is based on Generally Accepted Accounting Principles (GAAP) for governmental units. GAAP is consistent with state and federal laws. The accounting system provides for the establishment of Governmental Funds including a General (Operating) Fund, a Debt Service Fund and a Capital Projects Fund and Special Revenue Funds that include a Capital Reserve Fund and Athletic Fund. The legal authority for the operation of the Capital Reserve Fund is specifically provided in Section 2932 of the Municipal Code. Monies in the Capital Reserve Fund must be kept in a special fund or account, separate and apart from any other fund. All interest earnings from the investment of Capital Reserve funds must be paid into the Capital Reserve Fund as set forth in Section 2932 of the Municipal Code. The monies in the Capital Reserve Fund may be expended only for capital improvements and for replacement of and or additions to public works and improvements, and for deferred maintenance thereof, as approved by the School Board. Specific projects must be identified, together with the year of proposed completion.

Under Section 2932 of the Municipal Code, the Board of School Directors may authorize transfers from the General Fund into the Capital Reserve Fund from a one (1) mill levy of general taxes designated for the purpose of this fund. Additional monies in the Capital Reserve Fund may consist (a) of monies transferred into the Capital Reserve Fund during any fiscal year from appropriations made for any particular purposes which may not be needed; and (b) of surplus monies in the General Fund of the treasury of the District at the end of any fiscal year. The authority for the establishment of the Athletic Fund is located in the Public School Code. The purpose of the Fund is to account for revenues generated through gate receipts incurred by the interscholastic athletic program. The Public School code permits that the Board of School Directors prescribe, adopt, and enforce reasonable rules and regulations, as it may deem proper, regarding the management, supervision, control or prohibition of exercises, athletics, or games of any kind.

BIDDING AND PURCHASING STATUTES

School Boards are required under Section 801 of the Public School Code to purchase and provide all furniture, equipment, textbooks, school supplies and other items for the use of the District to maintain the educational environment. Section 807.1 (as amended by Act 30 of 1990) sets forth the requirement for competitive bidding at \$18,899 or more. However, any purchase of \$10,200 but less than \$19,000 requires three price quotations under Section 807.1. These thresholds are annually adjusted by the state to account for inflation. District purchases of \$18,899 or more require public notice by advertisement once a week for three weeks in not less than two newspapers of general circulation. The Board must accept the

lowest responsible bid (where kind, quality, and material are equal). Boards may reject any and all bids or select a single item from any bid. Section 521 of the School Code permits purchases to be made through intergovernmental cooperative agreements (joint purchase agreements). School entities may also “piggy-back” on state or other government contracts following the appropriate legal requirements. Even though purchasing may require competitive bidding, Boards may establish reasonable criteria such as color, unit/size, or any other reasonable criteria specific to the District’s needs. The School Code also provides for the exemption of several items from competitive bids. The exceptions include but are not limited to: globes, maps, textbooks, educational films, and teacher demonstration devices. Services are also excluded from the competitive bidding requirement but school districts may choose to bid service agreements and contracts.

CASH MANAGEMENT AND INVESTMENT STATUTES

Section 440.1 of the Public School Code permits the investment of funds in (a) United States Treasury bills; (b) short-term obligations of the United States Government or its agencies or instrumentalities; (c) obligations of the United States of America or any of its agencies or instrumentalities backed by the full faith and credit of the United States of America; (d) obligations of the Commonwealth of Pennsylvania or any of its agencies or instrumentalities backed by the full faith and credit of the Commonwealth; (e) obligations of any political subdivision of the Commonwealth of Pennsylvania or any of its agencies or instrumentalities backed by the full faith and credit of the political subdivision; or (f) deposits in savings accounts, time deposits or share accounts of institutions insured by the Federal Deposit Insurance Corporation or the National Credit Union Share Insurance Fund to the extent that such accounts are so insured, and, for any amounts above the insured maximum, provided that approved collateral as provided by law therefore shall be pledged by the depository.

PAYMENT OF FINANCIAL OBLIGATIONS

Section 439 and 607 of the Public School Code provide direction on the payment of financial obligations. Section 439 requires that all payments be approved by the Board of School Directors. An order to pay must be signed directly or through facsimile signature by the Board President. Bills may be paid prior to Board approval for certain conditions that include the receipt of a discount or the avoidance of a late charge or due to other advantages that may accrue to the District such as increased interest income through proper cash management. Section 607 requires that proper school orders be drawn prior to payment, that there be sufficient funds in the treasury, and that a separate order be drawn for each account or payment. Boards are also permitted to establish policy regarding process and procedures for the disbursements of school funds including such matters as payments prior to Board approval. The Fiscal Code of the Commonwealth (as amended by Act 138 of 1994) also requires political subdivisions, including school entities, to pay interest penalties to certain qualified small businesses for regular, every day, normal goods and services when payments are more than fifteen (15) days past due. Past due is defined as the terms for payment as specified in the contract or thirty (30) days after receipt of a proper invoice. The Public Works Contract Regulation Law (as amended by Act 142 of 1994) regulates the payment to contractors and subcontractors working on public construction projects. Under the law, school districts are required to make payment or incur interest penalties to contractors and subcontractors within twenty (20) days after delivery of the invoice unless other terms are set forth in contract documents to which school districts must adhere or incur interest penalties.

CONSTRUCTION OF FACILITIES

Boards are charged with the requirement to provide the necessary grounds and suitable buildings to accommodate all school-age children in the district. This authority also includes the renovation and expansion of existing facilities. In most cases, school districts seeking state reimbursement are required to participate in PlanCon, an acronym for the Pennsylvania Department of Education's Planning Construction Workbook. The process involves a number of phases, beginning with a definition of the project and justification of its need. Succeeding steps include: site approval; estimated project cost data; architectural reviews; cost data based on actual bids; and finally, approval of the bond issue or other funding mechanism. Specific requirements are detailed in regulations adopted by the State Board of Education and in standards promulgated by the Pennsylvania Department of Education. School Boards are required by Act 34 of 1973 to conduct public hearings. A second hearing is required if the bids received for a construction project exceed the initial Department of Education approved estimates by eight (8) percent. Act 34 is also referred to as the "Taj Mahal Law," because it requires voter approval of any building project that exceeds per-pupil cost figures that are revised annually to reflect changes in the cost of living. Alterations to existing buildings are excluded from this requirement. School buildings may be financed in a variety of ways that include: local authority, state authority, general obligation bonds or local funds.

AUDITS OF FINANCIAL RECORDS

All school districts are required to have an annual audit of financial records. The audit must be completed by an independent certified public accountant. Such audit must be prepared in accordance with Generally Accepted Accounting Principles (GAAP) to insure consistency. Completion of the audit and issuance of the audit report marks the end of the budget cycle for a single year. In addition to the requirement of an annual audit, Section 2553 of the Public School Code requires the comptroller of the Department of Education to perform regular audits and field audits and may, at his or her discretion, perform special audits to verify receipts and expenditures. Such audits are usually limited to specific use of program funds given for state and federal projects.

The state Fiscal Code requires the auditor general's office to audit the accounts and records of all school districts. Examination is made by the Auditor General of receipts and expenditures related to state payments for public education. The purpose is to verify that the monies received from the Commonwealth were properly paid and that the District properly complied with all laws and regulations. The Bureau of School Audits of the Auditor General's office has also published specific guidelines for the audit of student activity funds (Agency Funds). The objectives are to insure that basic internal controls are established for effective management of the organization; that all cash intended for the organization is received, promptly recorded, reconciled and kept under adequate security; that cash is disbursed only upon proper authorization, for valid purposes, and is properly recorded; that purchases and accounts payable are supported by appropriate documentation, promptly paid and properly recorded; and that inventory is appropriately safeguarded and properly recorded. The school district prepares a comprehensive annual financial report.

SIGNIFICANT BOARD POLICY AND PROCEDURES THAT AFFECT THE BUDGET

The Board of Directors is an extension of the State Legislature with the responsibility to provide for a thorough and efficient education for the students of the Commonwealth based on local control of community schools. To accomplish this responsibility, the Board of Directors is granted authority through

the Public School Code and the Pennsylvania constitution to establish policy for the operation of the school system. Policies are plans and procedures that are developed to provide guidelines for desired actions. The Board of School Directors is only required by law to prepare a general operating budget. However, in addition to this budget, the district prepares a food service and capital project fund budget.

Summarized below is the significant policies of the School District of Cheltenham Township which impact the budget development and implementation.

Policy #601 Objectives and Procedures

This policy states that the board requires the Superintendent and Business Manager to establish sound accounting principals based upon State and Federal recommended accounting procedures.

Policy #609 Investment of District Funds

This policy of the board defines the primary objectives of investment activities in priority order to be legality, safety, liquidity and yield.

Policy #610 Bidding

This policy states that all supplies and contracts for construction or repair of school property over \$10,000 must be bid. All purchases under \$4,000 must receive three phone quotes except where the district has applied and been approved for a mandate waiver through the Pennsylvania Department of Education. (The Department of Education granted an exception to the policy that temporarily allowed the District to raise both the quotation threshold and the bidding threshold.)

Policy #612 Purchases Not Budgeted

This policy states that when an expenditure needs to be made for which funds are not budgeted, a transfer of surplus funds can be made in the final nine months of the fiscal year. In the event of an emergency the board secretary can authorize a purchase.

Policy #613 Cooperative Purchasing

This policy authorizes the business manager to negotiate cooperative purchase agreements for services, supplies and equipment with other political subdivisions in accordance with the Pennsylvania School code and, with approval by the Board of School Directors and the participating contracting body on the final terms.

Policy #614 Payroll Authorization

This policy authorizes payment of employees only after personnel actions are approved by the Board of School Directors.

Policy #620 Designation of Fund Balance

This policy requires maintenance of a fund balance in accordance with the Pennsylvania School Code provisions. Designations are to be made on a yearly basis at the conclusion of the independent audit. The district strives to maintain a fund balance between 6 and 8 %.

Policy #622 Financial Reporting Policy

This policy delegates the implementation of GASB 34 to the Director of Business Affairs with a dollar threshold for capitalization established by the Director of Business Affairs.

It is also important to note that the school district has set aside funds in a trust for a significant portion of its OPEB liability. Of the school district's annual \$883,496 liability as of 2012, the school district has \$602,953 as of June 30, 2013.

BUDGET CALENDAR

DATE <i>Act 1 or School Code deadlines in italics</i>	TYPE OF EVENT	DESCRIPTION
December 14, 2012	Certification	Deadline for school boards to certify to PDE the amount of tax credits due for residents who pay taxes on salaries, wages, commissions or other compensation to Philadelphia.
December 31, 2012 <i>Act 1 deadline – 60 days before deadline for Homestead/Farmstead Applications</i>	Notice	Deadline for school districts to send notice by first class mail to the owners of each parcel of residential property regarding homestead and farmstead applications – can be limited to owners of properties who are not currently receiving the exclusion or whose exclusion is set to expire.
January 8, 2013 <i>Act 1 deadline – at least 110 days prior to primary election</i>	BOARD ACTION - IF NECESSARY	Last regularly scheduled legislative meeting before the deadline to adopt a resolution indicating that the school board will not raise taxes by more than the index. Last regularly scheduled legislative meeting before the deadline to make the proposed preliminary budget proposal available for inspection.
January 14, 2013 <i>Act 1 deadline – Within 5 days of adoption</i>	Submission – if necessary	If a resolution indicating that the taxes will not be raised by more than the index was adopted, then this is the deadline for submission of information regarding the proposed tax rate increase to PDE along with a copy of the resolution.
January 23, 2013 <i>Act 1 deadline – at least 20 days prior to adoption of preliminary budget</i>	Allow Inspection	Deadline to make the preliminary budget proposal available for inspection, unless the school board has adopted a resolution certifying that the school board will not increase taxes in excess of the index.

February 1, 2013 <i>Act 1 deadline – at least 10 days prior to adoption of preliminary budget</i>	Public Notice	Deadline for school boards to give public notice of intent to adopt the preliminary budget proposal, unless the school board has adopted a resolution certifying that the school board will not increase taxes in excess of the index.
February 12, 2013 <i>Act 1 deadline – 90 days prior to primary election</i>	Adopt Preliminary Budget BOARD ACTION	School board will adopt Preliminary Budget Proposal and authorize the filing for exceptions, if necessary.
February 25, 2013 <i>Act 1 deadline – 85 days prior to primary election</i>	Submission	If the preliminary budget proposal includes an increase of any tax levied for or in support of the public schools, then this is the deadline for school districts to submit tax information to PDE
February 28, 2013 <i>Act 1 deadline – at least one week prior to seeking exceptions</i>	Public Notice	Deadline for school districts to advertise their intent to seek exception(s) to referendum – in one newspaper of general circulation and on website.
March 1, 2013	Submission	Deadline for property owners to submit homestead/farmstead applications.
March 7, 2013 <i>Act 1 deadline – 75 days prior to primary election</i>	Submission	Deadline for PDE to inform school districts whether proposed tax increase exceeds the index. Deadline to submit exceptions to PDE.
March 12, 2013 <i>Act 1 deadline – 60 days prior to primary election</i>	BOARD ACTION, IF NECESSARY	Last regularly scheduled legislative meeting before the deadline to adopt a referendum question seeking to raise the tax rate by more than the index. This meeting pre-dates the deadline for PDE to rule on exceptions.
March 22, 2013 <i>Act 1 deadline – 60 days prior to primary election</i>	Submission	If no exceptions are requested from PDE, or if the exceptions requested, even if granted, would require raising the tax rate by more than the index, then this is the deadline for the school district to: (1) adopt a referendum question seeking voter approval to increase the rate of taxes by more than the index and (2) submit the question to the board of elections in each county in which the school district is located.
March 27, 2013 <i>Act 1 deadline – 55 days prior to primary election</i>	Notice	Deadline for PDE to rule on exceptions.

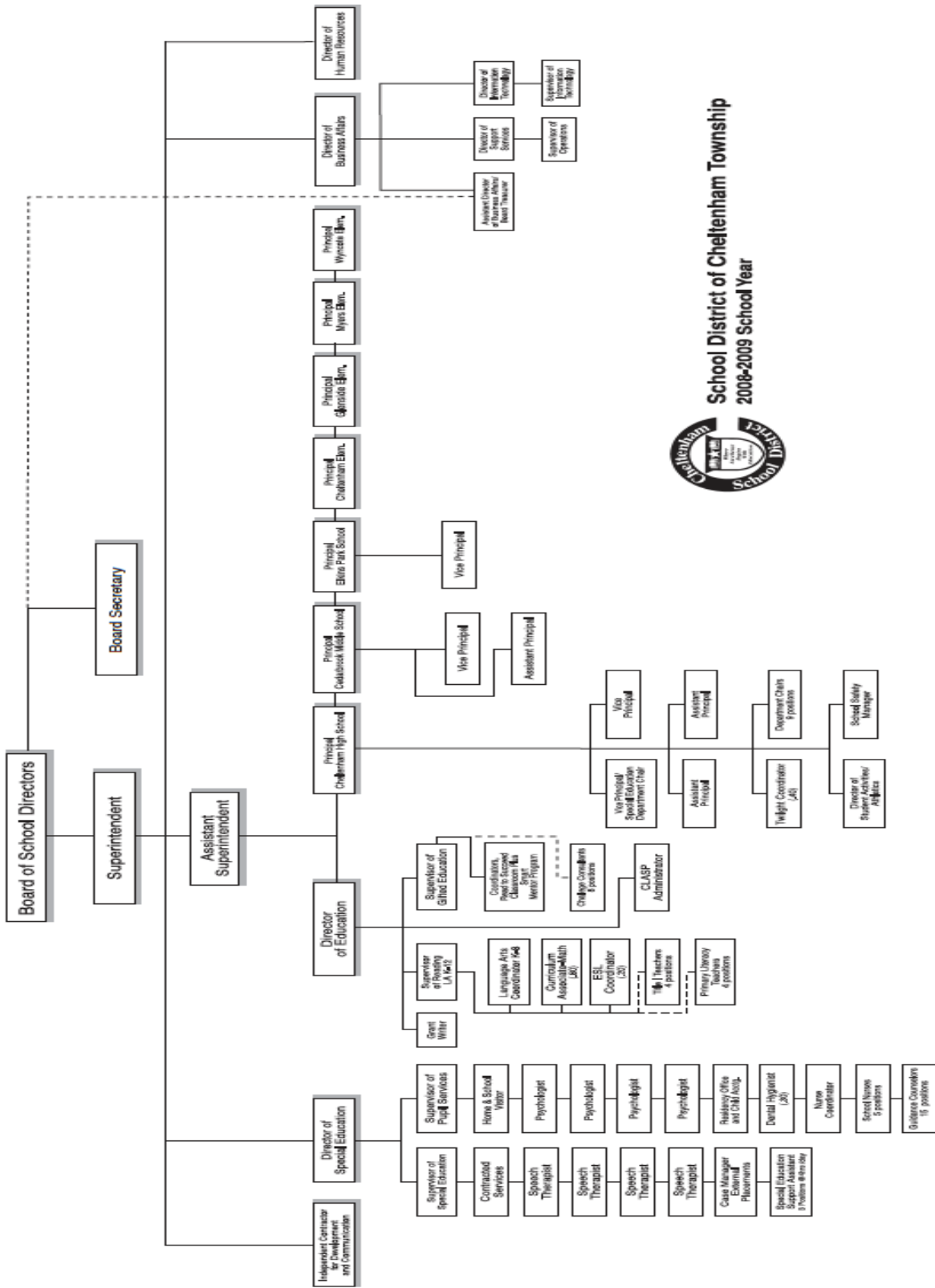
April 1, 2013 <i>Act 1 deadline – 50 days prior to primary election</i>	Submission	If exceptions are denied, then this is the deadline for the school district to: (1) adopt a referendum question seeking voter approval to increase the rate of taxes by more than the index and (2) submit the question to the board of elections in each county in which the school district is located.
April 30, 2013	Allow	Budget Hearing at 7:00pm at District Office
May 1, 2013	Notice	Deadline for PDE to notify school districts of the amount of Property Tax Reduction Allocation. Deadline for county assessors to submit report to school districts.
May 7, 2013 <i>School Code deadline – at least 30 days prior to budget adoption</i>	Adoption BOARD ACTION	School board will adopt the proposed final budget.
May 21, 2013	Election	Primary Election
May 22, 2013 <i>School Code deadline – at least 20 days prior to budget adoption</i>	Allow Inspection	Deadline to allow inspection of the proposed final budget.
May 31, 2013 <i>School Code deadline – at least 10 days prior to budget adoption</i>	Public Notice	Deadline to give notice of intent to adopt the final budget.
June 11, 2013 <i>School Code and Act 1 deadlines- June 28, 2013</i>	Adopt Budget BOARD ACTION	School board will the adopt final budget for the 2013-14 fiscal year, the tax levy for 2013-14 fiscal year and the Homestead/Farmstead Exclusions for 2013-14 fiscal year.
June 26, 2013 <i>School Code deadline – within 15 days after final budget adoption</i>	Submission	Deadline for school boards to file copy of the 2013-14 budget with PDE.

BUDGET DEVELOPMENT AND ITEMS OF IMPACT

The development of the 2013-14 budget aimed at meeting needs identified in the strategic and five year plan as well as maintaining fiscal prudence. In light of the recently negotiated contract with professional staff, which drives the salary and benefits for nearly 30% of the budget, the development sought to maintain programs while allocating resources where they were needed.

There are no plans to increase or reduce staff other than through attrition. Through attrition, the district is projecting savings relative to retirements and the savings in salaries from a career to a new teacher of approximately \$450,000 for 2013-14.

ORGANIZATIONAL CHART



2013-14 SCHOOL CALENDAR

July 2013						
Su	M	Tu	W	Th	F	Sa
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
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28	29	30	31			
T=0 S=0						

August 2013						
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September 2013						
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29	30					
T=18 S=18						

October 2013						
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27	28	29	30	31		
T=23 S=23						

November 2013						
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T=19 S=18						

December 2013						
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January 2014						
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February 2014						
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T=19 S=18						

March 2014						
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30	31					
T=21 S=21						

April 2014						
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27	28	29	30			
T=17 S=17						

May 2014						
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T=21 S=20						

June 2014						
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29	30					
T=12 S=10						



2013-2014 CALENDAR SCHOOL DISTRICT OF CHELTENHAM TOWNSHIP

- 4-5 July Independence Day – Offices Closed
- 20-22 Aug New Teacher Induction (Tentative)
- 26-29 Aug In-Service Days 1-4
- 30 Aug Schools Closed/Offices Open
- 2 Sep Labor Day – Schools/Offices Closed
- 3 Sep First Day of School
- 5 Sep Rosh Hashanah – Schools/Offices Closed
- 6 Sep Rosh Hashanah – Schools Closed/Offices Open
- 5 Nov Election Day – In-Service Day 5
- 25-27 Nov Elem. Teacher Conferences – No Classes K-8
- 28-29 Nov Thanksgiving Holiday – Schools/Offices Closed
- 23-25 Dec Winter Holiday – Schools/Offices Closed
- 26-27 Dec Winter Holiday – Schools/Offices Open
- 30-31 Dec Winter Holiday – Schools/Offices Closed
- 1 Jan New Year's Day – Schools/Offices Closed
- 20 Jan MLK Day of Service – Schools/Offices Closed
- 14 Feb In-Service Day 6
- 17 Feb Presidents' Day – Schools/Offices Closed
- 14-17 Apr Spring Holiday – Schools Closed/Offices Open
- 18 Apr Spring Holiday – Schools/Offices Closed
- 20 May In-Service Day 7
- 26 May Memorial Day – Schools/Offices Closed
- 12 Jun CHS Graduation
- 13 Jun Last Student Day
- 16-17 Jun In-Service Day 8 & 9
- 18 Jun Last Teacher Day
- 18-23 Jun *Teacher Make-Up In-Service (In the event of school closure)

School Closing Number 306

- Schools and Offices Closed
- In-Service Day
- Schools Closed/Offices Open
- No Classes K-8
- Teacher Make-Up In-Service (School Closure)
- ★ First and Last Day of School for Students

CHS Graduation – Thursday, June 12, 2014

*In the event of school closure, the following days will be used as make-up days: 2/14, 5/20, 6/16 and 6/17

Updated 1/11/13

FINANCIAL SECTION

SUMMARY OF ALL FUNDS

Revenue and Expenditures -Significant Trends and Assumptions

The General (Operating) Fund budget of the School District is funded from local, state, and federal sources of revenue. The primary funding source for District operated programs and services is local revenue, which accounts for approximately eighty percent of total budgeted General Fund revenue for the 2013-14 fiscal year. The balance of revenue to fund operating expenditures is primarily derived from state subsidies.

The largest portion of local revenue is derived from taxes on real estate property. The estimated assessed value for the 2013-14 fiscal year is \$1,879,692,747 compared to the estimated assessed value in 2012-13 of \$1,878,872,157. Taxes to fund programs and services for the 2013-14 fiscal year will decrease by \$170.00 for the average taxpayer who has been approved for the Homestead Exclusion in 2013-14. This reflects a tax rate increase of .7072 mills from 41.60 mills in 2012-13 based on an average median value of \$144,290 coupled with a \$372.01 tax credit provided by the State gaming funds for approved homestead/farmstead properties. The tax base is expected to remain consistent with the prior year. As in the past, the District's land use is mainly residential for 2012-13 and 2013-14. In addition, the District has benefited from favorable economic conditions relative to other areas of the state.

Job growth in Montgomery County has slowed significantly over the past year, but stronger than other areas in the United States, with an unemployment rate of 7.2% in February 2013. Montgomery County's unemployment rate is 1.8% less than Pennsylvania's unemployment rate of 8.4% and .3% less than the Nation's unemployment rate of 7.5%.

The estimated receipts from other local sources of revenue are budgeted based on historical trends and the projected level of economic activity. Earnings from investments, a significant source of local revenue, are projected to decrease significantly due to the projected yields on investment options available to the District.

Overall, State sources of revenue are projected to remain consistent for the next three years.

Pennsylvania school districts have experienced a substantial shift in the burden of funding local educational programs and services from the State to the Local level. Special education funding remains flat funded for the past five years. Additionally, there is no significant increase to basic education funding anticipated for 2013-14.

Despite the lack of additional state resources combined with the need to fund contracted employee salary and benefit costs, debt for the construction of facilities, the tax rate on property is budgeted to increase by .7072 mills for the 2013-14 fiscal year. The District has also been faced with funding increased capacity needs, special education costs, and exponentially increased charter school and state mandated pension system in an economy where State funding for education continues to decline.

Overview of General Fund Expenditures

The General (Operating) Fund is intended to finance instructional programs and daily operations which support those programs. The education of students is a labor-intensive enterprise that is reflected in the personnel costs. The workforce of the District is determined by the staffing policies and guidelines

of the Board on the basis of projected student enrollment and curriculum requirements. Personnel costs are based on conditions of employment established by collective bargaining agreements. The current agreement between the District and the Business Employees' Council (BEC) is set to expire on June 30, 2015. For the 2013-2014 fiscal year, salaries are budgeted to consume 49% of total expenditures in the General (Operating) Fund and, consistent with prior years, accounts for the largest part of the operating budget. Total salaries are projected to increase 1.3%, which provides no additional budgeted monies for support staff or administrators. The total increase in salary accounts for 2013-2014 is \$656,214, which is for professional staff salaries.

For 2013-2014, the total budget for benefits is projected to increase 14.51% or \$2,627,312. It is important to note that the Pennsylvania Public School Employees' Retirement System (PSERS) contributions (mandated by state law) will increase in 2013-14 from 12.36% to 16.93% [a 36.97% increase]. The District receives medical contributions from all staff to offset a portion of the overall medical costs. Long term savings in this area are a result of a district-wide migration to self-insurance effective July 1, 2012 and increases for staff cost sharing for medical insurance. Through these efforts, healthcare will increase only 5% for medical and 0% for prescription.

Purchased professional and technical services are those services such as legal, tax collection, curriculum improvement and instructional services and special education placement costs. Due to rising placement costs, this category is projected to increase by \$48,503 or 1.06%.

Purchased property services are projected to decrease (\$59,397) or (3.22%). These expenditures are predominantly for services to operate, repair and maintain property used by the district and are driven by needs identified by the Office of Support Services. Due to newer elementary buildings, maintenance costs are budgeted to decrease in this category.

Other purchased services to include tuition at approved private schools, charter schools and vocational-technical education at Eastern Center for Arts and Technology are projected to decrease by (\$979,208) or (8.18%). This significant decrease is the result of the School District of Cheltenham Township implementing a cyber charter school in 2013-14. Additional reductions in this category stem from a reduced number of student placement costs and the rebid of transportation services.

The District's total supply and equipment expenditures are projected to decrease by (\$300,106) or (7.70%) for supplies and (27.10%) for equipment. The driver of this reduction is a result of reducing various expenditures to include supplies, equipment, and other supply costs. In particular, technology equipment will only be purchased for Cheltenham High School and Cheltenham Elementary School.

The District's total debt service is projected to increase by approximately \$793,743. This increase is a result of additional debt service requirements associated with the completion of construction of Cheltenham Elementary School and the beginning of construction of Wyncote Elementary School. Due to accounting requirements, funds are in both debt and other financing sources. Additionally, the district budgets a budget reserve.

Detailed Analysis of General Operating Budget Expenditures by Function and Object

The budget is reviewed in the following pages on a summary and then more detailed information. A summary of all budgets is presented followed by information on the budget based upon objects, which include aggregate information on salaries, benefits, purchased services, supplies, equipment and debt

service. Following this section, information is presented to detail the objects within the functional areas of the school district which include regular programs, special programs, vocational programs, other instructional programs, non-public programs, pre-kindergarten, pupil services, instructional support services, administrative services, pupil health, business services, operation of plant and maintenance services, transportation, other central services, student activities, community services, debt service and budgetary reserve.

Regular Programs are projected to increase by 3.32% or \$1,262,078. The predominant driver of this increase is a result of salary and benefit costs as a result of negotiated agreements. Based upon needs identified by the Assistant Superintendent, book and equipment costs are projected to decrease as a result of purchasing materials for 2013-14 within the 2012-13 budget allocations.

Special Programs are projected to increase by 1.83% predominantly as a result of payments to placement programs to cost an additional \$270,502 in 2013-14 over 2012-13 costs.

Vocational Expenditures are projected to decrease by (.3%) or (\$7,266) which is the result of lower salary costs for 2013-14.

Other Instructional Programs are projected to decrease by (8.68%) or (\$48,946) as a result of decreased tuition costs.

Non-public and Pre-kindergarten Expenditures are aligned to prior year expenditures.

Pupil Services Costs are projected to increase by 5.20% or \$146,494. This increase is a result of increased PSERS costs.

Instructional Staff Services are projected to decrease by (4.76%) or (\$152,006). The reduction is a result of reduced salary and benefit costs driver predominantly by the salary structure and placement for staff in the 2013-14 year.

Administration Services are projected to increase by 11.07% or \$571,743. This increase is driven by the mandated PSERS contributions, the salary for the Director of Education not paid in 2011-12, and increased building budgets for site based needs.

Pupil Health Expenditures are projected to decrease (2.20%) or (\$7,816) purely from turnover in positions charged to this category resulting in a reduced salary and benefits over the incumbents in these position and a reduction in utilization of substitutes.

Business Services are projected to increase by 3.96% or \$52,468. Salary costs will decrease but be offset by the increase in PSERS and healthcare. Finally, this budget supports warehouse and purchasing costs associated with building activities.

Operation of Maintenance and Plant Services are projected to increase by 4.02% or \$287,801. The drivers of cost increases in this category include benefit costs for unionized support staff as per the current BEC contract. Additionally, an increase of professional services is budgeted to be \$129,509.

Pupil Transportation Costs are projected to decrease by (11.221%) or (\$787,834). The reduction is a result of an RFP for services in 2012-13 which reduced daily bus rates by (9.5%).

Central and Other Support Services accosts are projected to decrease by (4.23%) or (\$87,499). This increase is driven by benefits for technology support staff under the BEC contract. Additionally, the needs of the district-wide technology plan are incorporated into this category with the implementation of new technology at Cheltenham High School and Cheltenham Elementary School, per the technology plan.

Other Support Services is projected to increase by .88% or \$500. This function is utilized to fund services through the Montgomery County Intermediate Unit which are driven by student enrollment.

Student Activities Expenditures are projected to increase by 33.89% or \$450,969 resulting from PSERS and other salary costs.

Community Service Costs account for predominantly the district's after school program which are projected to increase by 3.06% or \$24,582 over 2012-13 levels as a result of increased PSERS and health care costs.

Debt Service Expenditures will increase by 11.07% or \$833,033. The district will take out additional debt service in 2013-2014 to fund the completion of Cheltenham Elementary and the design of Wyncote Elementary. Debt proceeds will be transferred to the capital projects fund to pay associated costs.

The Budgetary Reserve will remain at \$800,000. Funds in this category will be transferred to fund the debt service and capital reserve if not used. The \$800,000 budgetary reserve, upon board approval, can be utilized to offset expenditures which exceed projections or revenues which fall short of budget targets.

The administration and board are proud of the ongoing initiatives to reduce costs which are highlighted in the monthly Cheltenham Cuts Costs initiative. These operating reductions in cost include the following:

Strategic Issuance of Debt – April 2013

One of the areas in which the district's long-range budget will increase is debt service to fund construction projects. The district has engaged in strategic management, the scope of which expands beyond last month's highlight on debt refunding. These management strategies include the following:

- Maintenance of a Strong Rating with Standard & Poor's of AA- to eliminate the need for insurance and reduce interest rates and borrowing costs over the life of the debt
- Plans for issuance of debt to maintain the district borrowing in a "bank qualified" issuance which reduces interest rates and saves millions of dollars in payments over the life of the debt service
- Utilizes current funding to eliminate the need for debt issuance spikes due to cash flow needs. Debt is then issued and paid back to current funds. In the current interest rate environment, this eliminates interest payments on debt and takes advantage that historically low interest rates will not earn significant returns.

Bond Refunding – March 2013

During February 2013, the School District of Cheltenham Township refunded debt service saving \$1.9 million over the life of the district's debt service. This represents a savings of 20.32% over the life of the \$9.7 million debt service payments from 2013 – 2035. Savings will reduce the district's future debt payments and allow future debt borrowings to be phased in and reduce debt service increases.

Legislative Advocacy – State Budget – February 2013

In February 2013, Governor Corbett will release a proposed state budget for 2013-14. Of significant importance to the School District of Cheltenham Township is the fact that allocations for state funding will be made. Over the years, the state's support for public education has reduced and not kept pace with mandatory special education program costs and charter school payments.

In addition to the Governor's budget, legislators propose changes that may become part of legislative action which impacts the 2013-14 school year and fiscal outlook. Of substantial importance this year, are the proposals for charter school and pension reform.

If enacted, these legislative changes can bring relief to costs which are substantially rising for schools across the Commonwealth of Pennsylvania; thereby, reducing the cost per pupil at Cheltenham without reducing programs. Additionally, the relief on charter school payments would bring more money back to benefit the students enrolled in our school district.

Energy Savings Through Consortium – January 2013

The School District of Cheltenham Township, like other institutions, constantly looks at improving the purchases of commodities which are subject to market volatility. A consortium is one way to mitigate budget impact. While purchasing energy through a consortium is not new for the School District of Cheltenham Township, the acquisition through a consortium that is utilizing strong resources and the latest technology continues to reduce rate impact on the annual budget. The benefit of the consortium is the ability to buy electricity from the wholesale, not retail markets. This product provides a diversified and managed approach to electric purchases. Upon consultation with a dedicated portfolio strategist, fixed blocks are purchased from the forward market at many different points in time to mitigate the risk of buying in one. The savings of 5% to 20% provided by access to the wholesale market for 2012/13 will yield \$40,000 to \$160,000 annually to redirect towards classroom instruction.

Transportation RFP – December 2012

During the month of December the district will be Requesting Proposals for Contracted Transportation Services reaching a variety of vendors across the United States. The district is hopeful that based upon recent national and state awards, this Request for Proposal will yield an improved pricing structure to meet the district's ever changing needs for safe, reliable transportation services to public and non-public schools within a ten mile radius. Additionally, over the month of November, the district reexamined the way in which transportation is structured and operated to improve safety while reducing overhead which adds to its cost per route.

With the forthcoming proposal, savings will be noted in a later C3; however, developing a Request for Proposal reflective of national and state trends to improve safety and timeliness will reduce the existing cost components for each current route to enable transportation costs for 2012/13 to fall below those for 2011/12 by over two hundred thousand dollars or three percent.

Online Applicant Portal – November 2012

In an effort to reduce processing costs for applications while concurrently increasing the visibility of employment opportunities with the school district, effective July 1, 2012, the school district moved all employment opportunities and applications to a web-based portal. Savings on labor, paper, and other administrative tasks are \$6,750 to date.

The portal provides a searchable platform for all employment opportunities. Additionally, prospective employees can apply online and include requisite information electronically. Processing and review at the district is decentralized with administrators reviewing applicant information from the portal. While the portal does not replace advertisements in newspapers and over venues, it has attracted significant interest. To date, over 4,723 prospective employees have utilized the portal to apply for openings.

Anniversary – October 2012

The C3 initiative began in October 2010. To date, this monthly initiative to update our community has highlighted over \$5.7 million in opportunities which the district has utilized to provide further reductions to its expenditure budget, augment the revenue budget, and provide information to the PA state legislature on the need to continue to work to align school code and other legislative actions in a way which does not impact the district by removing revenues or increasing expenditures.

At the October 2, 2012 Business Affairs Committee, a presentation highlighting the C3 initiative was reviewed. Included in the presentation was the recognition that Cheltenham like all other school districts across the state of Pennsylvania continues to need to combat cost drivers beyond the district's immediate control which include the following:

- Mandated contributions determined by the state to the school employees pension fund,
- Mandated payments to charter schools which reflect rising costs beyond the district's control such as PSERS and ignores the fact that the district cannot have a cost reduction for each student who attends a Charter School,
- Impacts to the tax assessment base driven by appeals on real estate assessments to the county office of property assessment,
- Little interest generation in the current economic environment.

Despite the mandated challenges, Cheltenham continues to work to maintain programs and opportunities for all students. The Cheltenham Cuts Cost initiative will continue to highlight cost reductions and revenue enhancements over the next year.

Legislative Advocacy for Expenditure Relief – September 2012

The School District of Cheltenham Township has and continues to examine cost reductions in areas where it is able to resulting in improved efficiency and support resources for instructional initiatives. One area in which all Pennsylvania school districts are handcuffed with cost reduction is charter and cyber charter school payments. The school district is mandated to make a payment to each charter school that a resident child chooses to attend.

Core areas which need to be changed for the state calculation of payment to charters and cyber charters are as follows:

- SDCT pays based upon our instructional costs and in no relation to the charter's operating costs.
- SDCT pays the same to a cyber charter as to a brick and mortar charter school which has no costs for facilities.
- SDCT pays more to charter schools as a result of increased pension costs and the charter then receives reimbursement from the state for its pension costs.

The School District of Cheltenham Township has prepared some meaningful factual data on the expenditure impact of charter schools which is available at: <http://finance.cheltenham.org/charter-school-funding/>

The school district encourages its residents to become familiar with the factual data and to share its thoughts with state legislators. Through changing these terms, the school district could reduce its 278% increase in charter costs over the past three years and obtain a six figure savings to provide for Cheltenham's own programs.

Reconditioned Sports Equipment – August 2012

As part of the preparation for the new school year, sports equipment is reconditioned. Ordinarily, the quantity of reconditioning does not warrant any interest from vendors. In preparation for the 2012-13 school year, a group of school districts within Montgomery County went out for bid on reconditioning sports equipment. The results for Cheltenham were a savings of \$5,311 for fall sports equipment. Based upon this success, when needs aggregate enough to be attractive to a variety of vendors, the same process will be utilized.

Centralized Printing & Scanning – July 2012

In order to continue to reduce printing costs for the district, there has been an ongoing migration to centralized printing. Faculty and staff have been able to print to the copiers throughout the district for the past year. The result of this initiative is a savings of \$100,000 in ink and maintenance costs. By removing local printers, the district will save a significant amount on the cost of individual printer supplies, maintenance, and support. End users receive increased printing and networked scanning capabilities in a secured environment to reduce waste. Lastly, in light of the increased use of technology district-wide, this initiative releases technology staff from printer issues which currently account for nearly 10% of all helpdesk requests and allows them to redirect support to new classroom initiatives such as smart boards, laptops, and other initiatives.

Property Tax Relief – June 2012

Beginning in 2006, legislation in Pennsylvania was passed which established a basis for property tax relief to school districts. Effective in 2008, funds became available from state gaming proceeds and have been provided to those qualified homesteads and farmsteads which are owner occupied and approved by Montgomery County. Additionally, this legislation established the ability to make installment payments for qualified homesteads and farmsteads. Effective with 2012-2013 tax bills, installment payments will be extended to all properties.

The school district receives annual allocations of the state gaming funds which for 2012 will increase per eligible homestead over 2011. The reduction is noted on the annual tax bill the property owner receives. If a property's assessment for 2012 remains constant with 2011, the overall tax burden will decrease over 2011 due to the receipt of an increase in a homestead exclusion from \$367 in 2011 to \$422 in 2012.

Electronic Initiatives - May 2012

In order to benchmark operational costs to industry standards, the school district began to roll out electronic initiatives to improve paper processes in 2010 with the following goals:

1. Improve processing efficiency
2. Respond to the increasing use and desire to utilize technology for processes
3. To reduce printing and paper needs

Utilizing a process evaluation of current procedures and workflow to reduce repetition and improve efficiency, the school district has implemented several electronic processes which have saved over \$44,700 since implementation. These processes include the following:

- Electronic direct deposit stubs (2010)
- Employee portal integrated with financial software for leave information (2011)
- Upload of various employee information to eliminate hand keying (2011)
- Paperless requisition process (2011)
- Strategic links of information between student, financial, and other databases (2012)
- Paperless annual open enrollment for benefits (2012)
- Paperless employment application process (2012)

Demand and Response - April 2012

In an effort to address rising utility costs, the school district, as part of a county-wide consortium, will begin to participate in a demand and response program on July 1, 2012. Demand Response is a consumer's ability to reduce electricity consumption at their location when wholesale prices are high or the reliability of the electric grid is threatened. This program bid through the Montgomery County Intermediate Unit (MCIU) and awarded to EnerNOC provides participating schools who offer up to the electrical grid the unused energy load in buildings during the summer months the ability to receive an annual payment from an electricity provider. As part of this county-wide consortium, the school district will received \$147,000 over the next three years for participating in reducing its load in summer months. Additionally, the school district will receive software to monitor live energy usage in buildings year

round. This win-win not only provides valuable alternative revenue to the school district but improves functionality for monitoring electricity usage.

Legislative Advocacy - March 2012

One of the means by which the Board of School Directors of Cheltenham Township and the administration work to maintain revenues and advocate for mandate relief is through continued involvement in the state legislative process. Over the past year, the school board and administration have supported advocacy efforts through meetings and attendance at hearings and meetings with legislators. These efforts improve awareness of how legislation impacts the school district.

One example is the advocacy by the school district for House Bill 1877 in which testimony by a school district representative was presented. This bill seeks to correct a current legislative loop hole whereby the school district is required to pay a commission on delinquent property tax collections to the county even though, delinquent tax collection is contracted through Portnoff Law Associates. HB 1877 would eliminate a projected \$100,000 annual payment to Montgomery County for a delinquent tax commission without working in the delinquent collection process.

Free Advertising of Bidding - February 2012

Under a new initiative, the Pennsylvania Association of School Business Officials (PASBO) has unveiled an innovative website, www.paschoolbids.com. This site provides a web presence in assisting its members in their bid advertising function. This website is dedicated to the advertising of Pennsylvania school bids which provides a good target niche marketing strategy. This will assist in making sure the vendor community is aware of what Pennsylvania school bids are being put out on the street.

This initiative, which Cheltenham will participate in at no cost, will further inform interested parties in bidding opportunities and improve the competition on bids for goods and services. Increased competition, in turn, historically drives down costs and is projected to reduce the actual cost of items bid.

Transportation Efficiencies - January 2012

As part of the 2011-12 budget, the administration worked on reductions to transportation costs through improved efficiency in routing, exploration of options relative to non-public transportation, coordination with neighborhood school districts, and utilizing other vendors such as specific schools or the IU for transportation services when those costs are less than First Student costs. To date, total spending is roughly \$149,000 below 2010-2011 expenditures. Projecting forward, based upon current services, the school district is on target to meet a reduction in transportation expenditures of \$750,000 over the previous year. Additionally, there is the potential that the final calculation of state subsidy for transportation (assuming the level remains constant) will increase due to improved efficiency in routing by maximizing the miles the bus has students onboard which is a primary driver of the reimbursement calculation.

While numerous schools across the state and nation have taken on opportunities to reduce transportation costs, it is important to note that those taken by the School District of Cheltenham Township were done with no reduction in services such as extra busses, late runs, or extended walking distances which are common reductions made by many other schools.

Utility reductions through Pricing - December 2011

Coupling with the school district's efforts to reduce energy consumption, the School District of Cheltenham Township has strategically purchased its electricity and natural gas along with other school districts in southeastern Pennsylvania to reduce variable market conditions. Through this effort, the district is projected to reduce total electric prices by 9.25% in 2011-12 and reduce natural gas prices by 15.38% for 2012-13. Savings in dollars total \$139,636.

The school district actively monitors utility markets to continue to leverage fixed pricing with market conditions to reduce variability and costs per unit. Continued efforts to maintain the best pricing include the following efforts: aggregating energy accounts; gathering necessary usage data; negotiating and continually monitoring a low priced, retail natural gas supply cost; reviewing cost reduction reports; and developing and supporting a strategy for continuing energy cost reductions.

Summary of Reductions with no Programmatic Impact - November 2011

This month's publication marks the one year anniversary of the C3 (Cheltenham Cuts Costs) initiative. This initiative seeks to highlight monthly cost reductions which are made in the course of normal business operations as the board and administration constantly seek to reduce costs, enhance revenues, and implement improvements in technology and other areas which will improve instruction and performance.

In the course of the past year, the achievements noted in this initiative have saved nearly four million dollars. These initiatives include refunding debt, improving purchasing efficiencies, following a bid/request for proposal process when feasible, collaborative functions with other school districts, improving printing and copying efficiencies, reducing utility costs, and improving the functionality of certain operational processes such as the collection of funds.

Through the day-to-day reductions, costs are reduced which offset the reduced funding in many areas of the school district's revenue sources. Additionally, improvements with updated copiers and technology have been infused into the district's instructional program with no additional budgetary burden. The district will continue to highlight these initiatives during the remainder the 2011 and 2012 year.

Technology Funding from E-rate - October 2011 Edition

The School District of Cheltenham Township has reported in previous installments of C3 about the reduction in technology costs, which have enabled the district to increase the availability of technology district-wide. In this month's C3 we would like to highlight revenue we have received for technology costs from sources outside of state and local funding totaling approximately \$60,000 annually. This money is based upon the school district's pending on qualifying purchases through the e-rate program.

Though the program is a federal initiative, funding is not guaranteed. The Director of Technology, who oversees the E-rate program must follow the program's guidelines which require the school district to bid all eligible services and after a minimum of 28 days, select the most cost effective proposal. This extra step not only garners the school district reimbursement but an additional reduction in the

expenditure cost through bid. Therefore, the implementation of valuable instructional technology can not only continue, but be maximized and subsidized in part by grant funds from outside Pennsylvania.

Online Payment Collection - September 2011 Edition

The school district collects over \$300,000 a year in miscellaneous funds from each building for various purposes. These funds include donations, field trips, and other school based collections. The processing of these funds has been migrated to an electronic portal. Payment methods include credit cards and e-checks. Through the implementation of this electronic portal, the district will be able to direct building resources away from this function towards further supporting instruction while central administration support will be able to monitor and review funds more efficiently and effectively by eliminating collection lag, manual transactions, and other parts of this process. Migration to this electronic portal eliminated nearly \$11,250 which was annually expended in time, labor, and materials to complete this function.

Electronic Processes - July & August 2011 Edition

As we closed out the 2011 school year, we continued implementing processes that actively reduce our paper usage and improve our efficiency. For example, in late spring we migrated to an electronic distribution system for employee pay stubs. Additionally, this summer has seen us migrating to paperless purchase orders and warehousing procedures. Upcoming cost cutting initiatives include the migration of “paper heavy” processes such as employee attendance records to electronic systems that both improve efficiency and reduce paper usage. In all, we estimate an immediate savings of \$3,500 as a result of this Summer 2011 cost cutting measure which proves to be both beneficial for our bottom line and our world.

SUMMARY ALL FUNDS

Summary of Budgets

	2013-14	2013-14	2013-14	2013-14
	<u>General Fund</u>	<u>Capital Projects Funds</u>	<u>Food Service</u>	<u>Total</u>
Revenues				
Local Sources	\$ 80,536,738.00	\$ 134,000.00	\$ 1,434,731.00	\$ 82,105,469.00
State Sources	\$ 16,553,733.00	\$ -	\$ 332,477.00	\$ 16,886,210.00
Federal Sources	\$ 653,000.00	\$ -	\$ 21,222.00	\$ 674,222.00
Other Financing	\$ 500,001.00	\$ 10,000,000.00	\$ -	\$ -
Total Revenues	\$ 98,243,472.00	\$ 10,134,000.00	\$ 1,788,430.00	\$ 99,665,901.00
Expenditures				
Salaries and Benefits	\$ 68,743,389.25	\$ -	\$ 942,811.00	\$ 69,686,200.25
Operating Expenses	\$ 21,145,082.75	\$ 15,000,000.00	\$ 876,817.00	\$ 37,021,899.75
Debt Service/Transfers	\$ 8,355,000.00	\$ -	\$ (31,198.00)	\$ 8,323,802.00
Total Expenditures	\$ 98,243,472.00	\$ 15,000,000.00	\$ 1,788,430.00	\$ 115,031,902.00
Net Operating Expenditures	\$ -	\$ (4,866,000.00)	\$ -	\$ (15,366,001.00)
Bond Proceeds		\$ 10,000,000.00		
Committed for PSERS	\$ 4,500,000.00	\$ -	\$ -	\$ 4,500,000.00
Assigned for Self-Insurance	\$ 1,500,000.00			
Unassigned Fund Balance	\$ 2,225,631.00	\$ 7,706,237.00	\$ -	\$ 9,931,868.00
Fund Balances June 30	\$ 8,225,631.00	\$ 2,840,237.00	\$ -	\$ 11,065,868.00

GENERAL FUND SUMMARY

Revenues

	<u>2010</u> <u>Actual</u>	<u>2011</u> <u>Actual</u>	<u>2012</u> <u>Actual</u>	<u>2013</u> <u>Budget</u>	<u>2014</u> <u>Budget</u>
Real Estate Taxes	69,152,431	72,765,899	72,582,338	70,476,918	73,142,438
Act 511 Taxes	3,253,572	3,437,651	3,530,464	3,330,300	3,470,300
Other Local Income	6,030,061	5,172,488	4,887,960	4,002,001	3,924,000
Basic Instructional and Operating Subsidy	4,264,206	3,709,455	4,504,524	4,477,000	4,447,000
Revenue for Specific Educational Programs	2,362,581	2,394,407	2,394,407	2,244,407	2,244,407
Other State Revenue	7,719,449	8,276,614	8,296,683	9,212,381	9,862,326
Federal Revenue	1,779,737	1,865,817	783,168	792,000	653,000
Other Financing Sources	-	-	-	921,404	500,001
TOTAL REVENUES	94,562,037	97,640,081	97,009,998	95,456,411	98,243,472

Expenditures

	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
100 - Salaries	46,331,308	47,327,519	45,309,123	47,351,428	48,007,642
200 - Benefits	15,970,059	15,591,720	15,784,151	18,108,435	20,735,747
300 - Purchased Professional & Technical Servi	5,101,199	5,871,230	4,860,015	4,572,762	4,621,265
400 - Purchased Property Services	1,707,119	1,878,519	1,756,009	1,845,200	1,785,803
500 - Other Purchased Services	10,619,539	11,383,484	10,420,214	11,975,548	10,996,340
600 - Supplies	2,398,476	2,395,744	2,314,913	2,370,142	2,187,558
700 - Property	1,770,454	865,756	764,834	433,658	316,136
800 - Other Objects	361,759	1,464,611	472,013	1,277,271	8,637,981
900 - Other Financing Uses	8,407,499	8,272,459	13,757,956	7,521,967	955,000
TOTAL EXPENDITURES	92,667,412	95,051,041	95,439,228	95,456,411	98,243,472

Net Operating Expenditures	2,589,039	-	-	-	-
Committed Fund Balance for PSERS		4,500,000	5,000,000	5,200,000	4,500,000
Assigned to Self Insurance			1,500,000	1,500,000	1,500,000
Unassigned Fund Balance					
Beginning of Year		3,072,190	2,225,631	2,225,631	2,225,631
End of Year		3,072,190	2,225,631	2,225,631	2,225,631

REVENUE DETAIL

REVENUES	<u>2010</u> <u>Actual</u>	<u>2011</u> <u>Actual</u>	<u>2012</u> <u>Actual</u>	<u>2013</u> <u>Budget</u>	<u>2014</u> <u>Budget</u>
Local Sources					
Real Estate Taxes					
Current Real Estate Taxes	68,473,691	72,606,717	72,360,551	70,312,918	72,918,438
Interim Real Estate Taxes	578,556	58,142	117,339	60,000	120,000
Public Utility Realty Taxes	100,184	101,039	104,448	104,000	104,000
Total Real Estate Taxes	\$ 69,152,431	\$ 72,765,899	\$ 72,582,338	\$ 70,476,918	\$ 73,142,438
Act 511 Taxes					
Emergency and Municipal Services Tax	50,272	51,121	52,264	50,300	50,300
Earned Income Taxes	2,311,331	2,649,768	2,679,905	2,530,000	2,630,000
Real Estate Transfer Taxes	499,377	384,957	442,293	400,000	440,000
Mercantile Taxes	392,592	351,806	356,002	350,000	350,000
Total Act 511 Taxes	\$ 3,253,572	\$ 3,437,651	\$ 3,530,464	\$ 3,330,300	\$ 3,470,300
Other Local Revenue					
Delinquent on Taxes Levied/Assessed by the LEA	2,296,526	1,863,326	2,410,331	1,900,000	2,000,000
Earnings on Investments	51,771	90,982	108,243	100,000	120,000
Revenue From Student Activities	35,132	5,841	4,180	-	30,000
Rev from Intermediary Srcs/Pass-Thru Funds from Other Schls	-	-	-	-	-
State Revenue Received from Other Public Schools	-	-	-	-	-
Federal Revenue Received from Other Public Schools	2,800	-	5,010	-	-
Federal IDEA received from an IU	1,272,113	783,118	1,088,493	764,000	700,000
Rentals	63,589	80,001	84,583	75,000	80,000
Contributions and Donations from Private Sources	10,486	20,244	7,451	33,000	33,000
Tuition from Patrons	-	-	-	90,000	60,000
Regular Day School Tuition	55,977	33,214	950	-	-
Summer School Tuition	82,667	66,656	88,555	-	-
Receipts from Other LEAS in PA - Education	-	-	-	-	-
Other Tuition From Patrons	12,950	-	-	-	-
Revenue From Community Service Activities	821,458	853,235	872,009	940,000	900,000
Refunds and Other Misc. Revenue	-	-	-	100,001	1,000
Refunds of Prior Years' Expenditures	186,191	-	-	-	-
All Other Local Revenues	1,138,402	1,375,871	218,156	-	-
Total Other Local Revenue	\$ 6,030,061	\$ 5,172,488	\$ 4,887,960	\$ 4,002,001	\$ 3,924,000
TOTAL LOCAL REVENUE	\$ 78,436,064	\$ 81,376,038	\$ 81,000,762	\$ 77,809,219	\$ 80,536,738

State Sources

Basic Instructional and Operating Subsidies					
Basic Instructional Subsidy (In Gross)	3,755,953	3,561,601	4,177,334	4,177,000	4,177,000
Charter Schools	113,069	119,449	58,877	-	-
Tuition for Orphans & Children Placed in Private Homes	395,183	28,405	268,313	300,000	270,000
Total Basic Instructional and Operating Subsidies	\$ 4,264,206	\$ 3,709,455	\$ 4,504,524	\$ 4,477,000	\$ 4,447,000
Revenue for Specific Educational Programs					
Homebound Instruction	-	-	-	-	-
Alternative Education	41,091	-	-	-	-
Special Education - Funding for School Aged Pupils	2,321,489	2,394,407	2,394,407	2,244,407	2,244,407
Total Revenue for Specific Educational Programs	\$ 2,362,581	\$ 2,394,407	\$ 2,394,407	\$ 2,244,407	\$ 2,244,407
Other State Revenue					
Transportation (Regular and Additional)	1,006,558	1,110,279	1,103,211	1,108,000	1,108,000
Rental and Sinking Fund Payments	546,701	185,914	390,549	563,200	400,000
Health Services	-	118,451	113,843	112,000	113,843
Supplemental Reimbursement of Basic ED Subsidies	3,029,081	3,416,271	2,975,731	3,444,750	3,026,311
Safe Schools	-	-	14,381	-	-
PA Accountability Grant	309,889	290,595	114,171	100	114,171
Dual Enrollment	12,278	5,730	-	-	-

REVENUES	<u>2010</u> <u>Actual</u>	<u>2011</u> <u>Actual</u>	<u>2012</u> <u>Actual</u>	<u>2013</u> <u>Budget</u>	<u>2014</u> <u>Budget</u>
Additional grants not listed elsewhere	53,829	107,500	-	-	-
Revenue from Social Security Payments	1,637,781	1,708,298	1,636,429	1,600,000	1,600,000
Revenue from Retirement Payments	1,098,332	1,333,576	1,948,368	2,384,331	3,500,000
Classrooms for the Future	25,000	-	-	-	-
Total Other State Revenue	\$ 7,719,449	\$ 8,276,614	\$ 8,296,683	\$ 9,212,381	\$ 9,862,326
TOTAL STATE REVENUE	\$ 14,346,235	\$ 14,380,475	\$ 15,195,615	\$ 15,933,788	\$ 16,553,733

Federal Sources

NCLB - Education of Disadvantaged Children	645,117	615,855	568,935	620,000	485,000
NCLB - Preparing, Training and Recruiting Teachers/Principals	163,541	140,605	118,099	140,000	125,000
NCLB - Language Instruction	28,464	8,881	30,445	22,000	33,000
NCLB - 21st Century Schools	13,291	6,136	-	-	-
NCLB - Promoting Informed Parental Choice and Innovative Programs	-	-	-	-	-
Other ESEA & IDEA Programs	-	-	-	-	-
Drug Free Schools	-	-	-	-	-
Other Restricted Federal Grants-in-Aid Through the Commonwealth	11,000	18,000	29,488	-	-
ARRA - Title I, Part A	293,326	-	-	-	-
ARRA - State Fiscal Stabilization Fund	504,842	492,625	-	-	-
ARRA Education Jobs Fund	-	291,872	-	-	-
Medical Assistance Reimbursement Through the Commonwealth	120,156	291,843	34,798	10,000	10,000
Medical Asstnc. Reimb. For Health-Related Admin.	-	-	1,403	-	-
TOTAL FEDERAL REVENUE	\$ 1,779,737	\$ 1,865,817	\$ 783,168	\$ 792,000	\$ 653,000

Other Financing Sources

Revenue from Other Financing Sources					
Sale or Compensation for Loss of Fixed Assets	-	-	-	2,000	-
Fund Balance	-	-	-	-	500,001
Other Financing Sources Not Listed in the 9000 Series	-	-	-	919,404	-
TOTAL OTHER FINANCING SOURCES	\$ -	\$ -	\$ -	\$ 921,404	\$ 500,001

TOTAL REVENUES	\$ 94,562,037	\$ 97,640,081	\$ 97,009,998	\$ 95,456,411	\$ 98,243,472
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	<u>2010</u> <u>Actual</u>	<u>2011</u> <u>Actual</u>	<u>2012</u> <u>Actual</u>	<u>2013</u> <u>Budget</u>	<u>2014</u> <u>Budget</u>
<u>PERSONNEL</u>					
Salaries and Benefits					
Personnel Services - Salaries	46,331,308	47,327,519	45,309,123	47,351,428	48,007,642
Salaries - Admin	-	-	-	-	-
Salaries - Admin.	-	-	-	-	-
Salaries - Team Leader	-	-	-	-	-
Salaries - Prof.	-	-	-	-	-
Salaries - Prof. Sub	-	-	-	-	-
Salaries - Prof. OT	-	-	-	-	-
Salaries - Prof. Sabbatical	-	-	-	-	-
Salaries - Prof. Severence	-	-	-	-	-
Cash in Lieu of Medical	-	-	-	-	-
Salaries - Prof. Intern	-	-	-	-	-
Salaries - Coaches	-	-	-	-	-
Salaries - OT	-	-	-	-	-
Salaries - Tech OT	-	-	-	-	-
Salaries - Tech Para Prof	-	-	-	-	-
Salaries - Clerical	-	-	-	-	-
Salaries - Clerical Subs	-	-	-	-	-
Salaries - Clerical OT	-	-	-	-	-
Salaries - Clerical Summer	-	-	-	-	-
Salaries - Printing	-	-	-	-	-
Salaries - Facilities	-	-	-	-	-
Salaries - Facilities Sub	-	-	-	-	-
Salaries - Facilities OT	-	-	-	-	-
Salaries - Custodian	-	-	-	-	-
Salaries - Custodian Sub	-	-	-	-	-
Salaries - Custodian OT	-	-	-	-	-
Salaries - Custodian Summer	-	-	-	-	-
Salaries - Instruc. Asst.	-	-	-	-	-
Salaries - IA OT	-	-	-	-	-
Group Insurance	9,837,880	7,740,936	774,548	-	8,825,570
Social Security Contributions	3,446,406	3,520,914	3,361,887	-	3,460,858
Retirement Contributions	2,080,050	2,685,404	3,914,317	-	7,713,589
Tuition Reimbursements	146,172	128,690	98,279	-	-
Unemployment Compensation	92,492	97,311	95,795	-	95,000
Workmen's Compensation	367,059	179,391	382,854	-	469,210
Health Benefits	-	1,239,073	7,156,471	-	-
Other Employee Benefits	-	-	-	-	171,520
Personnel Services - Employee Benefits	-	-	-	18,108,435	-
Total Salaries and Benefits	\$ 62,301,367	\$ 62,919,239	\$ 61,093,274	\$ 65,459,863	\$ 68,743,389
TOTAL PERSONNEL	\$ 62,301,367	\$ 62,919,239	\$ 61,093,274	\$ 65,459,863	\$ 68,743,389
<u>OPERATING</u>					
Operating Expenses					
Purchased Professional & Technical Services	5,101,199	5,871,230	4,860,015	4,572,762	4,621,265
Purchased Property Services	1,702,037	1,878,519	1,756,009	1,845,200	1,785,803
Repairs and Maintenance	5,082	-	-	-	-
Other Purchased Services	-	-	-	11,919,048	-
Student Transportation Services	82,393	206,596	140,791	-	131,502
St. Tr Svc from an LEA In PA	-	-	-	-	-
St. Tr Svc-Contr Carrier	6,544,361	6,615,235	6,011,311	-	5,188,000
St Trans - Public Carriers	23,760	23,493	41,606	-	40,000
St Tr Svc from the IU	162,235	279,232	260,122	-	895,000
Insurance-General	76,927	36,898	38,690	-	69,977
Fire Insurance	-	-	-	-	-
Automotive Liability Insurance	29,728	30,989	32,281	-	31,000
General Property and Liability Insurance	156,202	153,531	162,432	-	188,000
Other Insurance	-	-	-	-	-
Communications	435,564	276,879	196,849	-	264,437
Advertising	24,514	12,826	26,321	-	40,176

	2010	2011	2012	2013	2014
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
Printing & Binding	34,270	23,800	13,733	-	34,695
Tuition	2,889,427	3,507,281	3,304,287	-	3,896,019
Travel	46,572	50,497	36,269	-	41,538
Miscellaneous Purchased Services	113,585	166,227	155,523	56,500	175,996
Supplies	-	-	-	2,299,316	-
General Supplies	1,293,466	1,254,453	1,441,746	70,826	1,322,393
Energy	391,200	529,430	393,530	-	311,590
Food	-	-	436	-	-
Books & Periodicals	713,810	611,861	479,201	-	553,575
Property	-	-	-	430,808	-
Equipment - Original & Additional	1,127,509	709,528	692,546	2,850	261,084
Equipment - Replacement	642,945	156,229	72,288	-	55,052
Other Objects	113,107	1,402,133	472,013	1,277,271	1,237,981
Total Operating Expenses	\$ 21,709,893	\$ 23,796,866	\$ 20,587,998	\$ 22,474,581	\$ 21,145,083
<u>Debt Service and Transfers</u>					
Interest	-	62,478	-	-	7,400,000
Refund of Prior Year's Receipts	248,652	-	-	-	-
Redemption of Principal	-	-	-	7,521,967	955,000
Fund Transfers	8,407,499	8,272,459	13,757,956	-	-
Total Debt Service and Transfers	\$ 8,656,152	\$ 8,334,936	\$ 13,757,956	\$ 7,521,967	\$ 8,355,000
TOTAL OPERATING AND DEBT SERVICE	<u>\$ 30,366,045</u>	<u>\$ 32,131,802</u>	<u>\$ 34,345,954</u>	<u>\$ 29,996,548</u>	<u>\$ 29,500,083</u>
TOTAL EXPENDITURES	<u>\$ 92,667,412</u>	<u>\$ 95,051,041</u>	<u>\$ 95,439,228</u>	<u>\$ 95,456,411</u>	<u>\$ 98,243,472</u>

EXPENDITURE DETAIL BY FUNCTION AND OBJECT

	<u>2010</u> <u>Actual</u>	<u>2011</u> <u>Actual</u>	<u>2012</u> <u>Actual</u>	<u>2013</u> <u>Budget</u>	<u>2014</u> <u>Budget</u>
REGULAR PROGRAMS					
Personnel Services - Salaries	25,400,955	25,272,401	24,111,877	25,801,533	25,719,215
Salaries - Team Leader	-	-	-	-	-
Salaries - Prof.	-	-	-	-	-
Salaries - Prof. OT	-	-	-	-	-
Salaries - Prof. Sabbatical	-	-	-	-	-
Salaries - Prof. Severance	-	-	-	-	-
Cash in Lieu of Medical	-	-	-	-	-
Salaries - Prof. Intern	-	-	-	-	-
Salaries - Instruc. Asst.	-	-	-	-	-
Salaries - IA OT	-	-	-	-	-
Personnel Services - Employee Benefits	-	-	-	10,085,054	-
Group Insurance	4,730,309	4,147,324	572,822	-	4,524,269
Social Security Contributions	1,896,278	1,894,738	1,801,777	-	1,948,487
Retirement Contributions	1,093,311	1,431,806	2,088,213	-	4,285,801
Tuition Reimbursements	103,539	109,031	80,636	-	-
Unemployment Compensation	80,590	70,211	80,920	-	95,000
Workmen's Compensation	151,174	99,679	187,665	-	398,775
Health Benefits	-	688,495	3,448,688	-	-
Purchased Professional & Technical Services	331,212	439,041	705,796	573,326	626,032
Purchased Property Services	21,057	14,878	22,768	38,839	27,804
Other Purchased Services	-	-	-	444,902	-
Student Transportation Services	64,251	78,010	826	-	2,103
Communications	517	418	32	-	3,892
Printing & Binding	11,202	1,849	526	-	3,000
Tuition	395,904	861,151	716,392	-	728,975
Travel	1,096	573	558	-	960
Supplies	-	-	-	779,578	-
General Supplies	406,601	363,924	337,216	-	339,823
Books & Periodicals	462,745	444,116	333,196	-	339,947
Property	-	-	-	314,251	-
Equipment - Original & Additional	122,861	361,094	286,553	-	239,360
Equipment - Replacement	151,375	47,340	42,363	-	16,567
Other Objects	4,603	3,340	2,589	2,979	2,530
Total Regular Programs	\$ 35,429,581	\$ 36,329,418	\$ 34,821,415	\$ 38,040,462	\$ 39,302,540
SPECIAL PROGRAMS					
Personnel Services - Salaries	5,484,870	6,210,156	6,480,443	6,760,438	6,955,935
Salaries - Prof.	-	-	-	-	-
Salaries - Prof. OT	-	-	-	-	-
Salaries - Facilities OT	-	-	-	-	-
Salaries - Instruc. Asst.	-	-	-	-	-
Personnel Services - Employee Benefits	-	-	-	2,701,362	-
Group Insurance	1,541,182	1,270,356	34,110	-	1,636,775
Social Security Contributions	408,585	461,395	482,220	-	504,512
Retirement Contributions	262,691	350,377	560,960	-	1,167,954
Tuition Reimbursements	9,479	1,260	-	-	-
Unemployment Compensation	5,922	5,180	-	-	-
Workmen's Compensation	39,176	23,539	49,787	-	6,956
Health Benefits	-	162,587	1,339,251	-	-
Purchased Professional & Technical Services	3,458,962	3,811,822	2,739,159	2,910,469	2,780,487
Purchased Property Services	7,001	2,616	-	4,750	4,513
Other Purchased Services	-	-	-	2,325,532	-

	<u>2010</u> <u>Actual</u>	<u>2011</u> <u>Actual</u>	<u>2012</u> <u>Actual</u>	<u>2013</u> <u>Budget</u>	<u>2014</u> <u>Budget</u>
Student Transportation Services	3,789	3,793	3,447	-	7,592
Communications	1,232	411	-	-	270
Printing & Binding	-	-	-	-	-
Tuition	1,425,440	1,514,585	1,407,346	-	1,845,879
Travel	4,254	14,157	1,694	-	1,423
Miscellaneous Purchased Services	-	8,572	-	-	-
Supplies	-	-	-	76,009	-
General Supplies	71,419	60,314	143,172	-	33,965
Books & Periodicals	129,611	25,861	48,776	-	103,276
Property	-	-	-	5,350	-
Equipment - Original & Additional	418,518	31,235	222,866	-	5,100
Equipment - Replacement	1,419	7,937	-	-	-
Other Objects	7,086	210,117	4,425	16,523	16,298
Total Special Programs	\$ 13,280,635	\$ 14,176,271	\$ 13,517,654	\$ 14,800,433	\$ 15,070,935

VOCATIONAL PROGRAMS

Personnel Services - Salaries	916,122	1,050,211	975,158	1,063,759	1,023,256
Salaries - Admin.	-	-	-	-	-
Salaries - Prof.	-	-	-	-	-
Salaries - Prof. OT	-	-	-	-	-
Cash in Lieu of Medical	-	-	-	-	-
Personnel Services - Employee Benefits	-	-	-	354,925	-
Group Insurance	168,326	131,587	5,054	-	127,550
Social Security Contributions	68,620	78,622	72,803	-	71,772
Retirement Contributions	43,496	59,105	87,622	-	175,484
Tuition Reimbursements	3,042	-	-	-	-
Unemployment Compensation	-	-	-	-	-
Workmen's Compensation	6,518	3,736	7,559	-	1,023
Health Benefits	-	25,807	131,674	-	-
Purchased Professional & Technical Services	8,466	-	-	-	-
Purchased Property Services	6,163	2,729	4,007	4,950	5,350
Other Purchased Services	-	-	-	949,231	-
Tuition	919,243	941,973	971,092	-	954,000
Supplies	-	-	-	21,804	-
General Supplies	20,319	20,958	21,686	-	27,943
Books & Periodicals	684	2,633	735	-	1,025
Property	-	-	-	1,550	-
Equipment - Original & Additional	1,209	239	733	-	500
Equipment - Replacement	1,261	-	620	-	1,050
Other Objects	-	-	-	-	-
Total Vocational Programs	\$ 2,163,469	\$ 2,317,599	\$ 2,278,742	\$ 2,396,219	\$ 2,388,953

OTHER INSTRUCTIONAL PROGRAMS

Personnel Services - Salaries	536,484	390,076	386,276	97,973	97,170
Salaries - Admin.	-	-	-	-	-
Salaries - Team Leader	-	-	-	-	-
Salaries - Prof.	-	-	-	-	-
Salaries - Prof. Sub	-	-	-	-	-
Salaries - Prof. OT	-	-	-	-	-
Salaries - Clerical	-	-	-	-	-
Salaries - Clerical OT	-	-	-	-	-
Salaries - Instruc. Asst.	-	-	-	-	-
Personnel Services - Employee Benefits	-	-	-	698	-
Group Insurance	9,401	11,712	-	-	-
Social Security Contributions	40,586	29,016	28,521	-	625
Retirement Contributions	22,539	22,269	32,899	-	-

	<u>2010</u> <u>Actual</u>	<u>2011</u> <u>Actual</u>	<u>2012</u> <u>Actual</u>	<u>2013</u> <u>Budget</u>	<u>2014</u> <u>Budget</u>
Unemployment Compensation	431	-	-	-	-
Workmen's Compensation	3,805	1,432	-	-	-
Health Benefits	-	9,888	5,265	-	-
Purchased Professional & Technical Services	16,042	30,057	15,584	24,665	23,425
Purchased Property Services	-	-	-	-	-
Other Purchased Services	-	-	-	415,475	-
Student Transportation Services	-	-	-	-	-
Printing & Binding	-	-	-	-	-
Tuition	135,664	160,016	179,969	-	367,165
Travel	-	-	-	-	450
Supplies	-	-	-	25,315	-
General Supplies	1,138	2,383	2,057	-	10,260
Books & Periodicals	1,392	26,930	12,000	-	16,085
Property	-	-	-	-	-
Equipment - Original & Additional	-	-	-	-	-
Other Objects	-	-	-	-	-
Total Other Instructional Programs	\$ 767,482	\$ 683,778	\$ 662,573	\$ 564,126	\$ 515,180
NONPUBLIC SCHOOL PROGRAMS					
Purchased Professional & Technical Services	29,853	12,394	-	9,081	-
Books & Periodicals	1,144	-	-	-	-
Equipment - Original & Additional	3,000	-	-	-	-
Total Nonpublic School Programs	\$ 33,997	\$ 12,394	\$ -	\$ 9,081	\$ -
COMMUNITY/JUNIOR COLLEGE PROGRAMS					
Other Purchased Services	-	-	-	-	-
Tuition	13,176	29,556	29,488	-	-
Supplies	-	-	-	-	-
Books & Periodicals	3,981	-	-	-	-
Total Community/Junior College Programs	\$ 17,157	\$ 29,556	\$ 29,488	\$ -	\$ -
PRE-KINDERGARTEN					
Salaries - Prof. OT	-	-	-	-	-
Purchased Professional & Technical Services	-	-	-	-	-
General Supplies	-	-	-	1,900	1,900
Total Pre-Kindergarten Programs	\$ -	\$ -	\$ -	\$ 1,900	\$ 1,900
PUPIL PERSONNEL SERVICES					
Personnel Services - Salaries	2,072,663	2,153,003	1,813,636	1,850,150	1,875,439
Salaries - Admin.	-	-	-	-	-
Salaries - Team Leader	-	-	-	-	-
Salaries - Prof.	-	-	-	-	-
Salaries - Prof. OT	-	-	-	-	-
Salaries - Coaches	-	-	-	-	-
Salaries - OT	-	-	-	-	-
Salaries - Clerical	-	-	-	-	-
Salaries - Clerical OT	-	-	-	-	-
Salaries - Clerical Summer	-	-	-	-	-
Personnel Services - Employee Benefits	-	-	-	577,532	-
Group Insurance	412,744	291,911	27,722	-	260,806
Social Security Contributions	154,509	160,740	139,202	-	142,268
Retirement Contributions	97,867	121,789	160,576	-	316,458
Tuition Reimbursements	9,071	4,200	-	-	-
Unemployment Compensation	-	-	-	-	-
Workmen's Compensation	14,823	8,161	12,888	-	1,875
Health Benefits	-	56,367	229,900	-	-

	<u>2010</u> <u>Actual</u>	<u>2011</u> <u>Actual</u>	<u>2012</u> <u>Actual</u>	<u>2013</u> <u>Budget</u>	<u>2014</u> <u>Budget</u>
Purchased Professional & Technical Services	295,839	247,881	260,585	265,315	253,350
Purchased Property Services	1,419	1,164	1,234	3,000	3,000
Other Purchased Services	-	-	-	17,995	-
Student Transportation Services	111	700	-	-	-
Communications	422	176	-	-	450
Printing & Binding	-	-	-	-	800
Travel	1,748	1,306	1,832	-	8,990
Miscellaneous Purchased Services	-	-	1,400	-	-
Supplies	-	-	-	97,508	-
General Supplies	39,085	51,480	56,089	-	86,896
Books & Periodicals	3,273	3,662	2,158	-	6,847
Property	-	-	-	1,000	-
Equipment - Original & Additional	6,450	-	-	-	-
Equipment - Replacement	6,561	194	-	-	-
Other Objects	2,179	1,999	1,414	6,485	8,300
Total Pupil Personnel Services	\$ 3,118,763	\$ 3,104,733	\$ 2,708,637	\$ 2,818,985	\$ 2,965,479

INSTRUCTIONAL STAFF SERVICES

Personnel Services - Salaries	2,187,861	2,671,519	1,963,044	2,180,025	2,083,415
Salaries - Admin.	-	-	-	-	-
Salaries - Team Leader	-	-	-	-	-
Salaries - Prof.	-	-	-	-	-
Salaries - Prof. Sub	-	-	-	-	-
Salaries - Prof. OT	-	-	-	-	-
Salaries - Coaches	-	-	-	-	-
Salaries - Clerical	-	-	-	-	-
Salaries - Clerical OT	-	-	-	-	-
Salaries - Instruc. Asst.	-	-	-	-	-
Salaries - IA OT	-	-	-	-	-
Personnel Services - Employee Benefits	-	-	-	773,437	-
Group Insurance	422,130	415,770	21,036	-	361,321
Social Security Contributions	160,546	195,144	144,171	-	141,962
Retirement Contributions	104,060	153,191	169,348	-	319,169
Tuition Reimbursements	4,334	1,040	335	-	-
Unemployment Compensation	-	-	2,144	-	-
Workmen's Compensation	15,584	9,608	16,139	-	2,061
Health Benefits	-	66,366	329,314	-	-
Purchased Professional & Technical Services	144,899	121,089	75,747	104,510	5,610
Purchased Property Services	1,565	240	-	770	725
Other Purchased Services	-	-	-	25,310	-
Communications	185	284	10	-	450
Printing & Binding	825	181	-	-	200
Travel	12,486	9,236	8,130	-	9,267
Supplies	-	-	-	104,754	-
General Supplies	47,394	30,127	16,682	-	34,133
Books & Periodicals	105,039	89,626	77,235	-	80,079
Property	-	-	-	2,260	-
Equipment - Original & Additional	10,601	53,005	1,479	-	2,260
Equipment - Replacement	1,260	1,219	-	-	-
Other Objects	1,072	1,027	1,109	4,267	2,675
Total Instructional Staff Services	\$ 3,219,842	\$ 3,818,672	\$ 2,825,923	\$ 3,195,333	\$ 3,043,327

ADMINISTRATIVE SERVICES

Personnel Services - Salaries	2,979,735	2,981,936	2,904,799	3,091,448	3,359,432
Salaries - Admin	-	-	-	-	-
Salaries - Admin.	-	-	-	-	-

	<u>2010</u> <u>Actual</u>	<u>2011</u> <u>Actual</u>	<u>2012</u> <u>Actual</u>	<u>2013</u> <u>Budget</u>	<u>2014</u> <u>Budget</u>
Salaries - Clerical	-	-	-	-	-
Salaries - Clerical Subs	-	-	-	-	-
Salaries - Clerical OT	-	-	-	-	-
Personnel Services - Employee Benefits	-	-	-	998,353	-
Group Insurance	715,957	410,662	26,266	-	438,210
Social Security Contributions	208,668	207,095	199,608	-	223,834
Retirement Contributions	142,347	170,460	250,083	-	542,968
Tuition Reimbursements	9,471	8,745	-	-	-
Unemployment Compensation	-	-	950	-	-
Workmen's Compensation	54,065	11,303	22,368	-	3,377
Health Benefits	-	78,070	396,515	-	-
Other Employee Benefits	-	-	-	-	171,520
Purchased Professional & Technical Services	513,436	532,515	569,760	444,368	516,722
Purchased Property Services	2,237	6,019	4,645	108,200	2,000
Other Purchased Services	-	-	-	74,936	-
Insurance-General	70,187	30,158	31,613	-	62,700
Communications	29,993	26,901	14,223	-	15,975
Advertising	4,000	1,394	3,493	-	7,800
Printing & Binding	4,222	9,010	934	-	13,295
Travel	2,694	7,889	7,210	-	2,150
Miscellaneous Purchased Services	-	1,750	470	-	-
Supplies	-	-	-	59,336	-
General Supplies	43,020	(92,097)	1,736	-	35,009
Food	-	-	436	-	-
Books & Periodicals	1,638	3,467	1,373	-	4,140
Property	-	-	-	17,500	-
Equipment - Original & Additional	8,476	5,364	10,520	-	-
Equipment - Replacement	5,714	19,135	10,232	-	8,200
Other Objects	32,429	202,097	384,053	372,085	330,628
Total Administrative Services	\$ 4,828,289	\$ 4,621,872	\$ 4,841,286	\$ 5,166,226	\$ 5,737,960
PUPIL HEALTH					
Personnel Services - Salaries	517,198	248,779	148,997	209,168	201,546
Salaries - Prof.	-	-	-	-	-
Salaries - Prof. OT	-	-	-	-	-
Salaries - Coaches	-	-	-	-	-
Salaries - OT	-	-	-	-	-
Salaries - Instruc. Asst.	-	-	-	-	-
Salaries - IA OT	-	-	-	-	-
Personnel Services - Employee Benefits	-	-	-	93,421	-
Group Insurance	172,571	73,561	2,377	-	61,150
Social Security Contributions	38,391	18,500	10,984	-	9,817
Retirement Contributions	24,921	14,025	12,888	-	31,804
Tuition Reimbursements	1,560	-	-	-	-
Unemployment Compensation	-	-	-	-	-
Workmen's Compensation	3,706	943	1,159	-	202
Health Benefits	-	6,513	48,813	-	-
Purchased Professional & Technical Services	75,009	60,969	4,060	22,157	22,219
Purchased Property Services	2,081	1,820	1,025	5,657	3,535
Other Purchased Services	-	-	-	1,831	-
Travel	152	102	152	-	730
Supplies	-	-	-	22,617	-
General Supplies	7,144	8,898	23,018	-	14,732
Books & Periodicals	226	108	76	-	736
Equipment - Original & Additional	394	-	-	-	314
Equipment - Replacement	2,893	-	-	-	250

	<u>2010</u> <u>Actual</u>	<u>2011</u> <u>Actual</u>	<u>2012</u> <u>Actual</u>	<u>2013</u> <u>Budget</u>	<u>2014</u> <u>Budget</u>
Other Objects	250	375	-	-	-
Total Pupil Health	\$ 846,495	\$ 434,594	\$ 253,549	\$ 354,851	\$ 347,035
BUSINESS SERVICES					
Personnel Services - Salaries	584,139	719,336	681,259	681,596	654,964
Salaries - Admin.	-	-	-	-	-
Salaries - Clerical	-	-	-	-	-
Salaries - Clerical OT	-	-	-	-	-
Salaries - Printing	-	-	-	-	-
Salaries - Facilities	-	-	-	-	-
Salaries - Facilities Sub	-	-	-	-	-
Salaries - Facilities OT	-	-	-	-	-
Salaries - Custodian Summer	-	-	-	-	-
Personnel Services - Employee Benefits	-	-	-	288,173	-
Group Insurance	202,123	145,965	12,053	-	150,852
Social Security Contributions	42,158	52,666	45,520	-	46,794
Retirement Contributions	27,621	41,682	54,147	-	110,623
Unemployment Compensation	-	10,426	1,274	-	-
Workmen's Compensation	4,103	2,727	5,182	-	655
Health Benefits	-	18,833	138,670	-	-
Purchased Professional & Technical Services	2,060	20,489	22,914	-	16,500
Purchased Property Services	236,453	236,986	265,791	269,637	290,702
Other Purchased Services	-	-	-	33,963	-
Insurance-General	-	-	-	-	-
Communications	27,377	38,517	28,034	-	28,500
Advertising	9,760	8,035	12,918	-	13,000
Travel	1,311	3,073	5,273	-	5,300
Supplies	-	-	-	24,558	-
General Supplies	11,852	9,410	19,879	-	23,407
Books & Periodicals	292	578	384	-	600
Property	-	-	-	3,325	-
Equipment - Original & Additional	4,293	3,300	725	-	1,500
Equipment - Replacement	1,511	-	174	-	1,000
Other Objects	37,489	43,131	34,362	25,650	35,000
Total Business Services	\$ 1,192,543	\$ 1,355,153	\$ 1,328,557	\$ 1,326,902	\$ 1,379,397
OPERATION AND MAINTENANCE OF PLANT SERVICES					
Personnel Services - Salaries	3,553,738	3,534,510	3,486,431	3,251,500	3,238,676
Salaries - Admin.	-	-	-	-	-
Salaries - Prof. OT	-	-	-	-	-
Cash in Lieu of Medical	-	-	-	-	-
Salaries - Clerical	-	-	-	-	-
Salaries - Clerical OT	-	-	-	-	-
Salaries - Facilities	-	-	-	-	-
Salaries - Facilities Sub	-	-	-	-	-
Salaries - Facilities OT	-	-	-	-	-
Salaries - Custodian	-	-	-	-	-
Salaries - Custodian Sub	-	-	-	-	-
Salaries - Custodian OT	-	-	-	-	-
Salaries - Custodian Summer	-	-	-	-	-
Personnel Services - Employee Benefits	-	-	-	1,574,104	-
Group Insurance	1,155,407	631,305	54,843	-	984,328
Social Security Contributions	269,314	266,079	261,857	-	245,010
Retirement Contributions	165,053	205,271	299,850	-	544,513
Unemployment Compensation	295	5,630	6,790	-	-
Workmen's Compensation	59,183	13,397	24,101	-	52,971

	<u>2010</u> <u>Actual</u>	<u>2011</u> <u>Actual</u>	<u>2012</u> <u>Actual</u>	<u>2013</u> <u>Budget</u>	<u>2014</u> <u>Budget</u>
Health Benefits	-	92,536	855,523	-	-
Purchased Professional & Technical Services	101,117	439,535	285,153	61,000	190,500
Purchased Property Services	1,398,399	1,557,815	1,427,938	1,345,365	1,383,252
Other Purchased Services	-	-	-	200,260	-
Automotive Liability Insurance	29,728	30,989	32,281	-	31,000
General Property and Liability Insurance	156,202	153,531	162,432	-	188,000
Other Insurance	-	-	-	-	-
Communications	133,536	158,556	2,819	-	3,000
Advertising	286	-	-	-	-
Travel	868	64	-	-	-
Miscellaneous Purchased Services	-	-	-	-	-
Supplies	-	-	-	694,010	-
General Supplies	317,443	367,181	311,906	-	257,150
Energy	390,927	529,299	393,412	-	311,590
Books & Periodicals	378	-	-	-	-
Property	-	-	-	32,000	-
Equipment - Original & Additional	131,634	45,812	10,309	-	4,250
Equipment - Replacement	78,638	10,485	4,033	-	14,300
Other Objects	4,262	906,292	2,079	5,000	2,500
Total Operation and Maintenance of Plant Services	\$ 7,946,410	\$ 8,948,287	\$ 7,621,756	\$ 7,163,239	\$ 7,451,040
STUDENT TRANSPORTATION SERVICES					
Purchased Professional & Technical Services	-	10,625	6,040	5,130	4,750
Purchased Property Services	-	-	-	-	-
Other Purchased Services	-	-	-	7,016,774	-
St. Tr Svc-Contr Carrier	6,544,361	6,615,235	6,011,311	-	5,188,000
St Trans - Public Carriers	23,760	23,493	41,606	-	40,000
St Tr Svc from the IU	162,235	279,232	260,122	-	895,000
Travel	29	-	-	-	-
Miscellaneous Purchased Services	59,978	62,227	55,378	-	70,000
General Supplies	8,211	312	21,293	-	36,320
Books & Periodicals	-	12,860	-	-	-
Total Student Transportation Services	\$ 6,798,574	\$ 7,003,984	\$ 6,395,750	\$ 7,021,904	\$ 6,234,070
CENTRAL & OTHER SUPPORT SERVICES					
Personnel Services - Salaries	762,137	754,141	977,236	1,005,905	916,496
Salaries - Admin.	-	-	-	-	-
Cash in Lieu of Medical	-	-	-	-	-
Salaries - Tech OT	-	-	-	-	-
Salaries - Tech Para Prof	-	-	-	-	-
Salaries - Clerical	-	-	-	-	-
Salaries - Facilities OT	-	-	-	-	-
Salaries - Instruc. Asst.	-	-	-	-	-
Salaries - IA OT	-	-	-	-	-
Personnel Services - Employee Benefits	-	-	-	436,313	-
Group Insurance	185,707	113,081	9,192	-	187,878
Social Security Contributions	57,664	56,106	71,742	-	66,705
Retirement Contributions	36,185	43,938	84,155	-	154,239
Tuition Reimbursements	1,155	1,954	16,942	-	-
Unemployment Compensation	-	-	1,265	-	-
Workmen's Compensation	5,393	2,859	4,489	-	916
Health Benefits	-	19,744	176,549	-	-
Purchased Professional & Technical Services	88,031	68,782	105,548	47,260	101,430
Purchased Property Services	10,023	245	1,251	20,000	20,000
Other Purchased Services	-	-	-	225,473	-
Communications	242,278	51,598	151,731	-	211,000

	<u>2010</u> <u>Actual</u>	<u>2011</u> <u>Actual</u>	<u>2012</u> <u>Actual</u>	<u>2013</u> <u>Budget</u>	<u>2014</u> <u>Budget</u>
Advertising	10,191	3,397	9,130	-	17,776
Printing & Binding	-	-	-	-	5,000
Travel	17,664	9,140	6,463	-	7,400
Miscellaneous Purchased Services	-	-	-	-	-
Supplies	-	-	-	291,267	-
General Supplies	230,057	256,951	285,897	-	284,558
Books & Periodicals	486	458	-	-	400
Property	-	-	-	38,713	-
Equipment - Original & Additional	413,852	209,480	154,683	-	5,000
Equipment - Replacement	392,312	38,901	2,541	-	-
Other Objects	761	305	1,640	2,816	1,450
Total Central & Other Support Services	\$ 2,453,896	\$ 1,631,080	\$ 2,060,452	\$ 2,067,747	\$ 1,980,248

OTHER SUPPORT SERVICES

Miscellaneous Purchased Services	49,997	52,600	50,782	56,500	57,000
Equipment - Replacement	-	-	-	-	-
Total Other Support Services	\$ 49,997	\$ 52,600	\$ 50,782	\$ 56,500	\$ 57,000

STUDENT ACTIVITIES

Personnel Services - Salaries	836,870	810,290	853,959	808,900	1,267,873
Salaries - Admin.	-	-	-	-	-
Salaries - Prof. OT	-	-	-	-	-
Salaries - Coaches	-	-	-	-	-
Personnel Services - Employee Benefits	-	-	-	69,533	-
Group Insurance	42,942	30,636	799	-	36,933
Social Security Contributions	63,144	60,537	63,012	-	12,084
Retirement Contributions	36,760	41,973	67,642	-	29,756
Tuition Reimbursements	-	-	367	-	-
Unemployment Compensation	3,832	2,076	1,302	-	-
Workmen's Compensation	5,956	-	47,434	-	176
Health Benefits	-	-	-	-	-
Purchased Professional & Technical Services	9,817	61,871	58,319	87,573	64,540
Purchased Property Services	15,339	53,638	26,652	43,600	44,482
Other Purchased Services	-	-	-	182,587	-
Student Transportation Services	14,241	124,093	136,517	-	119,507
Insurance-General	6,740	6,740	7,077	-	7,277
Communications	-	18	-	-	-
Printing & Binding	18,021	12,760	12,273	-	11,300
Travel	1,753	4,456	4,686	-	4,168
Miscellaneous Purchased Services	3,610	41,078	47,492	-	48,996
Supplies	-	-	-	92,490	-
General Supplies	40,172	112,007	112,350	-	83,497
Energy	272	131	118	-	-
Food	-	-	-	-	-
Books & Periodicals	-	-	1,121	-	440
Property	-	-	-	7,250	-
Equipment - Original & Additional	2,300	-	896	-	-
Equipment - Replacement	-	19,019	12,324	-	13,685
Other Objects	17,648	31,745	36,660	38,711	36,900
Total Student Activities	\$ 1,119,417	\$ 1,413,068	\$ 1,490,999	\$ 1,330,644	\$ 1,781,613

COMMUNITY SERVICES

Personnel Services - Salaries	498,537	531,162	526,009	549,033	614,225
Salaries - Admin.	-	-	-	-	-
Salaries - Clerical	-	-	-	-	-

	<u>2010</u> <u>Actual</u>	<u>2011</u> <u>Actual</u>	<u>2012</u> <u>Actual</u>	<u>2013</u> <u>Budget</u>	<u>2014</u> <u>Budget</u>
Salaries - Instruc. Asst.	-	-	-	-	-
Salaries - IA OT	-	-	-	-	-
Personnel Services - Employee Benefits	-	-	-	155,530	-
Group Insurance	79,082	67,066	8,273	-	55,499
Social Security Contributions	37,944	40,276	40,470	-	46,988
Retirement Contributions	23,198	29,519	45,935	-	34,821
Tuition Reimbursements	4,520	2,460	-	-	-
Unemployment Compensation	1,423	3,789	1,151	-	-
Workmen's Compensation	3,573	2,008	4,085	-	222
Health Benefits	-	13,867	56,309	-	-
Purchased Professional & Technical Services	26,456	14,160	11,350	17,908	15,700
Purchased Property Services	300	368	700	432	440
Other Purchased Services	-	-	-	4,779	-
Communications	23	-	-	-	900
Travel	2,518	501	270	-	700
Supplies	-	-	-	-	-
General Supplies	49,610	62,605	88,765	68,926	52,800
Books & Periodicals	2,921	1,563	2,148	-	-
Property	-	-	-	-	-
Equipment - Original & Additional	3,922	-	3,782	2,850	2,800
Equipment - Replacement	-	11,998	-	-	-
Other Objects	5,327	1,704	3,682	2,755	1,700
Total Community Services	\$ 739,354	\$ 783,045	\$ 792,929	\$ 802,213	\$ 826,795
ARCH. & ENG. SERVICES/ED. SPECS. - IMPROVEMENTS					
Advertising	277	-	-	-	-
Total Arch. & Eng. Services/Ed. Specs. - Improvements	\$ 277	\$ -	\$ -	\$ -	\$ -
EXISTING BUILDING IMPROVEMENT SERVICES					
Repairs and Maintenance	5,082	-	-	-	-
Total Existing Building Improvement Services	\$ 5,082	\$ -	\$ -	\$ -	\$ -
DEBT SERVICE					
Other Objects	-	-	-	-	-
Interest	-	62,478	-	-	7,400,000
Refund of Prior Year's Receipts	248,652	-	-	-	-
Other Financing Uses	-	-	-	-	-
Redemption of Principal	-	-	-	7,521,967	955,000
Total Debt Service	\$ 248,652	\$ 62,478	\$ -	\$ 7,521,967	\$ 8,355,000
FUND TRANSFERS					
Fund Transfers	8,407,499	8,272,459	13,757,956	-	-
Total Fund Transfers	\$ 8,407,499	\$ 8,272,459	\$ 13,757,956	\$ -	\$ -
BUDGETARY RESERVE					
Other Objects	-	-	-	800,000	800,000
Total Budgetary Reserve	\$ -	\$ -	\$ -	\$ 800,000	\$ 800,000
TOTAL EXPENDITURES	\$ 92,667,412	\$ 95,051,041	\$ 95,439,228	\$ 95,456,411	\$ 98,243,472

CAPITAL PROJECT FUND REVENUES, EXPENDITURES & FUND BALANCE

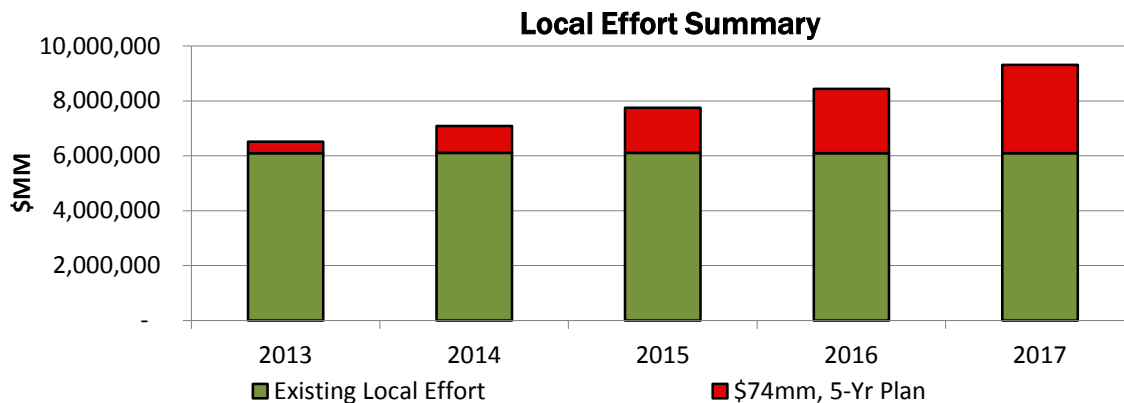
	2010	2011	2012	2013	2014
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
Revenues					
Local Sources	\$ 273,646.00	\$ 103,966.00	\$ 69,869.00	\$ 102,000.00	\$ 134,000.00
State Sources	\$ -	\$ -	\$ -	\$ -	\$ -
Federal Sources	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenues	\$ 273,646.00	\$ 103,966.00	\$ 69,869.00	\$ 102,000.00	\$ 134,000.00
Expenditures					
Salaries and Benefits					
Operating Expenses	\$ 5,591,734.00	\$ 13,536,272.00	\$ 5,835,500.00	\$ 23,525,000.00	\$ 15,000,000.00
Debt Service/Transfers	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 5,591,734.00	\$ 13,536,272.00	\$ 5,835,500.00	\$ 23,525,000.00	\$ 15,000,000.00
Other Financing Sources					
Transfers	\$ 1,500,000.00				
Bond Proceeds Added	\$ 493,492.00	\$ 22,812,633.00	\$ -	\$ 19,590,572.00	\$ 10,000,000.00
Net Operating Expenditures	\$ (3,324,596.00)	\$ 9,380,327.00	\$ (5,765,631.00)	\$ (3,832,428.00)	\$ (4,866,000.00)
Fund Balance June 30	\$ 11,248,565.00	\$ 7,923,969.00	\$ 17,304,296.00	\$ 11,538,665.00	\$ 7,706,237.00
Ending Fund Balance	\$ 7,923,969.00	\$ 17,304,296.00	\$ 11,538,665.00	\$ 7,706,237.00	\$ 2,840,237.00

CAPITAL PROJECTS FUND

The capital projects fund is predominantly bond funds, which the school district has been utilizing to improve facilities. Past projects include a renovation of Myers Elementary, the construction of new Glenside and Cheltenham Elementary Schools, and other capital projects throughout the district predominantly at the Cheltenham High School, Cedarbrook Middle School, and Elkins Park School.

For 2013-14 the capital project funds will be utilized to construct a new Wyncote Elementary School. Additionally, during the 2013-14 school year the district will revisit the opportunity to make all elementary schools serve kindergarten through fifth grade via a demographic study.

In future years, the district anticipates taking on additional debt service to its existing debt structure as outlined below for future years. The chart shows the impact of additional debt service to the district’s overall debt burden in red.



ENTERPRISE FUND - Food Service Fund Description

The School District of Cheltenham Township operates its own Food Service Program, which produces lunch for all students and staff who wish to participate. The Federal National School Lunch Program approves the Food Service Program and meals are served which are nutritionally balanced.

The Food Service operation at present is self-sustaining and primarily funded through the sale of meals. Other revenues received are donated commodities and cash subsidies from the State and Federal governments. The District receives federal subsidy for each lunch served which includes free and reduced price payments for low-income households.

FEDERAL AND STATE REIMBURSEMENT RECEIVED FOR COMPLETE MEALS SERVED

	<u>LUNCH</u>
PAID	.040
REDUCED	2.46
FREE	2.86
COMMODITIES	0.16

The incentive listed above is a supplemental State reimbursement for each lunch served as part of the National School Lunch Program. To receive the reimbursement, the District must implement the National guidelines for food and beverages or Pennsylvania's guidelines for each school.

The proposed 2013-14 Food Service budget does not increase meal prices from the 2012-13 fiscal year. Therefore, school lunch prices for the school year are \$2.75 at the elementary level, \$2.95/3.25 in the middle school, and \$3.25 at the high school.

**SCHOOL DISTRICT OF CHELTENHAM TOWNSHIP
CAFETERIA FUND REVENUES, EXPENDITURES BALANCE**

	<u>Audited</u> <u>2009-2010</u>	<u>Audited</u> <u>2010-2011</u>	<u>Audited</u> <u>2011-2012</u>	<u>Budget</u> <u>2012-2013</u>	<u>Budget</u> <u>2013-2014</u>
Revenues					
Earnings on Investment	95	482	128	500	500
Cash Sales	1,137,719	1,181,002	1,181,638	1,242,671	1,260,837
Special Functions	93,349	65,817	71,905	105,400	118,394
Vending Sales	47,408	34,053	27,430	48,500	55,000
Lunch and Milk Programs Sub - State	221,396	260,988	332,786	294,133	332,477
Lunch and Milk Programs Sub - Federal	72,601	78,793	24,117	72,924	21,222
Total Revenues	1,572,570	1,621,135	1,638,004	1,764,128	1,788,430
Expenses:					
Repairs and Maint	5,382	10,684	-	5,000	5,000
Food Costs (Commodity Value - \$0.2075)	638,469	618,847	658,965	794,094	769,119
Direct Labor Costs (inc. Supervisory, Clerical and Fringe Benefits)	893,476	935,271	959,985	925,571	942,811
Admin and Management Fee*					
Other Costs	52,656	57,767	42,472	34,963	65,000
Licenses	-	-	-	-	-
Office Supplies	3,345	6,340	6,878	4,500	6,500
Disposal Service	-	-	-	-	-
Depreciation	39,983	41,135	39,890	31,198	31,198
Total Expenses	1,633,312	1,670,044	1,708,190	1,795,326	1,819,628
Subtotal - Net Income (loss)	(60,742)	(48,909)	(70,186)	(31,198)	(31,198)
<i>Add: Non-cash expenses</i>	<i>39,983</i>	<i>41,135</i>	<i>39,890</i>	<i>31,198</i>	<i>31,198</i>
Net Income (loss)	(20,759)	(7,774)	(30,296)	(0)	-
<i>Due to the General Fund</i>	<i>305,763.00</i>	<i>305,763.00</i>	<i>-</i>	<i>-</i>	<i>-</i>

Food Service Funds are designed to operate on a break-even basis.

INFORMATIONAL SECTION

DEBT SERVICE

The School District Issues general obligation bonds to provide funds for acquisition and construction of major capital facilities. General Obligation bonds are direct obligations and pledge the full faith and credit of the School District. These bonds generally are issued as 20-year serial bonds with equal amounts of principal maturing each year.

The debt service information below reflects the district's debt service as of the last issue, however, it is important to note that the school district anticipates issuing debt in the 2013-14 budget year. This debt will be to fund the completion of Cheltenham Elementary and to begin Wyncote Elementary. Additionally, there may be an opportunity to lump in with the issuance of new debt a refunding to again capture the favorable interest rate market and provide a reduction in aggregate debt service.

DEBT SERVICE SCHEDULE

<u>Year</u>	<u>Other</u> <u>General</u> <u>Obligation</u> <u>Debt</u>	<u>Series</u> <u>of 2013</u>		<u>Subtotal</u>	<u>Total</u> <u>Requirements</u>
	<u>Principal</u>	<u>Interest</u>			
2012-13	\$6,662,229	\$0	\$0	\$0	\$6,662,229
2013-14	6,647,118	5,000	251,345	256,345	6,903,463
2014-15	6,596,398	5,000	276,685	281,685	6,878,083
2015-16	6,586,525	5,000	276,648	281,648	6,868,173
2016-17	6,595,894	5,000	276,598	281,598	6,877,491
2017-18	6,629,181	5,000	276,548	281,548	6,910,729
2018-19	6,337,344	5,000	276,488	281,488	6,618,831
2019-20	4,469,014	415,000	276,388	691,388	5,160,401
2020-21	4,483,569	425,000	268,088	693,088	5,176,656
2021-22	4,500,618	430,000	259,588	689,588	5,190,205
2022-23	4,507,144	445,000	250,988	695,988	5,203,131
2023-24	4,517,760	455,000	241,643	696,643	5,214,403
2024-05	4,531,556	470,000	231,405	701,405	5,232,961
2025-26	4,537,534	480,000	220,595	700,595	5,238,129
2026-27	4,266,135	610,000	209,195	819,195	5,085,330
2027-28	4,114,998	705,000	193,945	898,945	5,013,943
2028-29	4,126,975	720,000	175,968	895,968	5,022,943
2029-30	4,127,590	745,000	157,068	902,068	5,029,658
2030-31	4,134,856	760,000	136,580	896,580	5,031,436
2031-32	4,129,063	785,000	115,300	900,300	5,029,363
2032-33	4,126,888	805,000	91,750	896,750	5,023,638
2033-34	4,119,875	830,000	67,600	897,600	5,017,475
2034-35	4,124,150	860,000	34,400	894,400	5,018,550
2035-36	1,373,600				1,373,600
2036-37	1,327,800				1,327,800
2037-38	1,282,000				1,282,000
2038-39	1,231,200				1,231,200
2039-40	1,185,600				1,185,600
Total	<u>\$121,272,611</u>	<u>\$9,970,000</u>	<u>\$4,564,807</u>	<u>\$14,534,807</u>	<u>\$135,807,418</u>

Does not include the incurred, but not yet issued bonds.

*Totals may not add due to rounding.

DEBT LIMIT AND TOTAL AVAILABLE DEBT

	<u>Gross Outstanding</u>	<u>Local Effort or Net of Available Funds and Estimated State Aid⁽¹⁾</u>
DIRECT DEBT		
Nonelectoral Debt	\$153,025,000	\$143,902,547
Lease Rental Debt	0	0
TOTAL DIRECT DEBT	<u>\$153,025,000</u>	<u>\$143,902,547</u>
OVERLAPPING DEBT		
Montgomery County, General Obligation ⁽²⁾	\$1,450,893	\$1,450,893
Cheltenham Township.....	39,395,000	39,395,000
TOTAL OVERLAPPING DEBT	<u>\$ 40,845,893</u>	<u>\$ 40,845,893</u>
TOTAL DIRECT AND OVERLAPPING DEBT	<u>\$193,870,893</u>	<u>\$184,748,440</u>
DEBT RATIOS		
Per Capita 2010	\$5,269.23	\$5,021.29
Percent 2011-12 Assessed Value.....	10.24%	9.76%
Percent 2011-12 Market Value.....	6.92%	6.60%

*Includes the principal amount of the Bonds. Excludes the portion of the 2007 Bonds being refunded.

⁽¹⁾Gives effect to current appropriations for payment of debt service, and expected future State reimbursement of School District sinking fund payments based on current Aid Ratio. See "State Aid to School Districts."

⁽²⁾Pro rata 3.31 percent share of \$429,247,226 principal outstanding.

The statutory borrowing limit of the School District under the Act is computed as a percentage of the School District's "Borrowing Base". The "Borrowing Base" is defined as the annual arithmetic average of "Total Revenues" (as defined by the Act), for the three full fiscal years ended next preceding the date of incurring debt. The School District calculates its present borrowing base and borrowing capacity as follows:

Total Revenues for 2009-10.....	\$ 94,015,334
Total Revenues for 2010-11.....	\$ 97,454,167
Total Revenues for 2011-12.....	<u>\$ 96,619,449</u>
 Total Revenues, Past Three Years.....	 <u>\$288,088,950</u>
 Annual Arithmetic Average (Borrowing Base).....	 <u>\$ 96,029,650</u>

Under the Debt Act as presently in effect, no school district shall incur any nonelectoral debt or lease rental debt, if the aggregate net principal amount of such new debt together with any other net nonelectoral debt and lease rental debt then outstanding, would cause the net nonelectoral debt plus net lease rental debt to exceed 225% of the Borrowing Base. The application of the aforesaid percentage to the School District's Borrowing Base produces the following product:

	<u>Legal Limit</u>	<u>Gross Debt Outstanding*</u>	<u>Remaining Borrowing Capacity</u>
Net Nonelectoral Debt and Lease Rental Debt Limit:			
225% of Borrowing Base	\$216,066,712	\$153,025,000	\$63,041,712

*Includes the Bonds described herein and excludes the portion of the 2007 Bonds being refunded, as well as the remaining incurred, but not yet issued Bonds in the amount of \$65,185,000; does not reflect credits against gross indebtedness that may be claimed for a portion of principal of debt estimated to be reimbursed by State Aid.

SCHOOL DISTRICT OF CHELTENHAM TOWNSHIP TAX RATES

Year	Real Estate Millage (mills)	Mercantile Taxes (mills)	Real Estate Transfer⁽¹⁾ (%)	Wage and Income⁽¹⁾ (%)
2007-08	35.422	0.0015	1.00	1.00
2008-09	37.250	0.0015	1.00	1.00
2009-10	39.240	0.0015	1.00	1.00
2010-11	41.600	0.0015	1.00	1.00
2011-12	41.600	0.0015	1.00	1.00
2012-13	41.600	0.0015	1.00	1.00
2013-14	42.3072	0.0015	1.00	1.00

⁽¹⁾ Subject to sharing with the Township at the rate of 50% providing it levies the tax.

Source: School District Officials.

**SCHOOL DISTRICT OF CHELTENHAM TOWNSHIP
COMPARATIVE REAL PROPERTY TAX RATES**

(Mills on Assessed Value)

	<u>2007-08</u>	<u>2008-09</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>
<i>School District</i>	35.4220	37.2500	39.2400	41.6000	41.6000	41.600	42.3072
Cheltenham Township.....	6.8444	7.0071	7.1413	7.1413	7.1413	7.1413	7.1413
Montgomery County	2.8400	2.6950	2.6950	2.6950	2.6950	3.1502	3.1502

Source: Local Government Officials.

REAL PROPERTY TAX

The real property tax (excluding delinquent collections) is \$72,360,551 in 2011-12, approximately 74.6% of total revenue. The tax is levied on July 1 of each year. Taxes paid prior to September 3 receive a 2 percent discount, and those who remit after November 1 are assessed a 10 percent penalty. Beginning with the 2007-08 fiscal year, eligible taxpayers could opt into the installment method of payment for their school taxes. Installment payments are based upon three (3) one-third payments of the base tax amount.

The following tables summarize trends of assessed and market valuations of real property and real property tax collection data.

Year	Market Value*	Assessed Value	Common Level Ratio
2007-08	\$2,217,534,200	\$1,905,621,537	85.93%
2008-09	2,632,134,524	1,909,148,547	72.53%
2009-10	2,575,234,181	1,902,747,367	73.89%
2010-11	2,833,088,208	1,911,464,087	67.47%
2011-12	2,801,144,929	1,893,859,317	67.61%
Compound Average Annual % Change...	4.78%	-0.12%	

*Market value based on common level ratio

Source: Pennsylvania State Tax Equalization Board.

	2010-11 Market Value	2010-11 Assessed Value	2011-12 Market Value	2011-12 Assessed Value
<i>School District</i>	\$ 2,833,088,208	\$ 1,911,464,087	\$ 2,801,144,929	\$ 1,893,859,317
Montgomery County.....	85,885,993,359	58,361,518,718	84,523,212,279	57,296,285,352

Source: Pennsylvania State Tax Equalization Board.

	2007-08	2008-09	2009-10	2010-11	2011-12
Residential.....	\$1,495,558,072	\$1,353,360,452	\$1,487,557,932	\$1,481,820,782	\$1,471,391,932
Lots.....	3,557,580	3,580,330	3,661,220	3,525,410	3,499,930
Industrial.....	14,105,370	13,600,180	13,475,900	13,475,900	13,475,900
Commercial.....	384,865,635	528,427,375	390,548,545	404,980,945	397,830,505
Agriculture.....	7,503,770	6,531,580	6,531,580	6,688,860	6,688,860
Land.....	30,930	3,648,630	972,190	972,190	972,190
Total	\$1,905,621,357	\$1,909,148,547	\$1,902,747,367	\$1,911,464,087	\$1,893,859,317

Source: Pennsylvania State Tax Equalization Board.

Year	Assessed Value	Tax Rate (Mills)	Amount of Levy	Amount Collected	Percent of Current Collections	Delinquent Taxes⁽¹⁾	Overall Collections	Percent of Overall Collections
2007-08	\$1,907,767,917	35.422	\$67,576,955	\$64,402,981	95.30%	\$1,729,860	\$66,132,841	97.00%
2008-09 ⁽²⁾	1,907,626,447	37.250	71,797,123	68,632,067	95.59%	1,882,562	70,514,629	97.86%
2009-10 ⁽²⁾	1,906,969,727	39.240	71,801,911	68,473,691	95.36%	2,296,526	70,770,218	98.21%
2010-11 ⁽²⁾	1,912,087,767	41.600	76,126,581	72,606,717	95.37%	1,863,326	74,470,043	97.82%
2011-12 ⁽²⁾	1,893,802,897	41.600	75,537,821	72,360,551	95.82%	2,410,331	74,770,882	98.98%
2012-13 ^(2&3)	1,878,872,157	41.600	73,757,658	71,721,975	97.24%	1,673,333	73,395,308	99.51%
2013-14 ⁽⁴⁾	1,872,428,707	42.3072	79,524,537					

⁽¹⁾ Delinquent realty taxes collected only.

⁽²⁾ Beginning in 2008-09 the amount of the Levy is reduced by the amount of the Homestead/Farmstead Exemptions. The Adjusted levy shown excludes the amount payable from the Property Tax and Rent Rebate Program funded pursuant to Act 1 of the Commonwealth. (\$3,220,579 for 2008-09, \$3,029,081 for 2009-10, \$3,416,271 for 2010-11 and \$2,975,731 for 2011-12, 3,444,750 for 2012-13)

⁽³⁾ Year to Date totals as of May 6, 2013

⁽⁴⁾ As of June 2, 2013 Source: School District officials.

LARGEST TAXPAYERS IN THE DISTRICT

The largest real estate taxpayers in the School District for 2013-14 and their assessed valuation of real estate are as follows:

Owner	Property	Assessed Value
Fairfield Wyncote (Towers at Wyncote) ⁽¹⁾	Housing	\$ 58,901,700
Lynnewood Real Estate LP (Lynnewood Gardens)	Housing	47,890,000
Thor Cheltenham Mall LP ⁽²⁾	Retail	45,420,890
Cedarbrook Plaza, Inc. (Cedarbrook Shopping Center)	Retail	25,782,160
Fund Thompson Brookview LLC (Brookview Apts.)	Housing	13,340,000
Mid-Island Properties Inc. (Wyncote House)	Housing	12,470,000
Arcadia University (Old Oak Summit)	Housing	8,200,000
Pitcairn Group LP	Office Building	7,076,000
Highland Yorktown Associates LP (Yorktown Plaza)	Retail	6,578,050
East Cedarbrook Plaza, LLC ⁽³⁾	Retail	5,932,140
Total		\$231,590,940

IMPACT OF TAXES ON A TAXPAYER

The median assessed value of a home in Cheltenham Township for 2013 is \$144,290. The following table shows the impact over the past five years of the total school real estate tax bill at face value on the property. A home assessed at the median value would see a decrease of \$103 over 2012-13 plus receive \$372.01 as a homestead rebate. Assessments reflect an assessed value and not current market value.

Year	Real Estate	Total	
	Millage (mills)	Tax Bill	Increase (dollars)
2007-08	35.422	\$ 5,185	405.58
2008-09	37.25	\$ 5,452	267.56
2009-10	39.24	\$ 5,743	291.27
2010-11	41.60	\$ 6,089	346.00
2011-12	41.60	\$ 6,039	(\$50.00)*
2012-13	41.60	\$ 6,014	(\$25.00)*
2013-14	42.31	\$ 6,105	(\$103.00)*

* The increase is calculated on the current median which decreased for 2013-14 to \$144,290 from the 2012-13 median of \$144,580.

PUPIL ENROLLMENT – HISTORY AND PROJECTIONS

Grade	2008-09	2009-10	2010-11	2011-12	2012-13
K-4	1,564	1,553	1,558	1,528	1,632
5-6	619	684	708	633	653
7-8	627	709	685	682	732
9-12	1,454	1,472	1,449	1,489	1,451
Total	4,264	4,418	4,400	4,332	4,468

Grade	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
K-4	1,663	1,640	1,578	1,553	1,542	1,531
5-6	748	804	836	833	771	750
7-8	746	743	823	882	919	913
9-12	1,554	1,607	1,608	1,659	1,721	1,785
Total	4,711	4,794	4,845	4,927	4,953	4,979

Enrollment projections were developed by the Pennsylvania Department of Education. The number presented assumes moderately likely trends as projected at a state level. The Department of Education takes into account birth rates and other factors in developing their projections for all 500 schools in Pennsylvania.

BUDGET FORECAST

The School District of Cheltenham Township presents forecasted data in the financial sections. This data is based upon trends and other economic assumptions relative to tax base, the economy of Pennsylvania and expenditure assumptions such as negotiated agreements.

Revenue is projected based on the following assumptions:

- Real estate assessment values will remain constant. Current economic conditions of the housing market coupled with assessment reductions/appeals would offset increases to the total assessed value; therefore, a static total will be used for forecasting.
- Increases to real estate tax rates will be 0% per year.
- State support will remain constant. Reimbursement for social security and PSERS will keep pace with wages and rates at the current reimbursement rate of 50%.
- Federal revenues will remain constant.

Expenditure assumptions assume the following:

- Salaries will increase with current negotiated agreements for BEC through 2015, CEA through 2014, and CASSA (administrators) through 2016. Other salary assumptions benchmark salary increase to the state-wide average weekly wage increases.
- Annual retirement savings through attrition of professional staff.
- Benefits will increase per trend which mirrors Independence Blue Cross trends and established rates for retirement contributions set by the school employees' pension board.
- Debt service will increase to support construction of Wyncote Elementary and improvements in other buildings to meet needs.
- A reduction in operational costs of buildings over time due to improved efficiencies.
- Other discretionary spending is expected to remain constant with current trends.

GENERAL FUND SUMMARY

Revenues

	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
	<u>Budget</u>	<u>Projected</u>	<u>Projected</u>	<u>Projected</u>	<u>Projected</u>
Real Estate Taxes	73,142,438	73,527,090	73,913,749	74,685,957	75,465,949
Act 511 Taxes	3,470,300	3,546,647	3,624,673	3,704,416	3,785,913
Other Local Income	3,924,000	4,012,488	4,104,257	4,199,530	4,297,198
Basic Instructional and Operating Subsidy	4,447,000	4,530,540	4,615,751	4,702,666	4,791,319
Revenue for Specific Educational Programs	2,244,407	2,244,407	2,244,407	2,244,407	2,244,407
Other State Revenue	9,862,326	11,109,777	11,600,097	11,735,950	11,989,178
Federal Revenue	653,000	667,366	682,048	697,053	712,388
Other Financing Sources	500,001	-	-	-	-
TOTAL REVENUES	98,243,472	99,638,314	100,784,981	101,969,979	103,286,352

Expenditures

	<u>Budget</u>	<u>Projected</u>	<u>Projected</u>	<u>Projected</u>	<u>Projected</u>
100 - Salaries	48,007,642	48,397,650	47,297,811	47,777,974	48,721,249
200 - Benefits	20,735,747	23,207,699	24,687,947	25,662,679	27,034,590
300 - Purchased Professional & Technical Servi	4,621,265	4,722,933	4,826,837	4,933,028	5,041,554
400 - Purchased Property Services	1,785,803	1,825,091	1,865,243	1,906,278	1,948,216
500 - Other Purchased Services	10,996,340	11,237,299	11,483,560	11,735,238	11,992,453
600 - Supplies	2,187,558	2,194,413	2,201,419	2,208,579	2,215,896
700 - Property	316,136	316,136	316,136	316,136	316,136
800 - Other Objects	8,637,981	1,247,617	1,257,464	1,267,528	1,277,814
900 - Other Financing Uses	955,000	7,568,845	7,946,676	8,335,490	8,739,430
TOTAL EXPENDITURES	98,243,472	100,717,682	101,883,092	104,142,930	107,287,339

Net Operating Expenditures	-	(1,079,368)	(1,098,111)	(2,172,952)	(4,000,987)
Committed Fund Balance for PSERS	4,500,000	3,500,000	2,500,000	1,500,000	500,000
Assigned to Self Insurance	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Unassigned Fund Balance					
Beginning of Year	2,225,631	2,225,631	1,146,263	(2,244,374)	(4,417,326)
End of Year	2,225,631	1,146,263	(2,244,374)	(4,417,326)	(8,418,313)

REVENUE DETAIL

REVENUES	<u>2014</u> <u>Budget</u>	<u>2015</u> <u>Projected</u>	<u>2016</u> <u>Projected</u>	<u>2017</u> <u>Projected</u>	<u>2018</u> <u>Projected</u>
Local Sources					
Real Estate Taxes					
Current Real Estate Taxes	72,918,438	73,298,162	73,679,784	74,446,845	75,221,577
Interim Real Estate Taxes	120,000	122,640	125,338	128,096	130,914
Public Utility Realty Taxes	104,000	106,288	108,626	111,016	113,458
Total Real Estate Taxes	\$ 73,142,438	\$ 73,527,090	\$ 73,913,749	\$ 74,685,957	\$ 75,465,949
Act 511 Taxes					
Emergency and Municipal Services Tax	50,300	51,407	52,538	53,693	54,875
Earned Income Taxes	2,630,000	2,687,860	2,746,993	2,807,427	2,869,190
Real Estate Transfer Taxes	440,000	449,680	459,573	469,684	480,017
Mercantile Taxes	350,000	357,700	365,569	373,612	381,831
Total Act 511 Taxes	\$ 3,470,300	\$ 3,546,647	\$ 3,624,673	\$ 3,704,416	\$ 3,785,913
Other Local Revenue					
Delinquent on Taxes Levied/Assessed by the LEA	2,000,000	2,044,000	2,088,968	2,134,925	2,181,894
Earnings on Investments	120,000	124,800	131,040	138,902	147,237
Revenue From Student Activities	30,000	30,660	31,335	32,024	32,728
Rev from Intermediary Srcs/Pass-Thru Funds from Other Schls	-	-	-	-	-
State Revenue Received from Other Public Schools	-	-	-	-	-
Federal Revenue Received from Other Public Schools	-	-	-	-	-
Federal IDEA received from an IU	700,000	715,400	731,139	747,224	763,663
Rentals	80,000	81,760	83,559	85,397	87,276
Contributions and Donations from Private Sources	33,000	33,726	34,468	35,226	36,001
Tuition from Patrons	60,000	61,320	62,669	64,048	65,457
Regular Day School Tuition	-	-	-	-	-
Summer School Tuition	-	-	-	-	-
Receipts from Other LEAS in PA - Education	-	-	-	-	-
Other Tuition From Patrons	-	-	-	-	-
Revenue From Community Service Activities	900,000	919,800	940,036	960,716	981,852
Refunds and Other Misc. Revenue	1,000	1,022	1,044	1,067	1,091
Refunds of Prior Years' Expenditures	-	-	-	-	-
All Other Local Revenues	-	-	-	-	-
Total Other Local Revenue	\$ 3,924,000	\$ 4,012,488	\$ 4,104,257	\$ 4,199,530	\$ 4,297,198
TOTAL LOCAL REVENUE	\$ 80,536,738	\$ 81,086,224	\$ 81,642,678	\$ 82,589,903	\$ 83,549,060
State Sources					
Basic Instructional and Operating Subsidies					
Basic Instructional Subsidy (In Gross)	4,177,000	4,260,540	4,345,751	4,432,666	4,521,319
Charter Schools	-	-	-	-	-
Tuition for Orphans & Children Placed in Private Homes	270,000	270,000	270,000	270,000	270,000
Total Basic Instructional and Operating Subsidies	\$ 4,447,000	\$ 4,530,540	\$ 4,615,751	\$ 4,702,666	\$ 4,791,319
Revenue for Specific Educational Programs					
Homebound Instruction	-	-	-	-	-
Alternative Education	-	-	-	-	-
Special Education - Funding for School Aged Pupils	2,244,407	2,244,407	2,244,407	2,244,407	2,244,407
Total Revenue for Specific Educational Programs	\$ 2,244,407	\$ 2,244,407	\$ 2,244,407	\$ 2,244,407	\$ 2,244,407
Other State Revenue					
Transportation (Regular and Additional)	1,108,000	1,132,376	1,157,288	1,182,749	1,208,769
Rental and Sinking Fund Payments	400,000	613,410	635,550	663,025	758,785
Health Services	113,843	113,843	113,843	113,843	113,843
Supplemental Reimbursement of Basic ED Subsidies	3,026,311	3,026,311	3,026,311	3,026,311	3,026,311
Safe Schools	-	-	-	-	-
PA Accountability Grant	114,171	114,171	114,171	114,171	114,171
Dual Enrollment	-	-	-	-	-

REVENUES	<u>2014</u> <u>Budget</u>	<u>2015</u> <u>Projected</u>	<u>2016</u> <u>Projected</u>	<u>2017</u> <u>Projected</u>	<u>2018</u> <u>Projected</u>
Additional grants not listed elsewhere	-	-	-	-	-
Revenue from Social Security Payments	1,600,000	1,632,000	1,664,640	1,697,933	1,731,891
Revenue from Retirement Payments	3,500,000	4,477,665	4,888,292	4,937,918	5,035,407
Classrooms for the Future	-	-	-	-	-
Total Other State Revenue	\$ 9,862,326	\$ 11,109,777	\$ 11,600,097	\$ 11,735,950	\$ 11,989,178
TOTAL STATE REVENUE	\$ 16,553,733	\$ 17,884,724	\$ 18,460,254	\$ 18,683,023	\$ 19,024,904

Federal Sources

NCLB - Education of Disadvantaged Children	485,000	495,670	506,575	517,719	529,109
NCLB - Preparing, Training and Recruiting Teachers/Principals	125,000	127,750	130,561	133,433	136,368
NCLB - Language Instruction	33,000	33,726	34,468	35,226	36,001
NCLB - 21st Century Schools	-	-	-	-	-
NCLB - Promoting Informed Parental Choice and Innovative Programs	-	-	-	-	-
Other ESEA & IDEA Programs	-	-	-	-	-
Drug Free Schools	-	-	-	-	-
Other Restricted Federal Grants-in-Aid Through the Commonwealth	-	-	-	-	-
ARRA - Title I, Part A	-	-	-	-	-
ARRA - State Fiscal Stabilization Fund	-	-	-	-	-
ARRA Education Jobs Fund	-	-	-	-	-
Medical Assistance Reimbursement Through the Commonwealth	10,000	10,220	10,445	10,675	10,909
Medical Asstnc. Reimb. For Health-Related Admin.	-	-	-	-	-
TOTAL FEDERAL REVENUE	\$ 653,000	\$ 667,366	\$ 682,048	\$ 697,053	\$ 712,388

Other Financing Sources

Revenue from Other Financing Sources	-	-	-	-	-
Sale or Compensation for Loss of Fixed Assets	-	-	-	-	-
Fund Balance	500,001	-	-	-	-
Other Financing Sources Not Listed in the 9000 Series	-	-	-	-	-
TOTAL OTHER FINANCING SOURCES	\$ 500,001	\$ -	\$ -	\$ -	\$ -

TOTAL REVENUES	\$ 98,243,472	\$ 99,638,314	\$ 100,784,981	\$ 101,969,979	\$ 103,286,352
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EXPENDITURE DETAIL BY OBJECT

	2014	2015	2016	2017	2018
	<u>Budget</u>	<u>Projected</u>	<u>Projected</u>	<u>Projected</u>	<u>Projected</u>
<u>PERSONNEL</u>					
Salaries and Benefits					
Personnel Services - Salaries	48,007,642	48,397,650	47,297,811	47,777,974	48,721,249
Salaries - Admin	-	-	-	-	-
Salaries - Admin.	-	-	-	-	-
Salaries - Team Leader	-	-	-	-	-
Salaries - Prof.	-	-	-	-	-
Salaries - Prof. Sub	-	-	-	-	-
Salaries - Prof. OT	-	-	-	-	-
Salaries - Prof. Sabbatical	-	-	-	-	-
Salaries - Prof. Severance	-	-	-	-	-
Cash in Lieu of Medical	-	-	-	-	-
Salaries - Prof. Intern	-	-	-	-	-
Salaries - Coaches	-	-	-	-	-
Salaries - OT	-	-	-	-	-
Salaries - Tech OT	-	-	-	-	-
Salaries - Tech Para Prof	-	-	-	-	-
Salaries - Clerical	-	-	-	-	-
Salaries - Clerical Subs	-	-	-	-	-
Salaries - Clerical OT	-	-	-	-	-
Salaries - Clerical Summer	-	-	-	-	-
Salaries - Printing	-	-	-	-	-
Salaries - Facilities	-	-	-	-	-
Salaries - Facilities Sub	-	-	-	-	-
Salaries - Facilities OT	-	-	-	-	-
Salaries - Custodian	-	-	-	-	-
Salaries - Custodian Sub	-	-	-	-	-
Salaries - Custodian OT	-	-	-	-	-
Salaries - Custodian Summer	-	-	-	-	-
Salaries - Instruc. Asst.	-	-	-	-	-
Salaries - IA OT	-	-	-	-	-
Group Insurance	8,825,570	9,140,849	9,802,934	10,657,227	11,722,950
Social Security Contributions	3,460,858	3,509,155	3,502,256	3,555,294	3,626,400
Retirement Contributions	7,713,589	9,808,807	10,610,869	10,654,419	10,864,768
Tuition Reimbursements	-	-	-	-	-
Unemployment Compensation	95,000	95,000	95,000	95,000	95,000
Workmen's Compensation	469,210	478,594	497,738	517,647	538,353
Health Benefits	-	-	-	-	-
Other Employee Benefits	171,520	175,293	179,150	183,091	187,119
Personnel Services - Employee Benefits	-	-	-	-	-
Total Salaries and Benefits	\$ 68,743,389	\$ 71,605,349	\$ 71,985,758	\$ 73,440,653	\$ 75,755,840
TOTAL PERSONNEL	\$ 68,743,389	\$ 71,605,349	\$ 71,985,758	\$ 73,440,653	\$ 75,755,840
<u>OPERATING</u>					
Operating Expenses					
Purchased Professional & Technical Services	4,621,265	4,722,933	4,826,837	4,933,028	5,041,554
Purchased Property Services	1,785,803	1,825,091	1,865,243	1,906,278	1,948,216
Repairs and Maintenance	-	-	-	-	-
Other Purchased Services	-	-	-	-	-
Student Transportation Services	131,502	134,349	137,258	140,232	143,270
St. Tr Svc from an LEA In PA	-	-	-	-	-
St. Tr Svc-Contr Carrier	5,188,000	5,302,136	5,418,783	5,537,996	5,659,832
St Trans - Public Carriers	40,000	40,880	41,779	42,699	43,638

	2014	2015	2016	2017	2018
	<u>Budget</u>	<u>Projected</u>	<u>Projected</u>	<u>Projected</u>	<u>Projected</u>
St Tr Svc from the IU	895,000	914,690	934,813	955,379	976,397
Insurance-General	69,977	71,516	73,090	74,698	76,341
Fire Insurance	-	-	-	-	-
Automotive Liability Insurance	31,000	31,682	32,379	33,091	33,819
General Property and Liability Insurance	188,000	192,136	196,363	200,683	205,098
Other Insurance	-	-	-	-	-
Communications	264,437	270,255	276,200	282,277	288,487
Advertising	40,176	41,060	41,963	42,886	43,830
Printing & Binding	34,695	35,458	36,238	37,036	37,850
Tuition	3,896,019	3,981,731	4,069,330	4,158,855	4,250,350
Travel	41,538	41,538	41,538	41,538	41,538
Miscellaneous Purchased Services	175,996	179,868	183,825	187,869	192,002
Supplies	-	-	-	-	-
General Supplies	1,322,393	1,322,393	1,322,393	1,322,393	1,322,393
Energy	311,590	318,445	325,451	332,611	339,928
Food	-	-	-	-	-
Books & Periodicals	553,575	553,575	553,575	553,575	553,575
Property	-	-	-	-	-
Equipment - Original & Additional	261,084	261,084	261,084	261,084	261,084
Equipment - Replacement	55,052	55,052	55,052	55,052	55,052
Other Objects	1,237,981	1,247,617	1,257,464	1,267,528	1,277,814
Total Operating Expenses	\$ 21,145,083	\$ 21,543,488	\$ 21,950,659	\$ 22,366,787	\$ 22,792,070
<u>Debt Service and Transfers</u>					
Interest	7,400,000	-	-	-	-
Refund of Prior Year's Receipts	-	-	-	-	-
Redemption of Principal	955,000	7,568,845	7,946,676	8,335,490	8,739,430
Fund Transfers	-	-	-	-	-
Total Debt Service and Transfers	\$ 8,355,000	\$ 7,568,845	\$ 7,946,676	\$ 8,335,490	\$ 8,739,430
TOTAL OPERATING AND DEBT SERVICE	\$ 29,500,083	\$ 29,112,333	\$ 29,897,334	\$ 30,702,277	\$ 31,531,500
TOTAL EXPENDITURES	\$ 98,243,472	\$ 100,717,682	\$ 101,883,092	\$ 104,142,930	\$ 107,287,339

EXPENDITURE DETAIL BY FUNCTION AND OBJECT

	<u>2014</u> <u>Budget</u>	<u>2015</u> <u>Projected</u>	<u>2016</u> <u>Projected</u>	<u>2017</u> <u>Projected</u>	<u>2018</u> <u>Projected</u>
REGULAR PROGRAMS					
Personnel Services - Salaries	25,719,215	25,833,600	25,950,272	26,069,277	26,590,663
Salaries - Team Leader	-	-	-	-	-
Salaries - Prof.	-	-	-	-	-
Salaries - Prof. OT	-	-	-	-	-
Salaries - Prof. Sabbatical	-	-	-	-	-
Salaries - Prof. Severance	-	-	-	-	-
Cash in Lieu of Medical	-	-	-	-	-
Salaries - Prof. Intern	-	-	-	-	-
Salaries - Instruc. Asst.	-	-	-	-	-
Salaries - IA OT	-	-	-	-	-
Personnel Services - Employee Benefits	-	-	-	-	-
Group Insurance	4,524,269	4,678,483	5,074,331	5,509,764	6,060,740
Social Security Contributions	1,948,487	1,972,457	1,996,906	2,021,844	2,062,281
Retirement Contributions	4,285,801	5,440,345	5,887,655	5,890,826	6,007,128
Tuition Reimbursements	-	-	-	-	-
Unemployment Compensation	95,000	95,000	95,000	95,000	95,000
Workmen's Compensation	398,775	406,751	423,021	439,941	457,539
Health Benefits	-	-	-	-	-
Purchased Professional & Technical Services	626,032	639,804	653,880	668,266	682,967
Purchased Property Services	27,804	28,416	29,041	29,680	30,333
Other Purchased Services	-	-	-	-	-
Student Transportation Services	2,103	2,103	2,103	2,103	2,103
Communications	3,892	3,978	4,065	4,155	4,246
Printing & Binding	3,000	3,066	3,133	3,202	3,273
Tuition	728,975	745,012	761,403	778,154	795,273
Travel	960	960	960	960	960
Supplies	-	-	-	-	-
General Supplies	339,823	339,823	339,823	339,823	339,823
Books & Periodicals	339,947	339,947	339,947	339,947	339,947
Property	-	-	-	-	-
Equipment - Original & Additional	239,360	239,360	239,360	239,360	239,360
Equipment - Replacement	16,567	16,567	16,567	16,567	16,567
Other Objects	2,530	2,586	2,643	2,701	2,760
Total Regular Programs	\$ 39,302,540	\$ 40,788,256	\$ 41,820,109	\$ 42,451,569	\$ 43,730,963
SPECIAL PROGRAMS					
Personnel Services - Salaries	6,955,935	7,041,545	7,128,868	7,217,938	7,362,296
Salaries - Prof.	-	-	-	-	-
Salaries - Prof. OT	-	-	-	-	-
Salaries - Facilities OT	-	-	-	-	-
Salaries - Instruc. Asst.	-	-	-	-	-
Personnel Services - Employee Benefits	-	-	-	-	-
Group Insurance	1,636,775	1,664,614	1,777,075	1,900,783	2,090,861
Social Security Contributions	504,512	512,595	520,840	529,250	539,835
Retirement Contributions	1,167,954	1,488,501	1,618,102	1,626,958	1,659,078
Tuition Reimbursements	-	-	-	-	-
Unemployment Compensation	-	-	-	-	-
Workmen's Compensation	6,956	7,095	7,379	7,674	7,981
Health Benefits	-	-	-	-	-
Purchased Professional & Technical Services	2,780,487	2,841,658	2,904,174	2,968,066	3,033,363
Purchased Property Services	4,513	4,612	4,714	4,817	4,923
Other Purchased Services	-	-	-	-	-
Student Transportation Services	7,592	7,759	7,930	8,104	8,282

	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
	<u>Budget</u>	<u>Projected</u>	<u>Projected</u>	<u>Projected</u>	<u>Projected</u>
Communications	270	276	282	288	295
Printing & Binding	-	-	-	-	-
Tuition	1,845,879	1,886,488	1,927,991	1,970,407	2,013,756
Travel	1,423	1,423	1,423	1,423	1,423
Miscellaneous Purchased Services	-	-	-	-	-
Supplies	-	-	-	-	-
General Supplies	33,965	33,965	33,965	33,965	33,965
Books & Periodicals	103,276	103,276	103,276	103,276	103,276
Property	-	-	-	-	-
Equipment - Original & Additional	5,100	5,100	5,100	5,100	5,100
Equipment - Replacement	-	-	-	-	-
Other Objects	16,298	16,657	17,023	17,398	17,780
Total Special Programs	\$ 15,070,935	\$ 15,615,564	\$ 16,058,142	\$ 16,395,446	\$ 16,882,216
VOCATIONAL PROGRAMS					
Personnel Services - Salaries	1,023,256	1,043,721	1,064,596	1,085,888	1,107,605
Salaries - Admin.	-	-	-	-	-
Salaries - Prof.	-	-	-	-	-
Salaries - Prof. OT	-	-	-	-	-
Cash in Lieu of Medical	-	-	-	-	-
Personnel Services - Employee Benefits	-	-	-	-	-
Group Insurance	127,550	133,927	147,320	162,052	178,257
Social Security Contributions	71,772	73,207	74,672	76,165	77,688
Retirement Contributions	175,484	224,503	245,091	247,579	252,467
Tuition Reimbursements	-	-	-	-	-
Unemployment Compensation	-	-	-	-	-
Workmen's Compensation	1,023	1,044	1,085	1,129	1,174
Health Benefits	-	-	-	-	-
Purchased Professional & Technical Services	-	-	-	-	-
Purchased Property Services	5,350	5,468	5,588	5,711	5,837
Other Purchased Services	-	-	-	-	-
Tuition	954,000	974,988	996,438	1,018,359	1,040,763
Supplies	-	-	-	-	-
General Supplies	27,943	27,943	27,943	27,943	27,943
Books & Periodicals	1,025	1,025	1,025	1,025	1,025
Property	-	-	-	-	-
Equipment - Original & Additional	500	500	500	500	500
Equipment - Replacement	1,050	1,050	1,050	1,050	1,050
Other Objects	-	-	-	-	-
Total Vocational Programs	\$ 2,388,953	\$ 2,487,376	\$ 2,565,307	\$ 2,627,401	\$ 2,694,309
OTHER INSTRUCTIONAL PROGRAMS					
Personnel Services - Salaries	97,170	99,113	101,096	103,118	105,180
Salaries - Admin.	-	-	-	-	-
Salaries - Team Leader	-	-	-	-	-
Salaries - Prof.	-	-	-	-	-
Salaries - Prof. Sub	-	-	-	-	-
Salaries - Prof. OT	-	-	-	-	-
Salaries - Clerical	-	-	-	-	-
Salaries - Clerical OT	-	-	-	-	-
Salaries - Instruc. Asst.	-	-	-	-	-
Personnel Services - Employee Benefits	-	-	-	-	-
Group Insurance	-	-	-	-	-
Social Security Contributions	625	638	650	663	677
Retirement Contributions	-	-	-	-	-
Unemployment Compensation	-	-	-	-	-

	<u>2014</u> <u>Budget</u>	<u>2015</u> <u>Projected</u>	<u>2016</u> <u>Projected</u>	<u>2017</u> <u>Projected</u>	<u>2018</u> <u>Projected</u>
Workmen's Compensation	-	-	-	-	-
Health Benefits	-	-	-	-	-
Purchased Professional & Technical Services	23,425	23,940	24,467	25,005	25,555
Purchased Property Services	-	-	-	-	-
Other Purchased Services	-	-	-	-	-
Student Transportation Services	-	-	-	-	-
Printing & Binding	-	-	-	-	-
Tuition	367,165	375,243	383,498	391,935	400,557
Travel	450	450	450	450	450
Supplies	-	-	-	-	-
General Supplies	10,260	10,260	10,260	10,260	10,260
Books & Periodicals	16,085	16,085	16,085	16,085	16,085
Property	-	-	-	-	-
Equipment - Original & Additional	-	-	-	-	-
Other Objects	-	-	-	-	-
Total Other Instructional Programs	\$ 515,180	\$ 525,729	\$ 536,506	\$ 547,516	\$ 558,764
NONPUBLIC SCHOOL PROGRAMS					
Purchased Professional & Technical Services	-	-	-	-	-
Books & Periodicals	-	-	-	-	-
Equipment - Original & Additional	-	-	-	-	-
Total Nonpublic School Programs	\$ -	\$ -	\$ -	\$ -	\$ -
COMMUNITY/JUNIOR COLLEGE PROGRAMS					
Other Purchased Services	-	-	-	-	-
Tuition	-	-	-	-	-
Supplies	-	-	-	-	-
Books & Periodicals	-	-	-	-	-
Total Community/Junior College Programs	\$ -	\$ -	\$ -	\$ -	\$ -
PRE-KINDERGARTEN					
Salaries - Prof. OT	-	-	-	-	-
Purchased Professional & Technical Services	-	-	-	-	-
General Supplies	1,900	1,900	1,900	1,900	1,900
Total Pre-Kindergarten Programs	\$ 1,900	\$ 1,900	\$ 1,900	\$ 1,900	\$ 1,900
PUPIL PERSONNEL SERVICES					
Personnel Services - Salaries	1,875,439	1,912,948	1,951,207	1,990,231	2,030,035
Salaries - Admin.	-	-	-	-	-
Salaries - Team Leader	-	-	-	-	-
Salaries - Prof.	-	-	-	-	-
Salaries - Prof. OT	-	-	-	-	-
Salaries - Coaches	-	-	-	-	-
Salaries - OT	-	-	-	-	-
Salaries - Clerical	-	-	-	-	-
Salaries - Clerical OT	-	-	-	-	-
Salaries - Clerical Summer	-	-	-	-	-
Personnel Services - Employee Benefits	-	-	-	-	-
Group Insurance	260,806	273,846	301,230	331,353	364,489
Social Security Contributions	142,268	145,113	148,016	150,976	153,995
Retirement Contributions	316,458	404,855	441,982	446,469	455,284
Tuition Reimbursements	-	-	-	-	-
Unemployment Compensation	-	-	-	-	-
Workmen's Compensation	1,875	1,913	1,990	2,069	2,152
Health Benefits	-	-	-	-	-
Purchased Professional & Technical Services	253,350	258,924	264,620	270,442	276,391

	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
	<u>Budget</u>	<u>Projected</u>	<u>Projected</u>	<u>Projected</u>	<u>Projected</u>
Purchased Property Services	3,000	3,066	3,133	3,202	3,273
Other Purchased Services	-	-	-	-	-
Student Transportation Services	-	-	-	-	-
Communications	450	460	470	480	491
Printing & Binding	800	818	836	854	873
Travel	8,990	8,990	8,990	8,990	8,990
Miscellaneous Purchased Services	-	-	-	-	-
Supplies	-	-	-	-	-
General Supplies	86,896	86,896	86,896	86,896	86,896
Books & Periodicals	6,847	6,847	6,847	6,847	6,847
Property	-	-	-	-	-
Equipment - Original & Additional	-	-	-	-	-
Equipment - Replacement	-	-	-	-	-
Other Objects	8,300	8,483	8,669	8,860	9,055
Total Pupil Personnel Services	\$ 2,965,479	\$ 3,113,157	\$ 3,224,886	\$ 3,307,670	\$ 3,398,771

INSTRUCTIONAL STAFF SERVICES

Personnel Services - Salaries	2,083,415	2,020,731	2,061,146	2,102,369	2,144,416
Salaries - Admin.	-	-	-	-	-
Salaries - Team Leader	-	-	-	-	-
Salaries - Prof.	-	-	-	-	-
Salaries - Prof. Sub	-	-	-	-	-
Salaries - Prof. OT	-	-	-	-	-
Salaries - Coaches	-	-	-	-	-
Salaries - Clerical	-	-	-	-	-
Salaries - Clerical OT	-	-	-	-	-
Salaries - Instruc. Asst.	-	-	-	-	-
Salaries - IA OT	-	-	-	-	-
Personnel Services - Employee Benefits	-	-	-	-	-
Group Insurance	361,321	379,387	417,326	459,058	504,964
Social Security Contributions	141,962	140,888	143,706	146,580	149,512
Retirement Contributions	319,169	397,204	433,630	438,032	446,680
Tuition Reimbursements	-	-	-	-	-
Unemployment Compensation	-	-	-	-	-
Workmen's Compensation	2,061	2,103	2,187	2,274	2,365
Health Benefits	-	-	-	-	-
Purchased Professional & Technical Services	5,610	5,733	5,860	5,988	6,120
Purchased Property Services	725	741	757	774	791
Other Purchased Services	-	-	-	-	-
Communications	450	460	470	480	491
Printing & Binding	200	204	209	213	218
Travel	9,267	9,267	9,267	9,267	9,267
Supplies	-	-	-	-	-
General Supplies	34,133	34,133	34,133	34,133	34,133
Books & Periodicals	80,079	80,079	80,079	80,079	80,079
Property	-	-	-	-	-
Equipment - Original & Additional	2,260	2,260	2,260	2,260	2,260
Equipment - Replacement	-	-	-	-	-
Other Objects	2,675	2,734	2,794	2,855	2,918
Total Instructional Staff Services	\$ 3,043,327	\$ 3,075,925	\$ 3,193,823	\$ 3,284,364	\$ 3,384,215

ADMINISTRATIVE SERVICES

Personnel Services - Salaries	3,359,432	3,426,621	3,495,153	3,565,056	3,636,357
Salaries - Admin	-	-	-	-	-
Salaries - Admin.	-	-	-	-	-
Salaries - Clerical	-	-	-	-	-
Salaries - Clerical Subs	-	-	-	-	-

	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
	<u>Budget</u>	<u>Projected</u>	<u>Projected</u>	<u>Projected</u>	<u>Projected</u>
Salaries - Clerical OT	-	-	-	-	-
Personnel Services - Employee Benefits	-	-	-	-	-
Group Insurance	438,210	460,121	506,133	556,746	612,421
Social Security Contributions	223,834	228,311	232,877	237,534	242,285
Retirement Contributions	542,968	694,637	758,339	766,038	781,162
Tuition Reimbursements	-	-	-	-	-
Unemployment Compensation	-	-	-	-	-
Workmen's Compensation	3,377	3,444	3,582	3,725	3,874
Health Benefits	-	-	-	-	-
Other Employee Benefits	171,520	175,293	179,150	183,091	187,119
Purchased Professional & Technical Services	516,722	528,090	539,708	551,581	563,716
Purchased Property Services	2,000	2,044	2,089	2,135	2,182
Other Purchased Services	-	-	-	-	-
Insurance-General	62,700	64,079	65,489	66,930	68,402
Communications	15,975	16,326	16,686	17,053	17,428
Advertising	7,800	7,972	8,147	8,326	8,509
Printing & Binding	13,295	13,587	13,886	14,192	14,504
Travel	2,150	2,150	2,150	2,150	2,150
Miscellaneous Purchased Services	-	-	-	-	-
Supplies	-	-	-	-	-
General Supplies	35,009	35,009	35,009	35,009	35,009
Food	-	-	-	-	-
Books & Periodicals	4,140	4,140	4,140	4,140	4,140
Property	-	-	-	-	-
Equipment - Original & Additional	-	-	-	-	-
<u>Equipment - Replacement</u>	8,200	8,200	8,200	8,200	8,200
Other Objects	330,628	337,902	345,336	352,933	360,698
Total Administrative Services	\$ 5,737,960	\$ 6,007,927	\$ 6,216,074	\$ 6,374,840	\$ 6,548,157
PUPIL HEALTH					
Personnel Services - Salaries	201,546	205,577	209,688	213,882	218,160
Salaries - Prof.	-	-	-	-	-
Salaries - Prof. OT	-	-	-	-	-
Salaries - Coaches	-	-	-	-	-
Salaries - OT	-	-	-	-	-
Salaries - Instruc. Asst.	-	-	-	-	-
Salaries - IA OT	-	-	-	-	-
Personnel Services - Employee Benefits	-	-	-	-	-
Group Insurance	61,150	64,208	70,629	77,691	85,461
Social Security Contributions	9,817	10,013	10,214	10,418	10,626
Retirement Contributions	31,804	40,688	44,420	44,871	45,757
Tuition Reimbursements	-	-	-	-	-
Unemployment Compensation	-	-	-	-	-
Workmen's Compensation	202	206	214	222	231
Health Benefits	-	-	-	-	-
Purchased Professional & Technical Services	22,219	22,708	23,207	23,718	24,240
Purchased Property Services	3,535	3,613	3,692	3,773	3,856
Other Purchased Services	-	-	-	-	-
Travel	730	730	730	730	730
Supplies	-	-	-	-	-
General Supplies	14,732	14,732	14,732	14,732	14,732
Books & Periodicals	736	736	736	736	736
Equipment - Original & Additional	314	314	314	314	314
Equipment - Replacement	250	250	250	250	250
Other Objects	-	-	-	-	-
Total Pupil Health	\$ 347,035	\$ 363,774	\$ 378,826	\$ 391,338	\$ 405,093

	<u>2014</u> <u>Budget</u>	<u>2015</u> <u>Projected</u>	<u>2016</u> <u>Projected</u>	<u>2017</u> <u>Projected</u>	<u>2018</u> <u>Projected</u>
BUSINESS SERVICES					
Personnel Services - Salaries	654,964	668,063	621,425	633,853	646,530
Salaries - Admin.	-	-	-	-	-
Salaries - Clerical	-	-	-	-	-
Salaries - Clerical OT	-	-	-	-	-
Salaries - Printing	-	-	-	-	-
Salaries - Facilities	-	-	-	-	-
Salaries - Facilities Sub	-	-	-	-	-
Salaries - Facilities OT	-	-	-	-	-
Salaries - Custodian Summer	-	-	-	-	-
Personnel Services - Employee Benefits	-	-	-	-	-
Group Insurance	150,852	158,395	138,234	152,057	167,263
Social Security Contributions	46,794	47,730	46,434	47,363	48,310
Retirement Contributions	110,623	141,524	146,763	148,253	151,180
Unemployment Compensation	-	-	-	-	-
Workmen's Compensation	655	668	695	723	751
Health Benefits	-	-	-	-	-
Purchased Professional & Technical Services	16,500	16,863	17,234	17,613	18,001
Purchased Property Services	290,702	297,097	303,634	310,314	317,140
Other Purchased Services	-	-	-	-	-
Insurance-General	-	-	-	-	-
Communications	28,500	29,127	29,768	30,423	31,092
Advertising	13,000	13,286	13,578	13,877	14,182
Travel	5,300	5,300	5,300	5,300	5,300
Supplies	-	-	-	-	-
General Supplies	23,407	23,407	23,407	23,407	23,407
Books & Periodicals	600	600	600	600	600
Property	-	-	-	-	-
Equipment - Original & Additional	1,500	1,500	1,500	1,500	1,500
Equipment - Replacement	1,000	1,000	1,000	1,000	1,000
Other Objects	35,000	35,770	36,557	37,361	38,183
Total Business Services	\$ 1,379,397	\$ 1,440,330	\$ 1,386,128	\$ 1,423,644	\$ 1,464,440
OPERATION AND MAINTENANCE OF PLANT SERVICES					
Personnel Services - Salaries	3,238,676	3,303,450	2,027,519	2,068,069	2,109,430
Salaries - Admin.	-	-	-	-	-
Salaries - Prof. OT	-	-	-	-	-
Cash in Lieu of Medical	-	-	-	-	-
Salaries - Clerical	-	-	-	-	-
Salaries - Clerical OT	-	-	-	-	-
Salaries - Facilities	-	-	-	-	-
Salaries - Facilities Sub	-	-	-	-	-
Salaries - Facilities OT	-	-	-	-	-
Salaries - Custodian	-	-	-	-	-
Salaries - Custodian Sub	-	-	-	-	-
Salaries - Custodian OT	-	-	-	-	-
Salaries - Custodian Summer	-	-	-	-	-
Personnel Services - Employee Benefits	-	-	-	-	-
Group Insurance	984,328	1,033,544	1,046,899	1,151,589	1,266,747
Social Security Contributions	245,010	249,911	204,584	208,676	212,849
Retirement Contributions	544,513	696,613	729,278	736,682	751,226
Unemployment Compensation	-	-	-	-	-
Workmen's Compensation	52,971	54,030	56,192	58,439	60,777
Health Benefits	-	-	-	-	-
Purchased Professional & Technical Services	190,500	194,691	198,974	203,352	207,825
Purchased Property Services	1,383,252	1,413,684	1,444,785	1,476,570	1,509,054
Other Purchased Services	-	-	-	-	-

	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
	<u>Budget</u>	<u>Projected</u>	<u>Projected</u>	<u>Projected</u>	<u>Projected</u>
Automotive Liability Insurance	31,000	31,682	32,379	33,091	33,819
General Property and Liability Insurance	188,000	192,136	196,363	200,683	205,098
Other Insurance	-	-	-	-	-
Communications	3,000	3,066	3,133	3,202	3,273
Advertising	-	-	-	-	-
Travel	-	-	-	-	-
Miscellaneous Purchased Services	-	-	-	-	-
Supplies	-	-	-	-	-
General Supplies	257,150	257,150	257,150	257,150	257,150
Energy	311,590	318,445	325,451	332,611	339,928
Books & Periodicals	-	-	-	-	-
Property	-	-	-	-	-
Equipment - Original & Additional	4,250	4,250	4,250	4,250	4,250
Equipment - Replacement	14,300	14,300	14,300	14,300	14,300
Other Objects	2,500	2,555	2,611	2,669	2,727
Total Operation and Maintenance of Plant Services	\$ 7,451,040	\$ 7,769,506	\$ 6,543,867	\$ 6,751,331	\$ 6,978,455
STUDENT TRANSPORTATION SERVICES					
Purchased Professional & Technical Services	4,750	4,855	4,961	5,070	5,182
Purchased Property Services	-	-	-	-	-
Other Purchased Services	-	-	-	-	-
St. Tr Svc-Contr Carrier	5,188,000	5,302,136	5,418,783	5,537,996	5,659,832
St Trans - Public Carriers	40,000	40,880	41,779	42,699	43,638
St Tr Svc from the IU	895,000	914,690	934,813	955,379	976,397
Travel	-	-	-	-	-
Miscellaneous Purchased Services	70,000	71,540	73,114	74,722	76,366
General Supplies	36,320	36,320	36,320	36,320	36,320
Books & Periodicals	-	-	-	-	-
Total Student Transportation Services	\$ 6,234,070	\$ 6,370,421	\$ 6,509,771	\$ 6,652,187	\$ 6,797,736
CENTRAL & OTHER SUPPORT SERVICES					
Personnel Services - Salaries	916,496	934,826	753,522	768,593	783,965
Salaries - Admin.	-	-	-	-	-
Cash in Lieu of Medical	-	-	-	-	-
Salaries - Tech OT	-	-	-	-	-
Salaries - Tech Para Prof	-	-	-	-	-
Salaries - Clerical	-	-	-	-	-
Salaries - Facilities OT	-	-	-	-	-
Salaries - Instruc. Asst.	-	-	-	-	-
Salaries - IA OT	-	-	-	-	-
Personnel Services - Employee Benefits	-	-	-	-	-
Group Insurance	187,878	197,272	216,999	238,699	262,569
Social Security Contributions	66,705	68,039	61,900	63,138	64,401
Retirement Contributions	154,239	197,323	215,418	217,605	221,901
Tuition Reimbursements	-	-	-	-	-
Unemployment Compensation	-	-	-	-	-
Workmen's Compensation	916	935	972	1,011	1,052
Health Benefits	-	-	-	-	-
Purchased Professional & Technical Services	101,430	103,661	105,942	108,273	110,655
Purchased Property Services	20,000	20,440	20,890	21,349	21,819
Other Purchased Services	-	-	-	-	-
Communications	211,000	215,642	220,386	225,235	230,190
Advertising	17,776	18,167	18,567	18,975	19,393
Printing & Binding	5,000	5,110	5,222	5,337	5,455
Travel	7,400	7,400	7,400	7,400	7,400
Miscellaneous Purchased Services	-	-	-	-	-
Supplies	-	-	-	-	-

	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
	<u>Budget</u>	<u>Projected</u>	<u>Projected</u>	<u>Projected</u>	<u>Projected</u>
General Supplies	284,558	284,558	284,558	284,558	284,558
Books & Periodicals	400	400	400	400	400
Property	-	-	-	-	-
Equipment - Original & Additional	5,000	5,000	5,000	5,000	5,000
Equipment - Replacement	-	-	-	-	-
Other Objects	1,450	1,482	1,515	1,548	1,582
Total Central & Other Support Services	\$ 1,980,248	\$ 2,060,255	\$ 1,918,692	\$ 1,967,121	\$ 2,020,338

OTHER SUPPORT SERVICES

Miscellaneous Purchased Services	57,000	58,254	59,536	60,845	62,184
Equipment - Replacement	-	-	-	-	-
Total Other Support Services	\$ 57,000	\$ 58,254	\$ 59,536	\$ 60,845	\$ 62,184

STUDENT ACTIVITIES

Personnel Services - Salaries	1,267,873	1,293,230	1,319,095	1,345,477	1,372,387
Salaries - Admin.	-	-	-	-	-
Salaries - Prof. OT	-	-	-	-	-
Salaries - Coaches	-	-	-	-	-
Personnel Services - Employee Benefits	-	-	-	-	-
Group Insurance	36,933	38,779	42,657	46,923	51,615
Social Security Contributions	12,084	12,325	12,572	12,823	13,080
Retirement Contributions	29,756	38,067	41,558	41,980	42,809
Tuition Reimbursements	-	-	-	-	-
Unemployment Compensation	-	-	-	-	-
Workmen's Compensation	176	180	187	194	202
Health Benefits	-	-	-	-	-
Purchased Professional & Technical Services	64,540	65,960	67,411	68,894	70,410
Purchased Property Services	44,482	45,461	46,461	47,483	48,527
Other Purchased Services	-	-	-	-	-
Student Transportation Services	119,507	122,136	124,823	127,569	130,376
Insurance-General	7,277	7,437	7,601	7,768	7,939
Communications	-	-	-	-	-
Printing & Binding	11,300	11,549	11,803	12,062	12,328
Travel	4,168	4,168	4,168	4,168	4,168
Miscellaneous Purchased Services	48,996	50,074	51,176	52,301	53,452
Supplies	-	-	-	-	-
General Supplies	83,497	83,497	83,497	83,497	83,497
Energy	-	-	-	-	-
Food	-	-	-	-	-
Books & Periodicals	440	440	440	440	440
Property	-	-	-	-	-
Equipment - Original & Additional	-	-	-	-	-
Equipment - Replacement	13,685	13,685	13,685	13,685	13,685
Other Objects	36,900	37,712	38,541	39,389	40,256
Total Student Activities	\$ 1,781,613	\$ 1,824,700	\$ 1,865,675	\$ 1,904,655	\$ 1,945,170

COMMUNITY SERVICES

Personnel Services - Salaries	614,225	614,225	614,225	614,225	614,225
Salaries - Admin.	-	-	-	-	-
Salaries - Clerical	-	-	-	-	-
Salaries - Instruc. Asst.	-	-	-	-	-
Salaries - IA OT	-	-	-	-	-
Personnel Services - Employee Benefits	-	-	-	-	-
Group Insurance	55,499	58,274	64,102	70,512	77,563
Social Security Contributions	46,988	47,928	48,886	49,864	50,861
Retirement Contributions	34,821	44,547	48,632	49,126	50,096

	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
	<u>Budget</u>	<u>Projected</u>	<u>Projected</u>	<u>Projected</u>	<u>Projected</u>
Tuition Reimbursements	-	-	-	-	-
Unemployment Compensation	-	-	-	-	-
Workmen's Compensation	222	226	235	245	254
Health Benefits	-	-	-	-	-
Purchased Professional & Technical Services	15,700	16,045	16,398	16,759	17,128
Purchased Property Services	440	450	460	470	480
Other Purchased Services	-	-	-	-	-
Communications	900	920	940	961	982
Travel	700	700	700	700	700
Supplies	-	-	-	-	-
General Supplies	52,800	52,800	52,800	52,800	52,800
Books & Periodicals	-	-	-	-	-
Property	-	-	-	-	-
Equipment - Original & Additional	2,800	2,800	2,800	2,800	2,800
Equipment - Replacement	-	-	-	-	-
Other Objects	1,700	1,737	1,776	1,815	1,855
Total Community Services	\$ 826,795	\$ 840,653	\$ 851,954	\$ 860,276	\$ 869,744
ARCH. & ENG. SERVICES/ED. SPECS. - IMPROVEMENTS					
Advertising	-	-	-	-	-
Total Arch. & Eng. Services/Ed. Specs. - Improvements	\$ -	\$ -	\$ -	\$ -	\$ -
EXISTING BUILDING IMPROVEMENT SERVICES					
Repairs and Maintenance	-	-	-	-	-
Total Existing Building Improvement Services	\$ -	\$ -	\$ -	\$ -	\$ -
DEBT SERVICE					
Other Objects	-	-	-	-	-
Interest	7,400,000	-	-	-	-
Refund of Prior Year's Receipts	-	-	-	-	-
Other Financing Uses	-	-	-	-	-
Redemption of Principal	955,000	7,568,845	7,946,676	8,335,490	8,739,430
Total Debt Service	\$ 8,355,000	\$ 7,568,845	\$ 7,946,676	\$ 8,335,490	\$ 8,739,430
FUND TRANSFERS					
Fund Transfers	-	-	-	-	-
Total Fund Transfers	\$ -	\$ -	\$ -	\$ -	\$ -
BUDGETARY RESERVE					
Other Objects	800,000	800,000	800,000	800,000	800,000
Total Budgetary Reserve	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000
TOTAL EXPENDITURES	\$ 98,243,472	\$ 100,717,682	\$ 101,883,092	\$ 104,142,930	\$ 107,287,339

CAPITAL PROJECT FUND REVENUES, EXPENDITURES & FUND BALANCE

	2014 Budget	2015 Projected	2016 Projected	2017 Projected
<u>Revenues</u>				
Local Sources	\$ 134,000.00	\$ 145,000.00	\$ 155,000.00	\$ 175,000.00
State Sources	\$ -			
Federal Sources	\$ -	\$ -	\$ -	\$ -
Total Revenues	\$ 134,000.00	\$ 145,000.00	\$ 155,000.00	\$ 175,000.00
<u>Expenditures</u>				
Salaries and Benefits				
Operating Expenses	\$ 15,000,000.00	\$ 15,000,000.00	\$ 15,000,000.00	\$ 15,000,000.00
Debt Service/Transfers	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 15,000,000.00	\$ 15,000,000.00	\$ 15,000,000.00	\$ 15,000,000.00
Other Financing Sources				
Transfers				
Bond Proceeds Added	\$ 10,000,000.00	\$ 15,000,000.00	\$ 10,000,000.00	\$ 10,000,000.00
Net Operating Expenditures	\$ (4,866,000.00)	\$ 145,000.00	\$ (4,845,000.00)	\$ (4,825,000.00)
Fund Balance June 30	\$ 7,706,237.00	\$ 2,840,237.00	\$ 2,985,237.00	\$ (1,859,763.00)
Ending Fund Balance	\$ 2,840,237.00	\$ 2,985,237.00	\$ (1,859,763.00)	\$ (6,684,763.00)

**SCHOOL DISTRICT OF CHELTENHAM TOWNSHIP
CAFETERIA FUND REVENUES, EXPENDITURES BALANCE**

	<u>Budget</u> <u>2013-2014</u>	<u>Projection</u> <u>2014-2015</u>	<u>Projection</u> <u>2015-2016</u>
Revenues			
Earnings on Investment	500	500	500
Cash Sales	1,260,837	1,286,054	1,298,914
Special Functions	118,394	105,400	105,400
Vending Sales	55,000	48,500	48,500
Lunch and Milk Programs Sub - State	332,477	294,133	294,133
Lunch and Milk Programs Sub - Federal	21,222	72,924	72,924
Total Revenues	1,788,430	1,807,511	1,820,371
Expenses:			
Repairs and Maint	5,000	5,000	5,000
Food Costs (Commodity Value - \$0.2075)	769,119	794,094	794,094
Direct Labor Costs (inc. Supervisory, Clerical and Fringe Benefits)	942,811	961,667	980,901
Admin and Management Fee*			
Other Costs	65,000	34,963	34,963
Licenses			
Office Supplies	6,500	4,500	4,500
Disposal Service			
Depreciation	31,198	31,198	31,198
Total Expenses	1,819,628	1,831,423	1,850,656
Subtotal - Net Income (loss)	(31,198)	(23,912)	(30,285)
<i>Add: Non-cash expenses</i>	<i>31,198</i>	<i>31,198</i>	<i>31,198</i>
Net Income (loss)	-	7,286	913
<i>Due to the General Fund</i>	<i>-</i>	<i>-</i>	<i>-</i>

Food Service Funds are designed to operate on a break-even basis.

TEST SCORES

Performance Data

The state of Pennsylvania requires school districts to administer a test known as the PSSA. The test is administered at the district level on an annual basis. Performance results are included in the next section.

At this time the district does not perform any additional surveys on a global level. It is, however, important to note that regular feedback from constituents. In the past year, in addition to the budget, feedback was solicited on the strategic plan and other educational services. The results of these surveys do not provide any statistical trends to present.

Target #1 Attendance/Graduation

Attendance Threshold is 90%

***Graduation Threshold is 85%**



➤ Cheltenham Elementary	96.05%
➤ Glenside Elementary	96.14%
➤ Myers Elementary	96.39%
➤ Wyncote Elementary	96.47%
➤ Elkins Park	96.34%
➤ Cedarbrook	96.19%
➤ Cheltenham High School*	90.00%

Target #2 Participation

Participation Threshold is 95%

	<u>Math%</u>	<u>Reading%</u>
➤ Cheltenham Elementary	100%	100%
➤ Glenside Elementary	99.4%	99.4%
➤ Myers Elementary	100%	99.4%
➤ Wyncote Elementary	100%	100%
➤ Elkins Park	100%	99.8%
➤ Cedarbrook	99.9%	99.9%
➤ Cheltenham High School	99.2%	99.2%

Performance Targets

Targets 2012

Reading	81% Proficient/Advanced
Math	78% Proficient/Advanced

Targets 2013

Reading	91% Proficient/Advanced
Math	89% Proficient/Advanced

Targets 2014

Reading	100% Proficient/Advanced
Math	100 % Proficient/Advanced



Cheltenham School District 2012

Percent Proficient (Proficient + Adv.)



	<u>Reading%</u>	<u>Math%</u>
➤ Cheltenham Elementary	84.7%	89.8%
➤ Glenside Elementary	79.1%	86.5%
➤ Myers Elementary	83.0%	91.9%
➤ Wyncote Elementary	84.5%	92.3%
➤ Elkins Park	76.7%	85.2%
➤ Cedarbrook	88.7%	85.7%
➤ Cheltenham High School	78.8%	68.8%

ADEQUATE YEARLY PROGRESS

School	Mathematics	Reading	Made AYP?
CHELTENHAM ELEMENTARY	Y	Y	y
MYERS ELEMENTARY	Y	Y	Y
GLENSIDE ELEMENTARY	Y	Y	N
WYNCOTE ELEMENTARY	Y	Y	Y
ELKINS PARK SCHOOL	Y	Y	Y
CEDARBROOK MIDDLE	Y	Y	N
CHELTENHAM HIGH SCHOOL	N	Y	N

Summary

The following made AYP:

- Cheltenham Elementary
- Myers Elementary
- Wyncote Elementary
- Elkins Park School

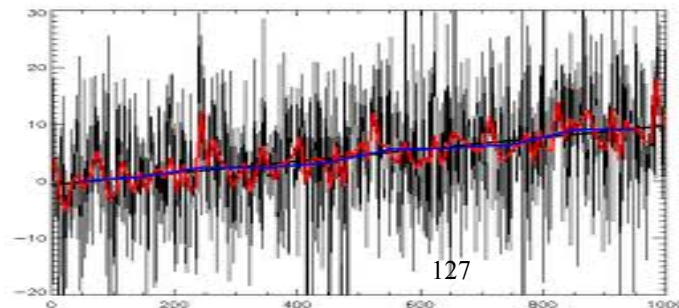
The following are on the Warning List:

- Glenside Elementary
- Cedarbrook Middle School
- Cheltenham High School

District Data

Six Year Trends for Reading and Math

- All Students
- African American Students
- Students with an IEP



PSSA PROFICIENCY

Reading Target – 81%

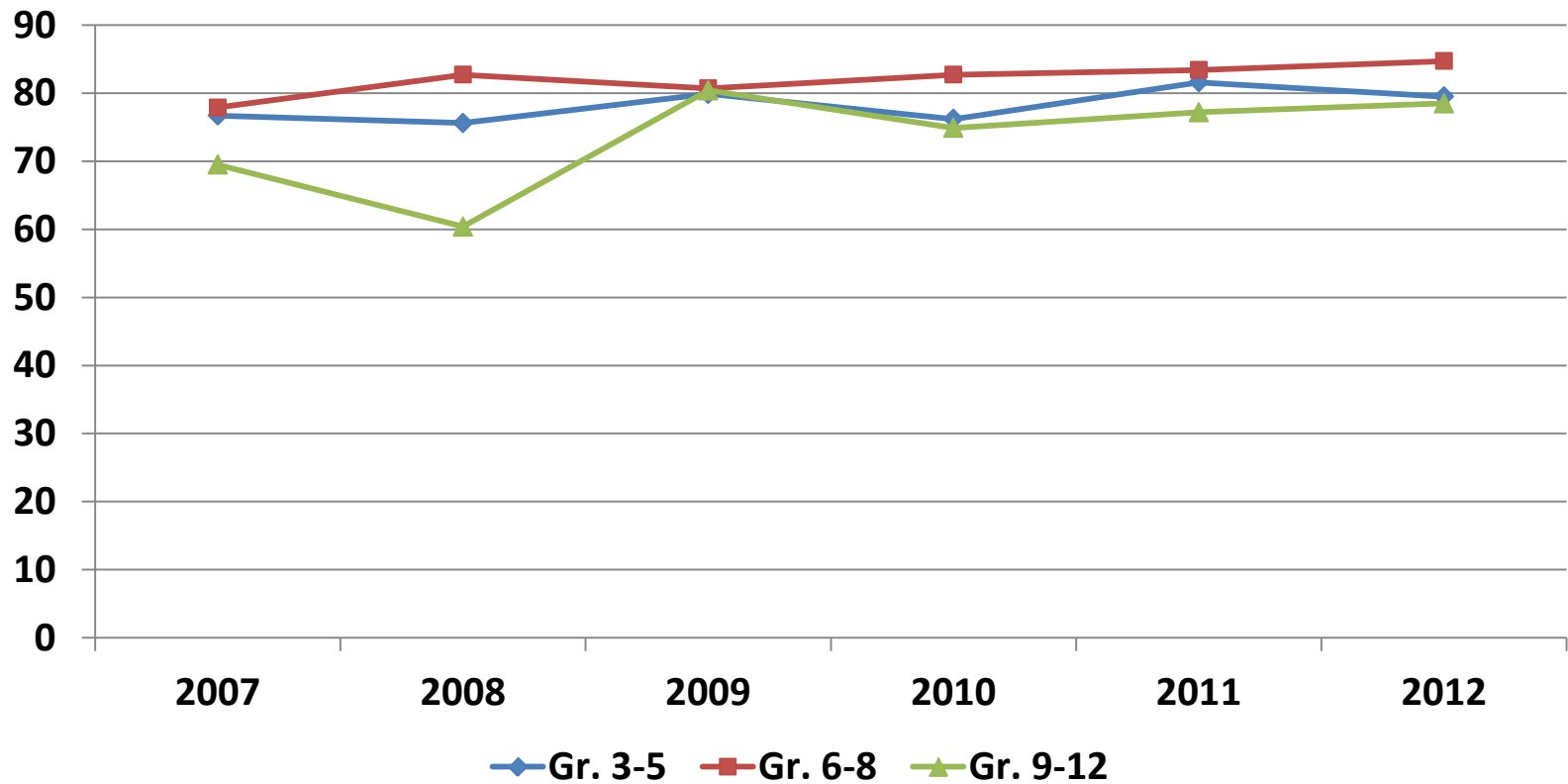
Past Six Years ~ All Students

(IN PERCENTAGES)

Year	3-5	6-8	9-12
2007	76.7	77.9	69.5
2008	75.6	82.7	60.4
2009	79.9	80.7	80.6
2010	76.2	82.7	74.9
2011	81.6	83.4	77.2
2012	79.5	84.7	78.5

Reading: District-Wide All Students – Six Year Trend

Percentage of Proficient + Advanced



PSSA PROFICIENCY

Reading Target - 81%

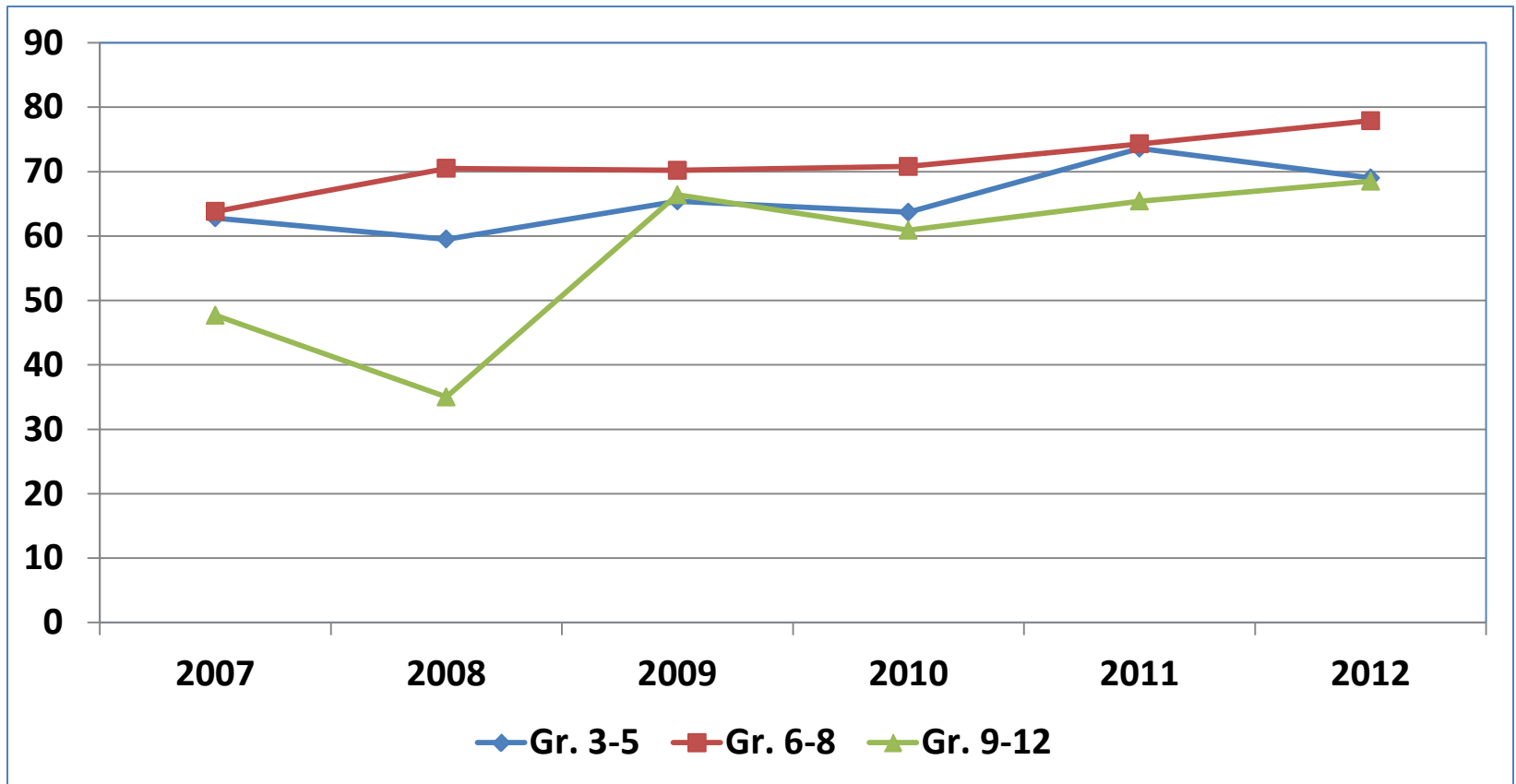
Past Six Years ~ African American Students

(IN PERCENTAGES)

Year	3-5	6-8	9-12
2007	62.8	63.8	47.7
2008	59.5	70.5	35.0
2009	65.4	70.2	66.4
2010	63.7	70.8	60.9
2011	73.6	74.3	65.4
2012	69.0	77.9	68.5

Reading: District-Wide African American Students Six Year Trends

Percentage of Proficient + Advanced



PSSA PROFICIENCY

Reading Target – 81%

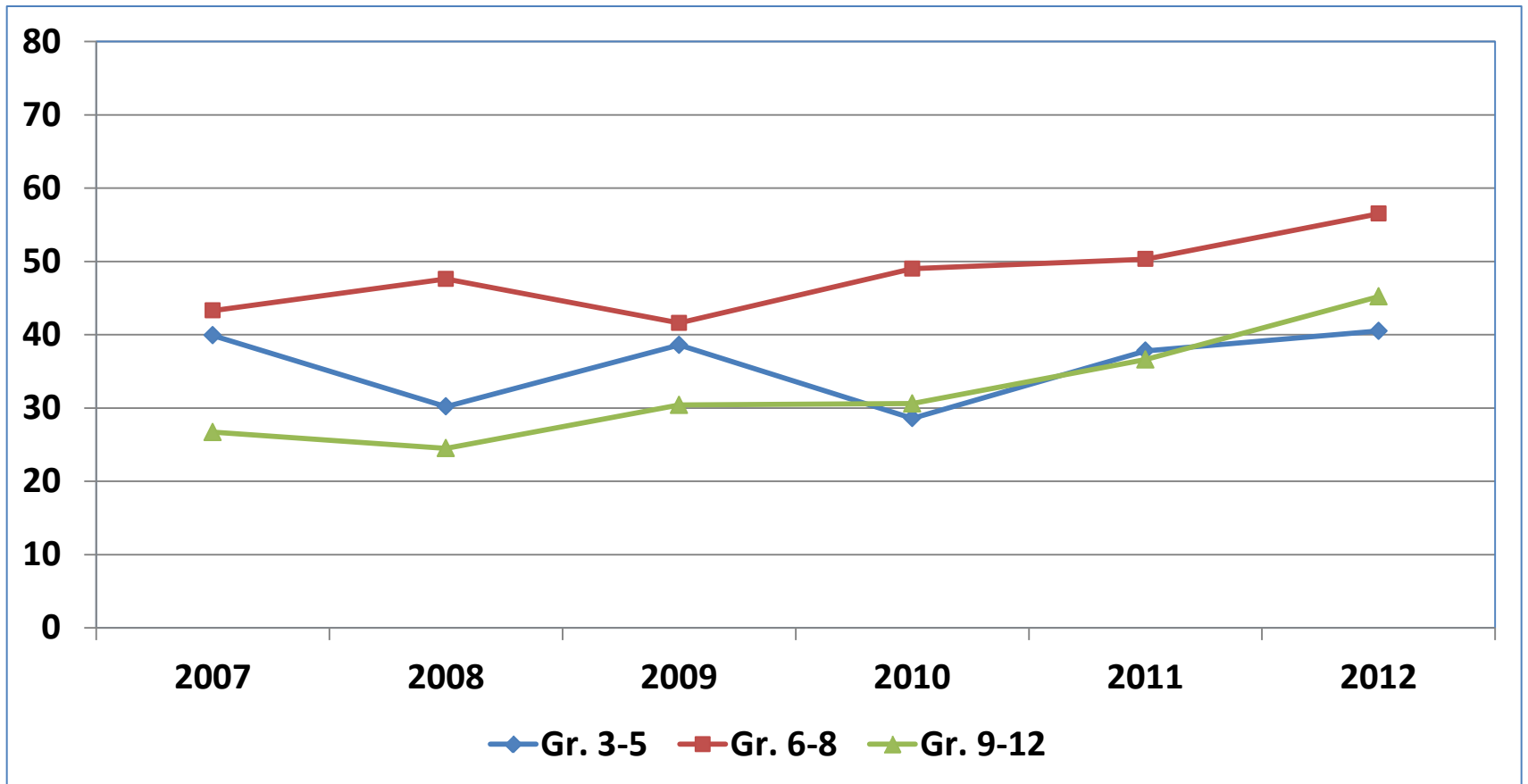
Past Six Years ~ Students with an IEP

(IN PERCENTAGES)

Year	3-5	6-8	9-12
2007	39.9	43.3	26.7
2008	30.2	47.6	24.5
2009	38.6	41.6	30.4
2010	28.6	49.0	30.6
2011	37.8	50.3	36.6
2012	40.5	56.5	45.2

Reading: District-Wide Students with IEPs Six Year Trends

Percentage of Proficient + Advanced



PSSA PROFICIENCY

Math Target – 78%

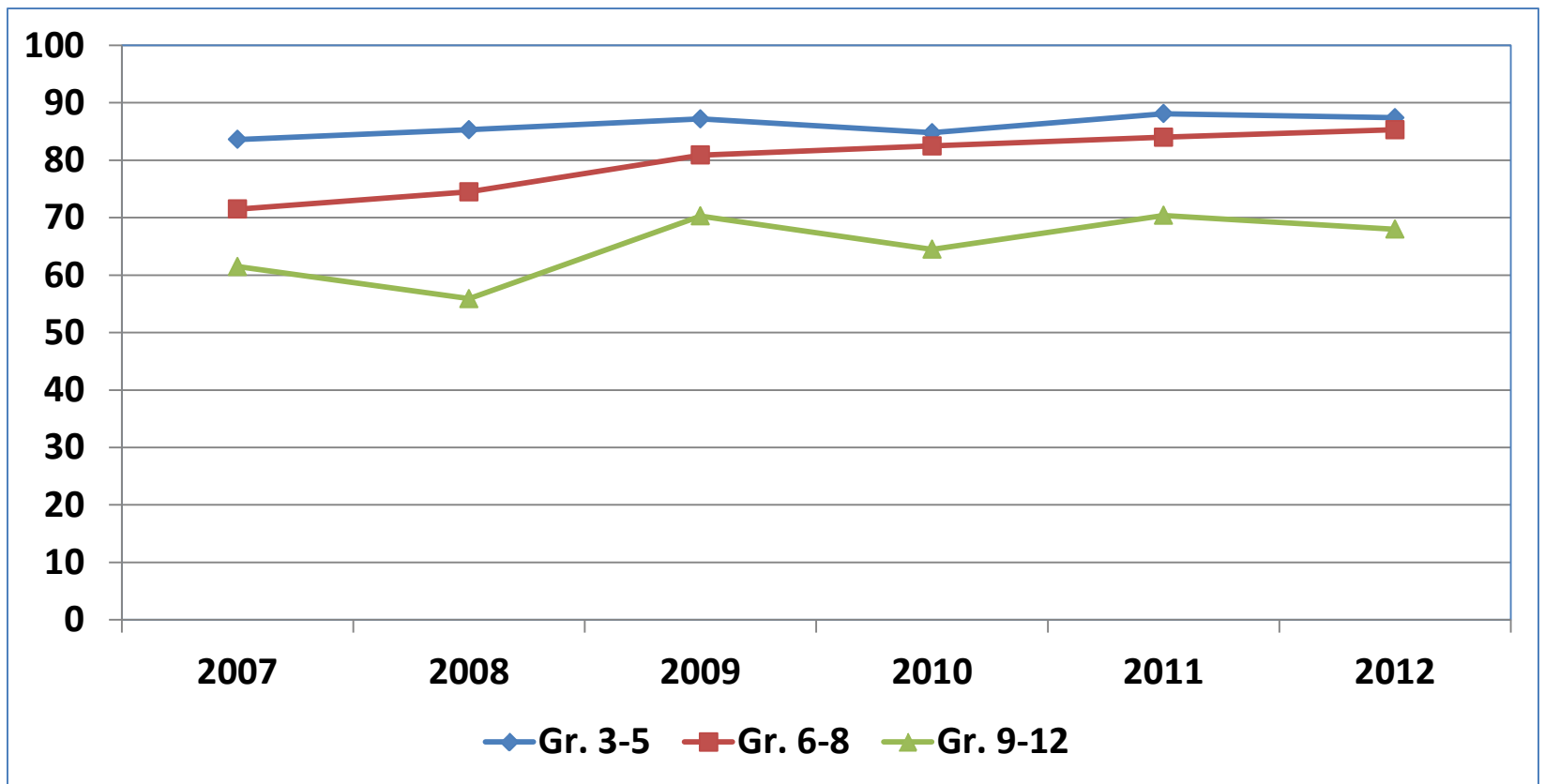
Past Six Years ~ All Students

(IN PERCENTAGES)

Year	3-5	6-8	9-12
2007	83.6	71.5	61.5
2008	85.3	74.5	55.9
2009	87.2	80.9	70.3
2010	84.8	82.5	64.5
2011	88.1	84.0	70.4
2012	87.4	85.3	68.0

Math: District-Wide All Students Six Year Trends

Percentage of Proficient + Advanced



PSSA PROFICIENCY

Math Target – 78%

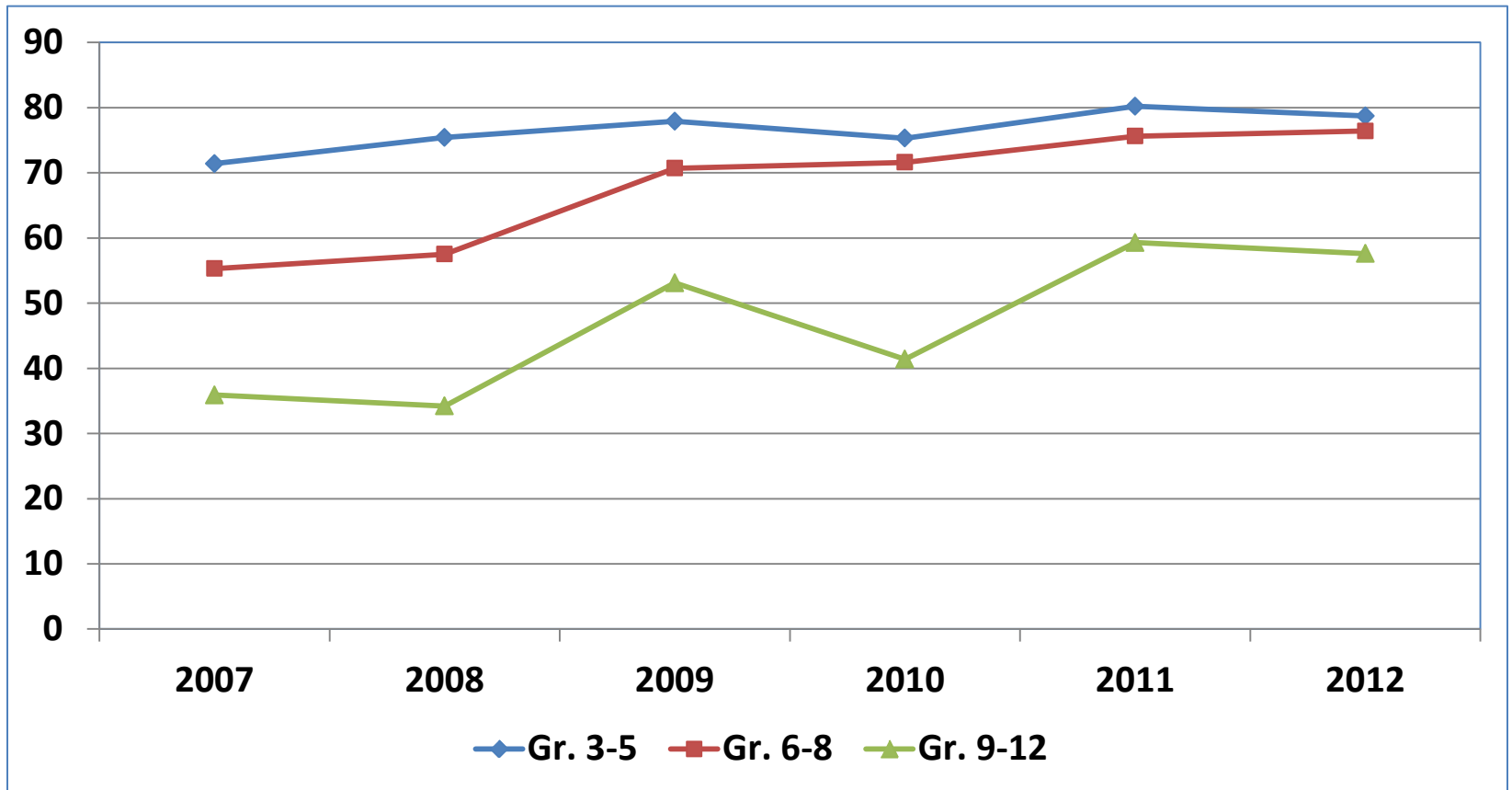
Past Six Years ~ African American Students

(IN PERCENTAGES)

Year	3-5	6-8	9-12
2007	71.4	55.3	35.9
2008	75.4	57.5	34.2
2009	77.9	70.7	53.1
2010	75.3	71.6	41.4
2011	80.2	75.6	59.3
2012	78.7	76.4	57.6

Math: District-Wide African American Students Six Year Trends

Percentage of Proficient + Advanced



PSSA PROFICIENCY

Math Target – 78%

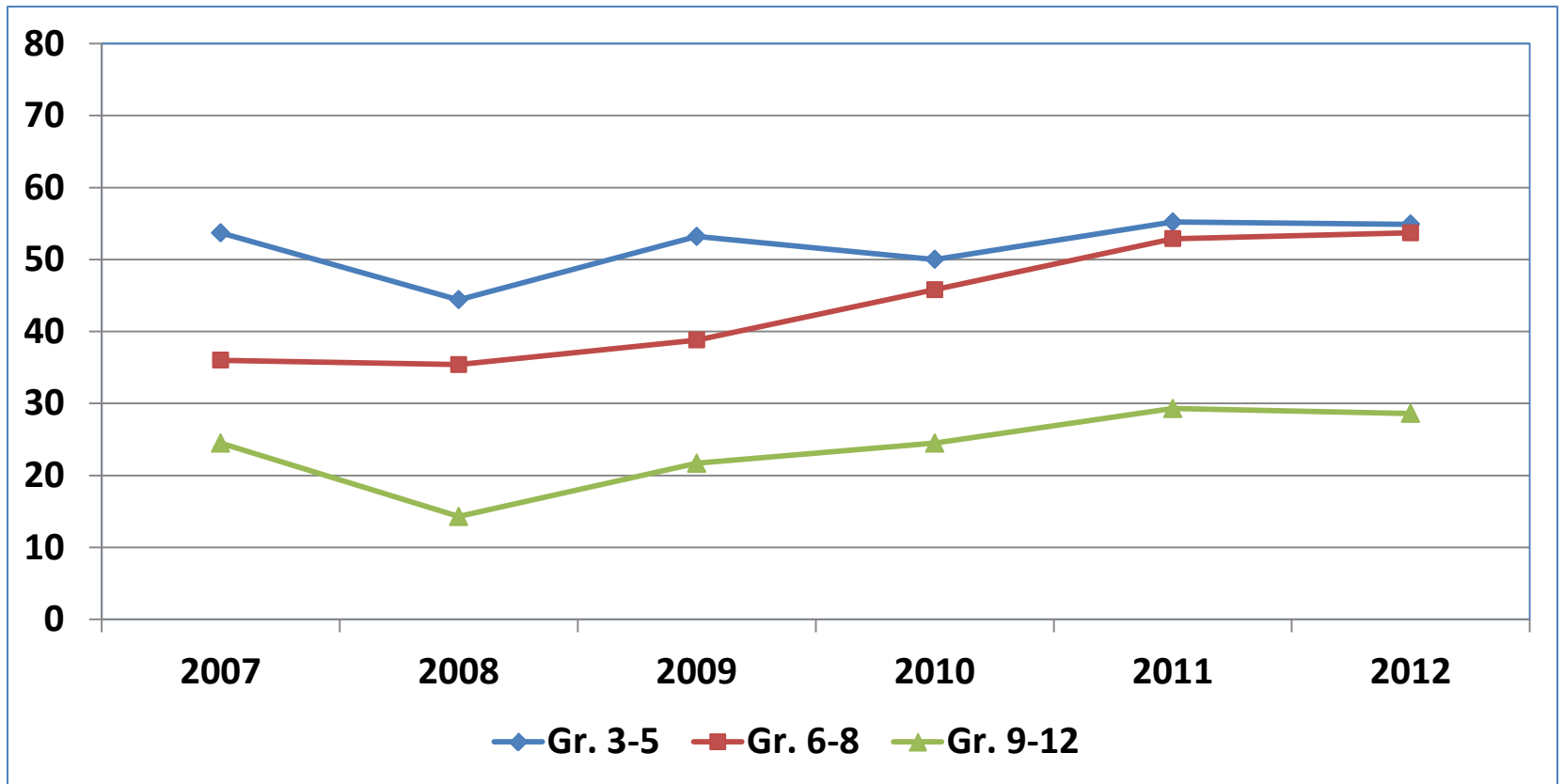
Past Six Years ~ Students with an IEP

(IN PERCENTAGES)

Year	3-5	6-8	9-12
2007	53.7	36.0	24.5
2008	44.4	35.4	14.3
2009	53.2	38.8	21.7
2010	50.0	45.8	24.5
2011	55.2	52.9	29.3
2012	54.9	53.7	28.6

Math: District-Wide Students with IEPs Six Year Trends

Percentage of Proficient + Advanced



District Data

Six Year Trends Reading and Math Targeting Achievement Gap

- All Students
- African American Students
- White Students



PSSA PROFICIENCY

District-Wide Reading Grades 3 - 5

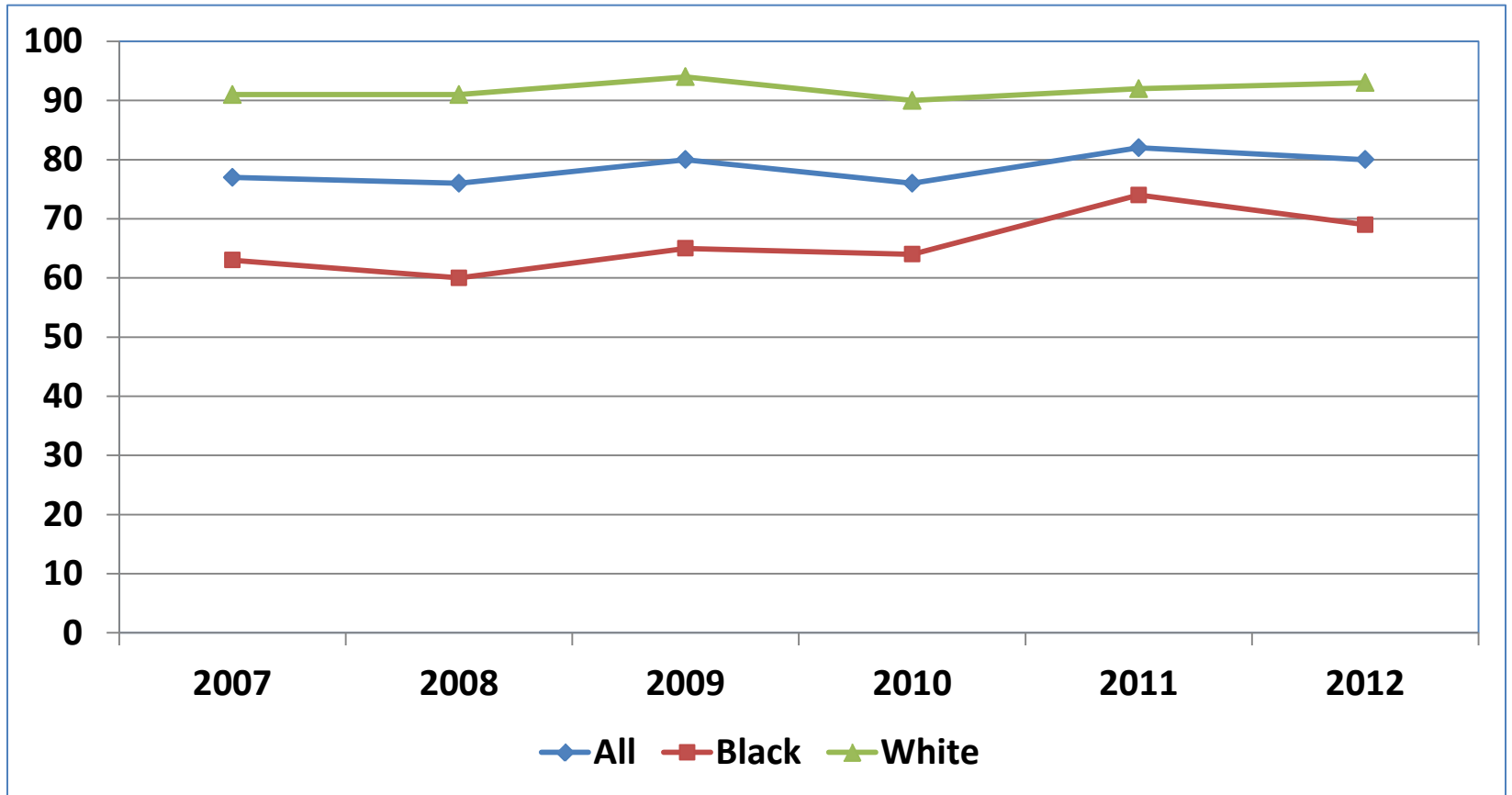
Six Year Trends

(IN PERCENTAGES)

Year	All	Black	White
2007	77	63	91
2008	76	60	91
2009	80	65	94
2010	76	64	90
2011	82	74	92
2012	80	69	93

Reading Proficiency District-Wide Grades 3-5

Percentage Proficient + Advanced



PSSA PROFICIENCY

District-Wide Reading Grades 6 - 8

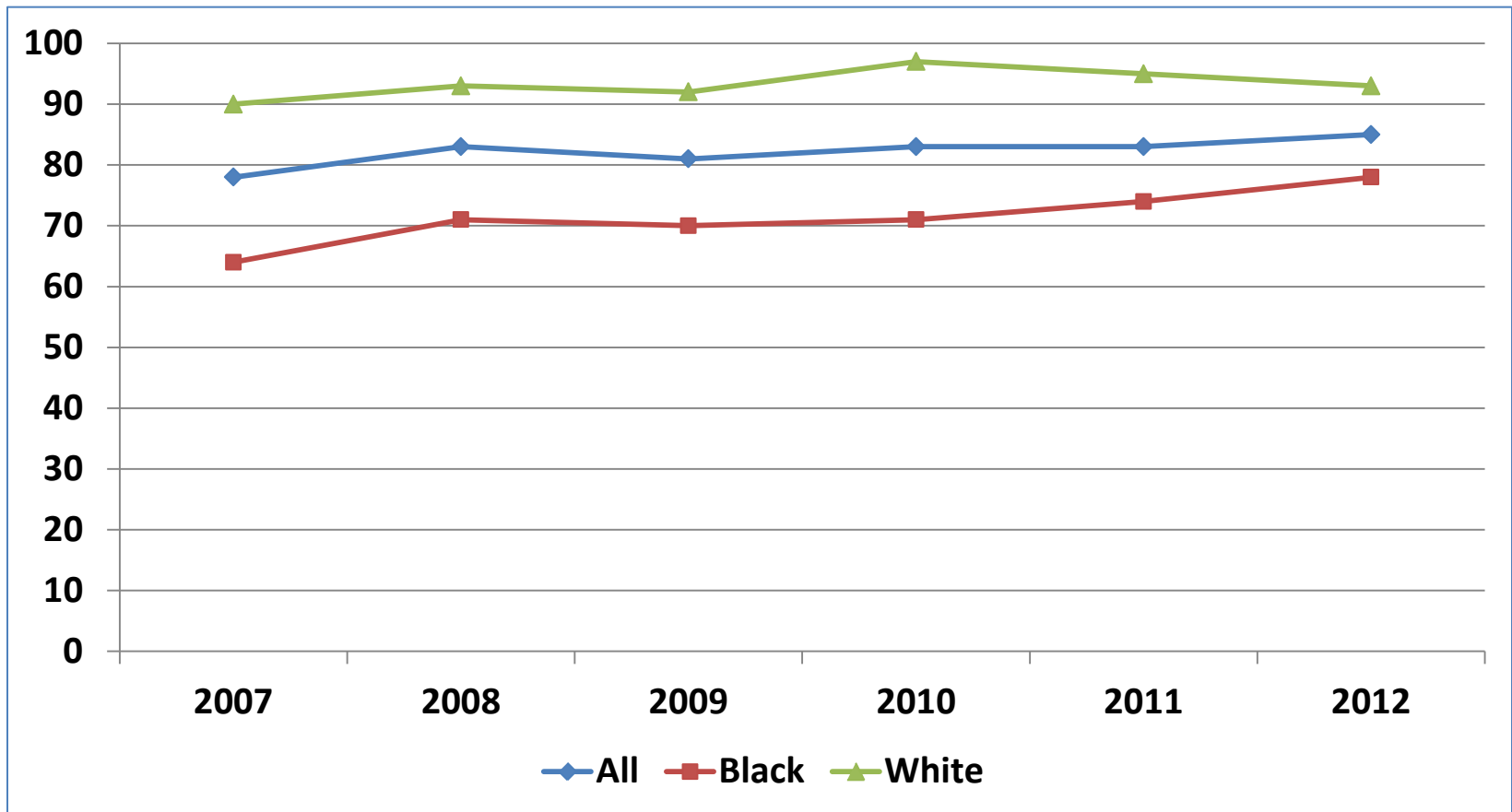
Six Year Trends

(IN PERCENTAGES)

Year	All	Black	White
2007	78	64	90
2008	83	71	93
2009	81	70	92
2010	83	71	97
2011	83	74	95
2012	85	78	93

Reading Proficiency District-Wide Grades 6-8

Percentage Proficient + Advanced



PSSA PROFICIENCY

District-Wide Reading Grades 9 - 12

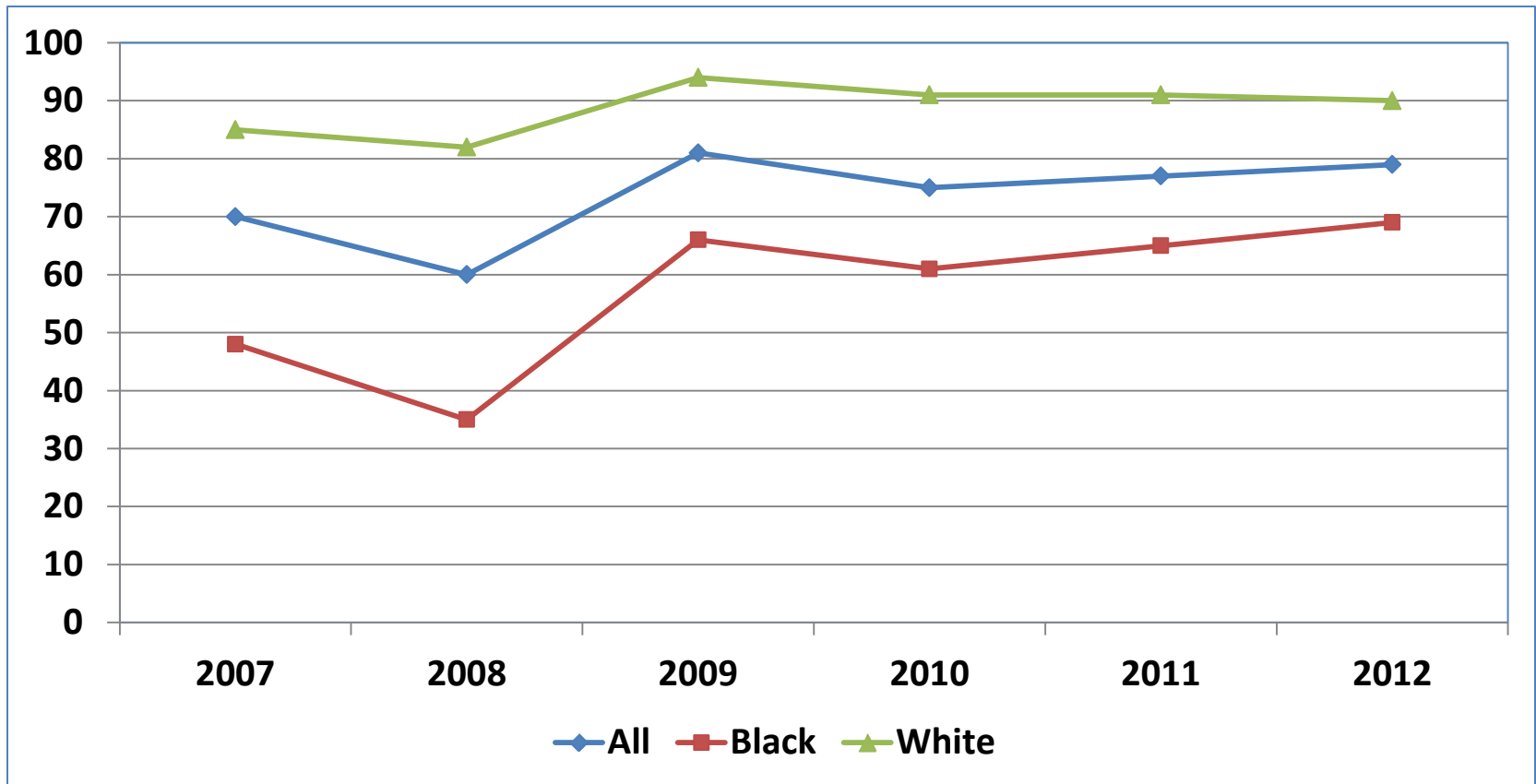
Six Year Trends

(IN PERCENTAGES)

Year	All	Black	White
2007	70	48	85
2008	60	35	82
2009	81	66	94
2010	75	61	91
2011	77	65	91
2012	79	69	90

Reading Proficiency District-Wide Grade 11

Percentage of Proficient + Advanced



PSSA PROFICIENCY

District-Wide Math Grades 3 - 5

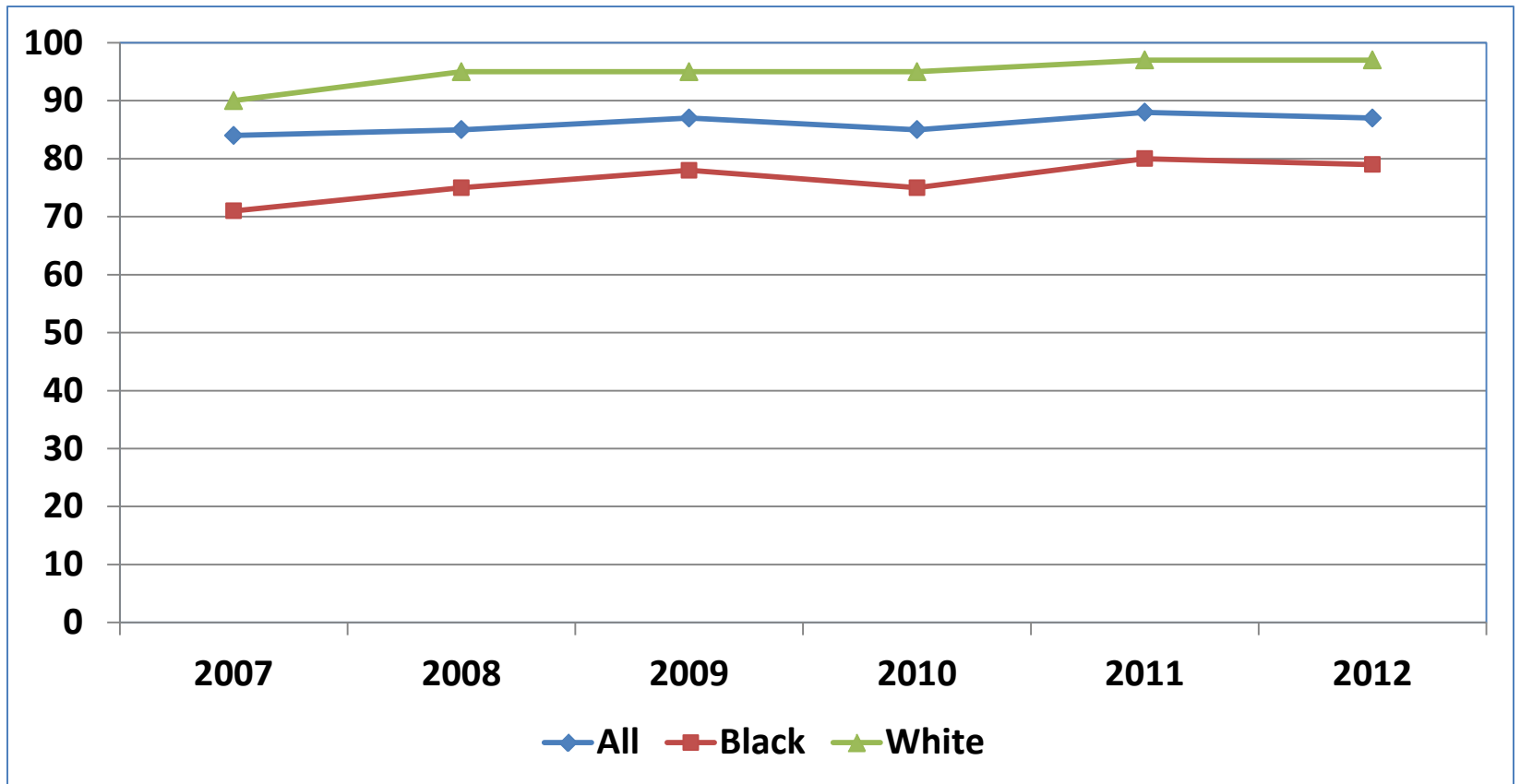
Six Year Trends

(IN PERCENTAGES)

Year	All	Black	White
2007	84	71	90
2008	85	75	95
2009	87	78	95
2010	85	75	95
2011	88	80	97
2012	87	79	97

Math Proficiency District-Wide Grades 3-5

Percentage Proficient + Advanced



PSSA PROFICIENCY

District-Wide Math Grades 6 - 8

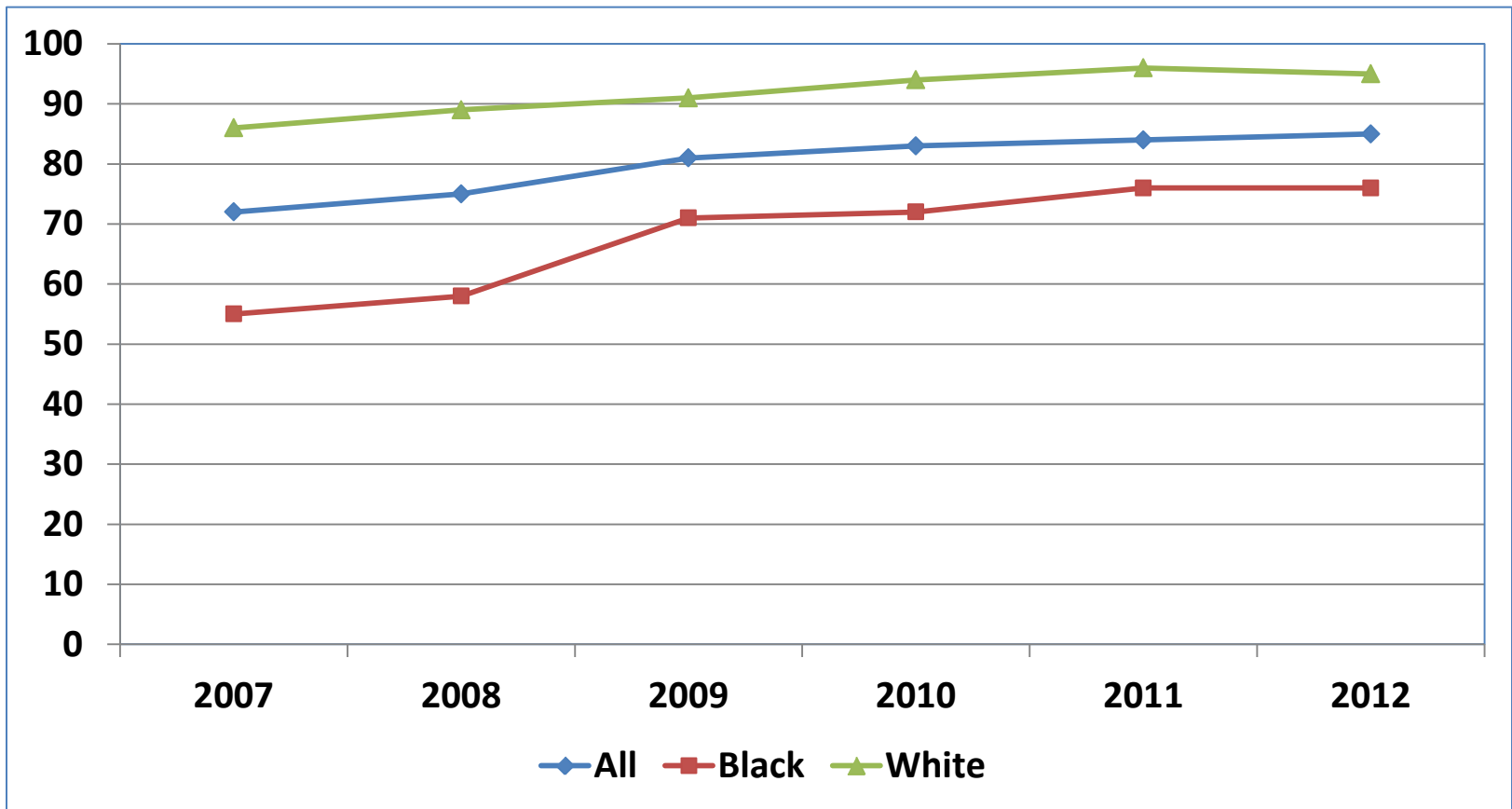
Six Year Trends

(IN PERCENTAGES)

Year	All	Black	White
2007	72	55	86
2008	75	58	89
2009	81	71	91
2010	83	72	94
2011	84	76	96
2012	85	76	95

Math Proficiency District-Wide Grades 6-8

Percentage Proficient + Advanced



PSSA PROFICIENCY

District-Wide Math Grades 9 -12

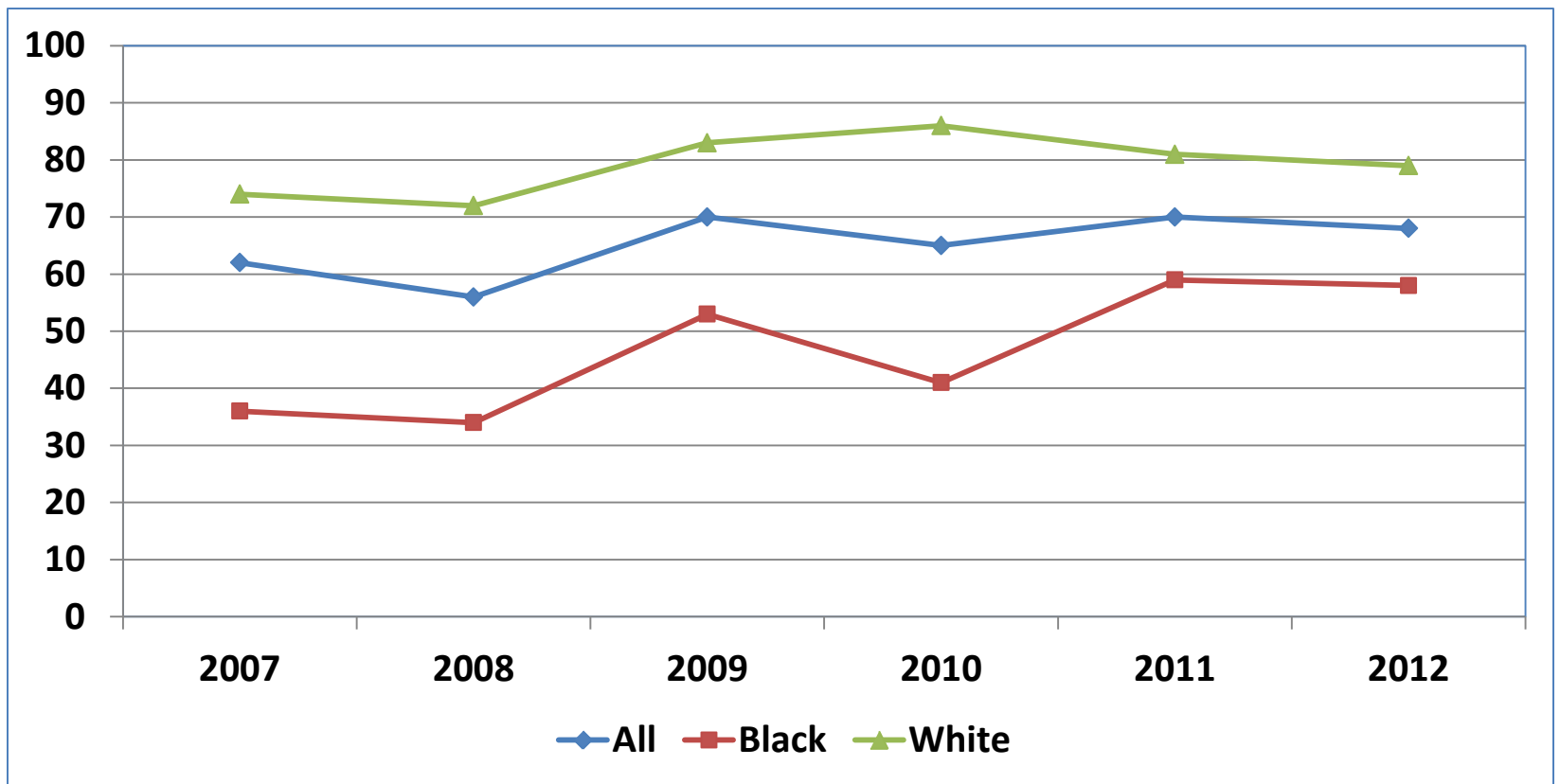
Six Year Trends

(IN PERCENTAGES)

Year	All	Black	White
2007	62	36	74
2008	56	34	72
2009	70	53	83
2010	65	41	86
2011	70	59	81
2012	68	58	79

Math Proficiency District-Wide Grade 9-12

Percentage Proficient + Advanced



Data By Grade

- Data shows Six Year Trends
- Data is shown by Subgroups

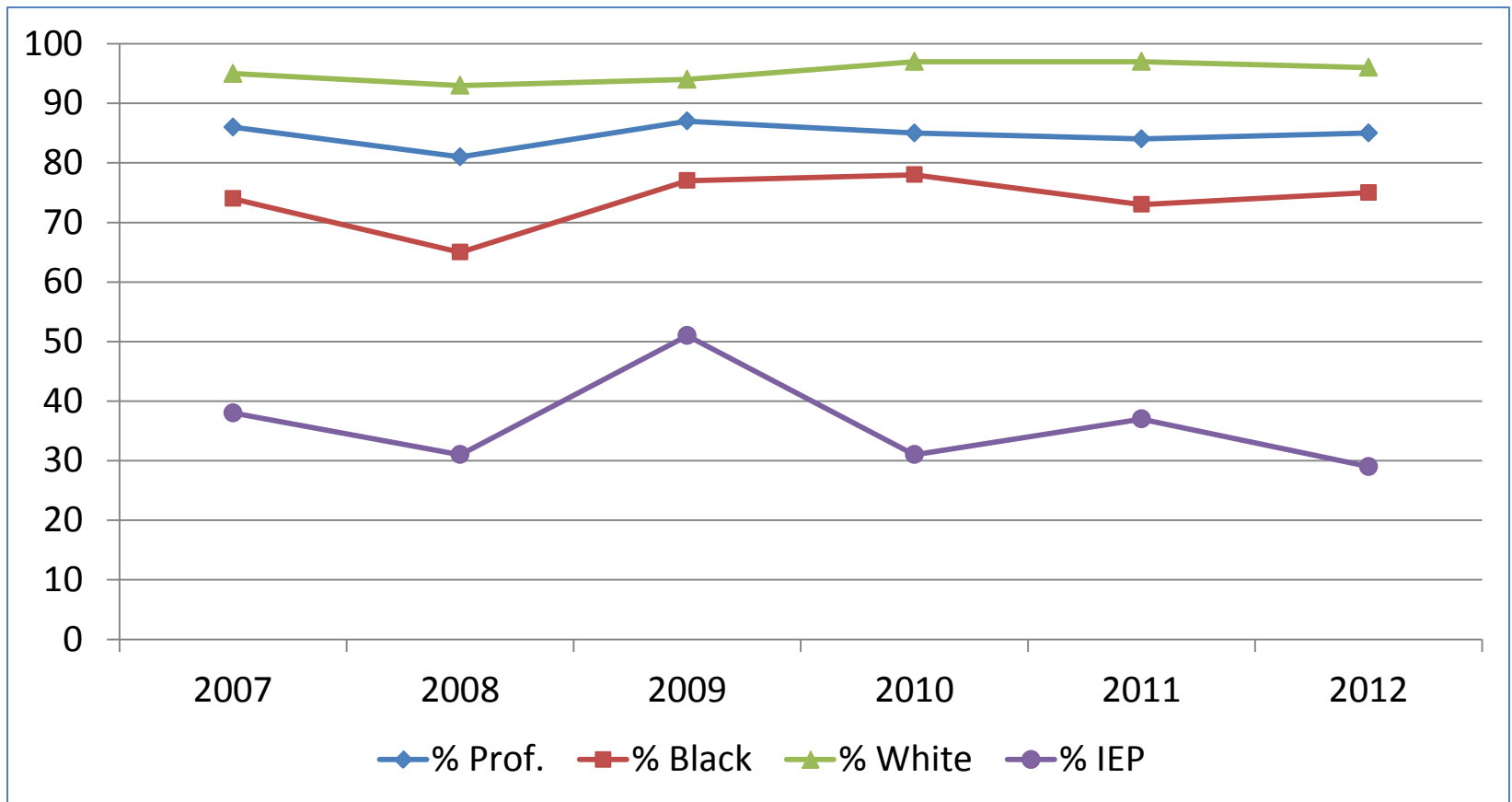


Grade 3 Reading Proficiency District-Wide

% Proficient (Prof.+ Adv.)		% Black	% White	% IEP
2007	86	74	95	38
2008	81	65	93	31
2009	87	77	94	51
2010	85	78	97	31
2011	84	73	97	37
2012	85	75	96	29

Grade 3 Reading Proficiency District-Wide

Percentage Proficient + Advanced

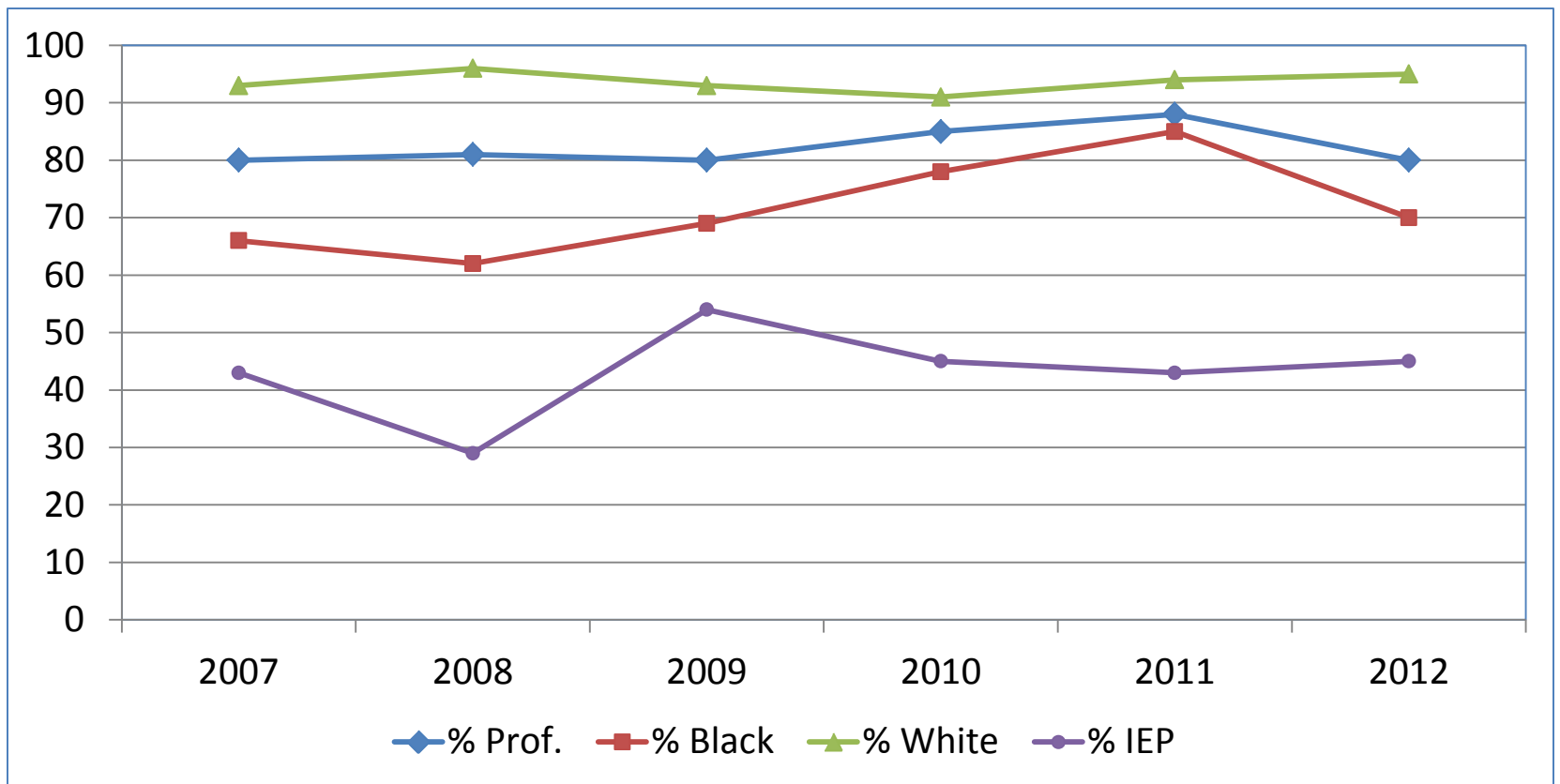


Grade 4 Reading Proficiency District-Wide

% Proficient (Prof.+ Adv.)		% Black	% White	% IEP
2007	80	66	93	43
2008	81	62	96	29
2009	80	69	93	54
2010	85	78	91	45
2011	88	85	94	43
2012	80	70	95	45

Grade 4 Reading Proficiency District-Wide

Percentage Proficient + Advanced

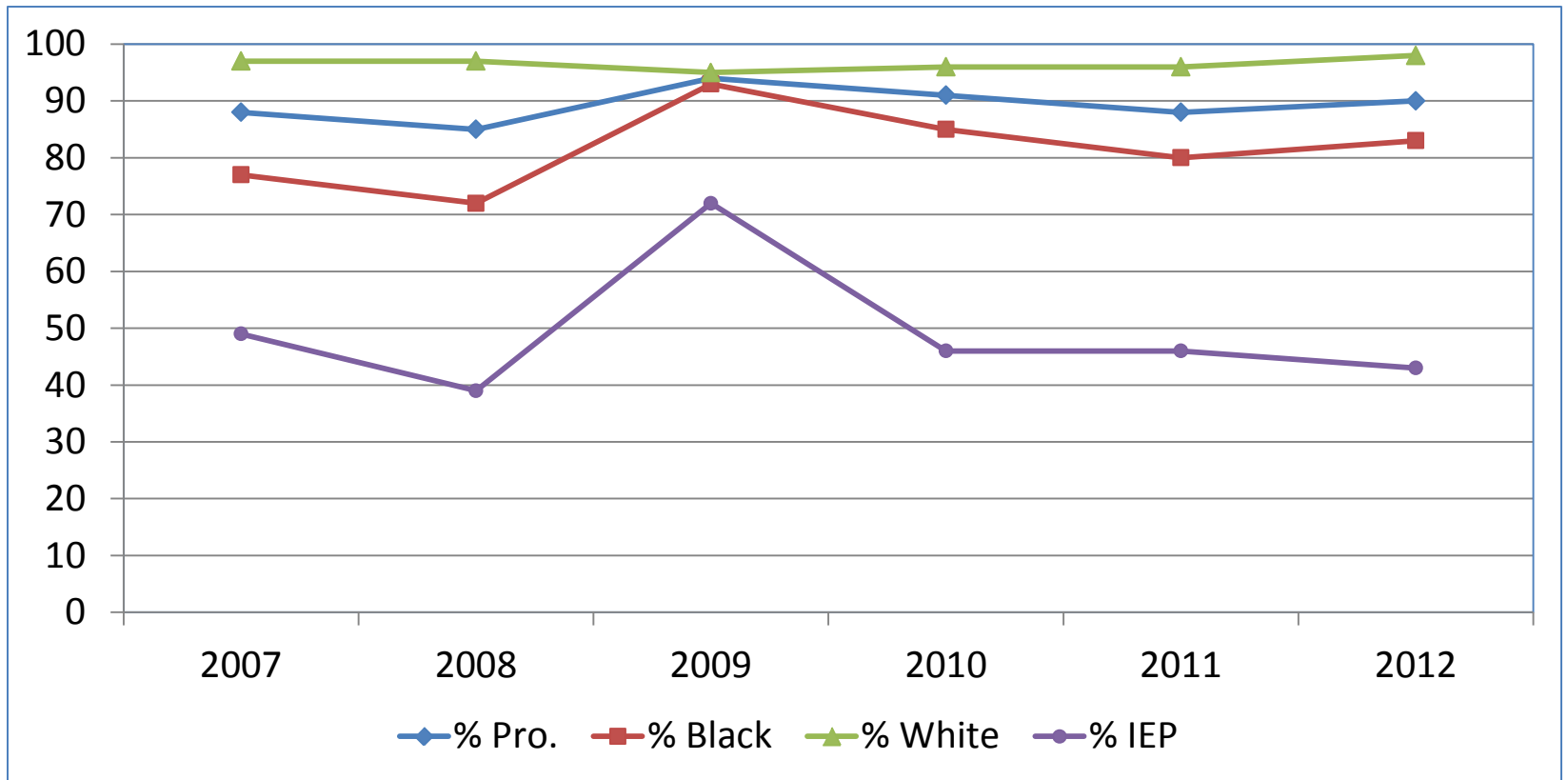


Grade 3 Math Proficiency District-Wide

% Proficient (Prof.+ Adv.)		% Black	% White	% IEP
2007	88	77	97	49
2008	85	72	97	39
2009	94	93	95	72
2010	91	85	96	46
2011	88	80	96	46
2012	90	83	98	43

Grade 3 Math Proficiency District-Wide

Percentage Proficient + Advanced

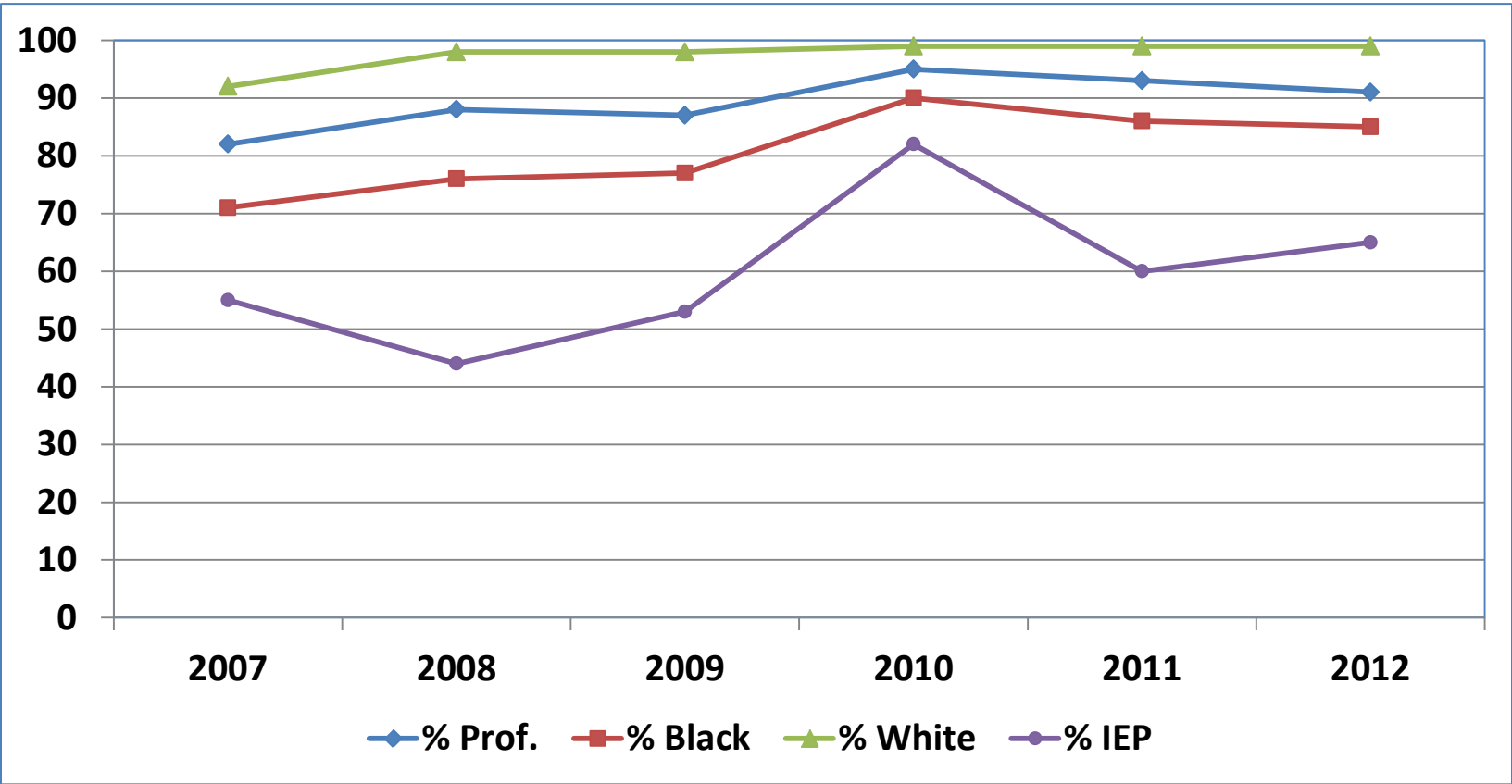


Grade 4 Math Proficiency District-Wide

% Proficient (Prof. + Adv.)		% Black	% White	% IEP
2007	82	71	92	55
2008	88	76	98	44
2009	87	77	98	53
2010	95	90	99	82
2011	93	86	99	60
2012	91	85	99	65

Grade 4 Math Proficiency District-Wide

Percentage Proficient + Advanced

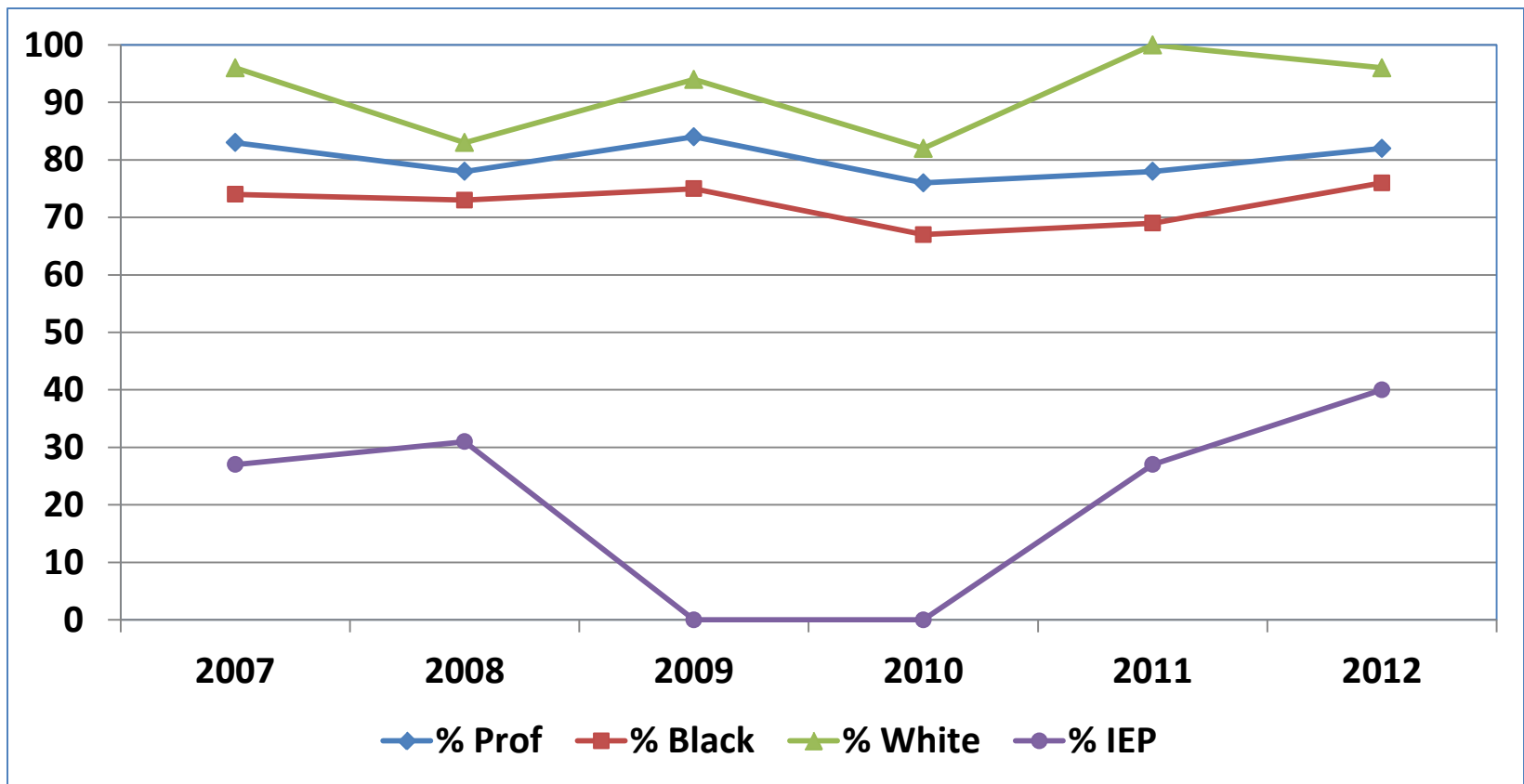


CHELTENHAM ELEMENTARY

READING					
Performance Target =81%					
YEAR	GRADE	% PROFICIENT	% BLACK	% WHITE	% IEP
2007	3	83	74	96	27
2008	3	78	73	83	31
2009	3	84	75	94	0
2010	3	76	67	82	0
2011	3	78	69	100	27
2012	3	82	76	96	40
2007	4	70	52	87	24
2008	4	88	76	96	54
2009	4	76	71	88	35
2010	4	77	69	91	0
2011	4	81	83	89	25
2012	4	85	83	94	50

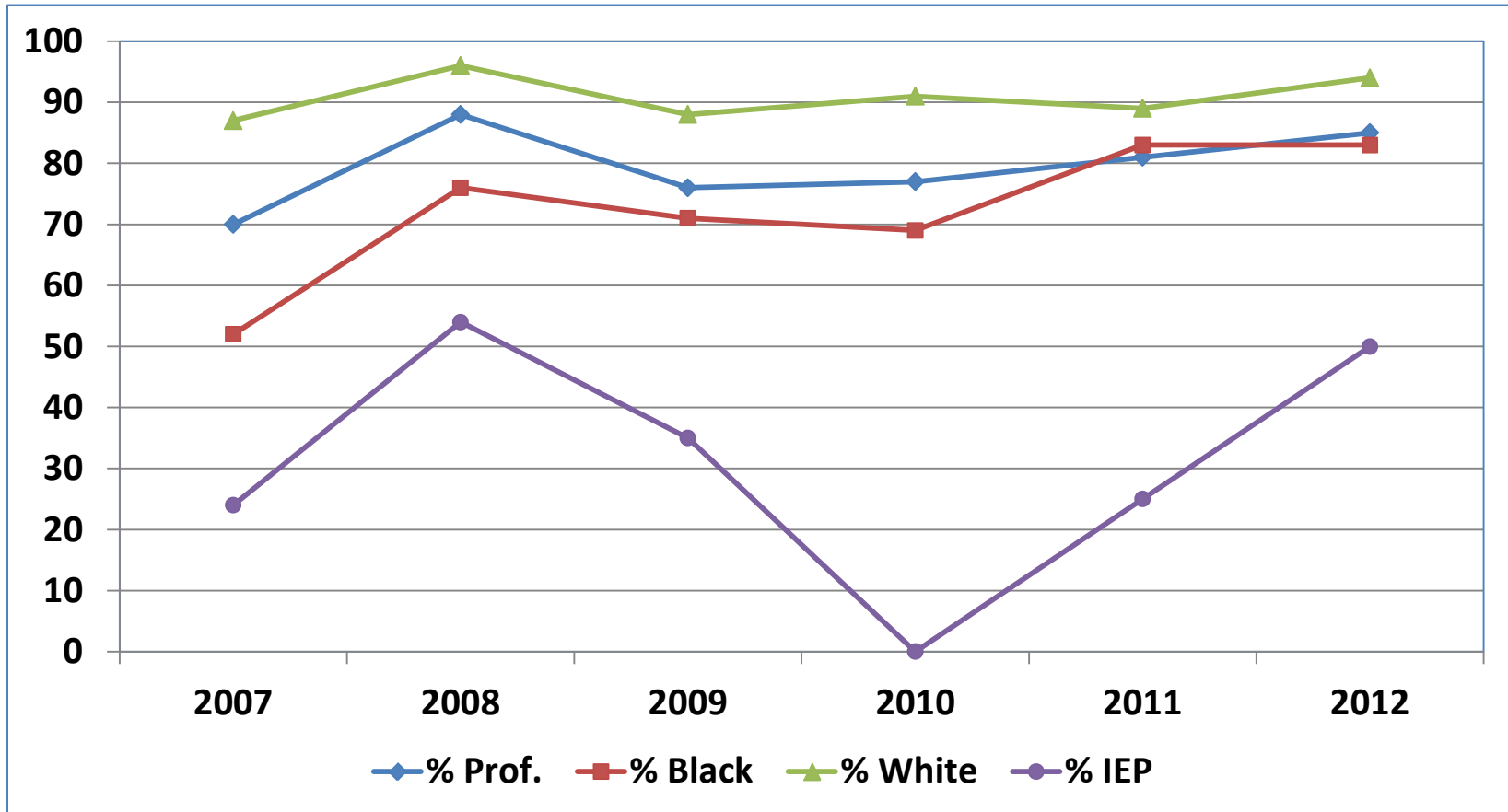
Cheltenham Elementary School Grade 3 Reading Proficiency

Percentage Proficient + Advanced



Cheltenham Elementary School Grade 4 Reading Proficiency

Percentage Proficient + Advanced



CHELTENHAM ELEMENTARY

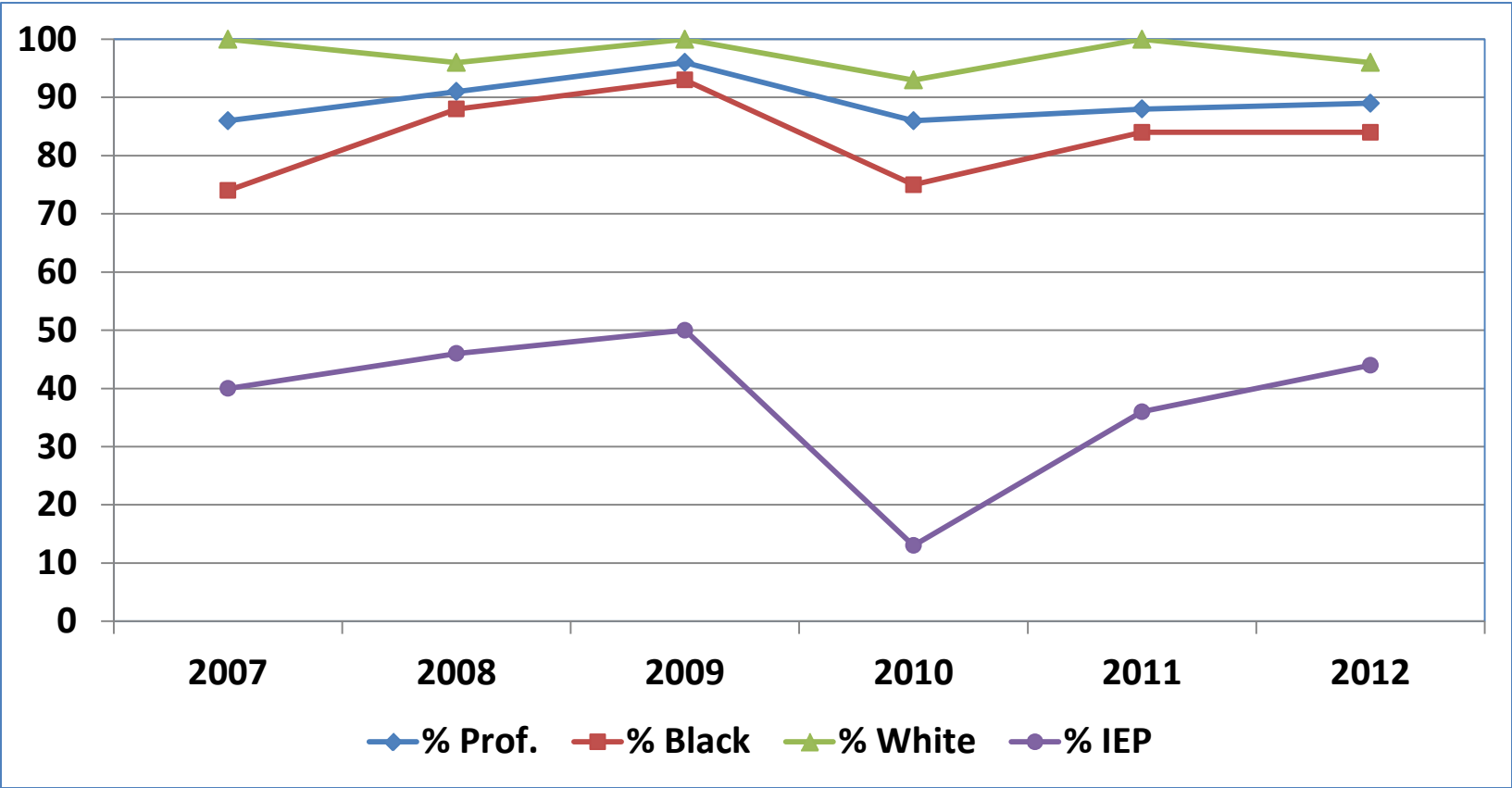
MATH

Performance Target =78%

YEAR	GRADE	% PROFICIENT	% BLACK	% WHITE	% IEP
2007	3	86	74	100	40
2008	3	91	88	96	46
2009	3	96	93	100	50
2010	3	86	75	93	13
2011	3	88	84	100	36
2012	3	89	84	96	44
2007	4	67	57	82	35
2008	4	90	79	100	54
2009	4	81	74	96	47
2010	4	90	83	97	25
2011	4	92	81	96	29
2012	4	89	85	100	50

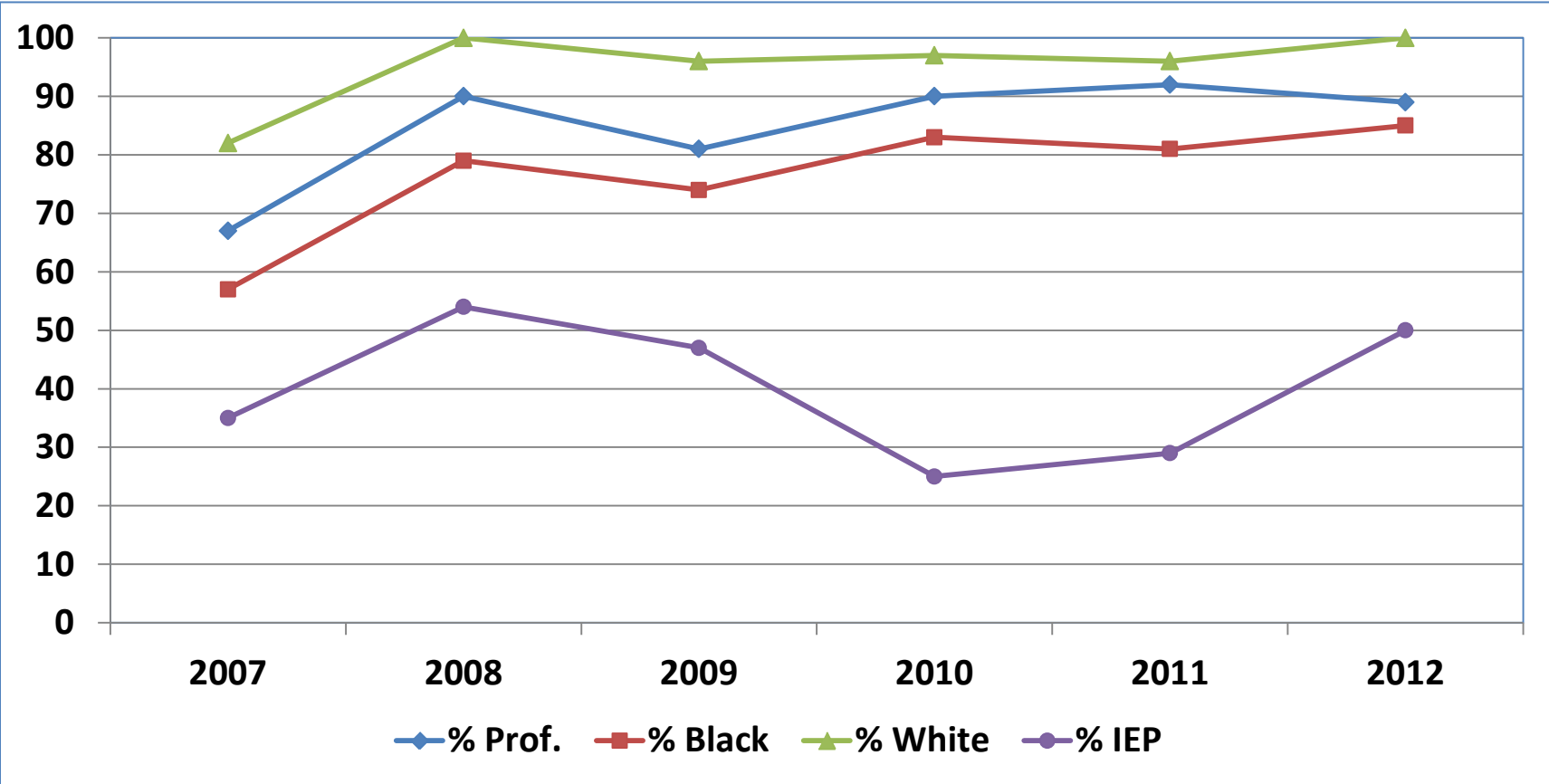
Cheltenham Elementary Grade 3 Math Proficiency

Percentage Proficient + Advanced



Cheltenham Elementary Grade 4 Math Proficiency

Percentage Proficient + Advanced

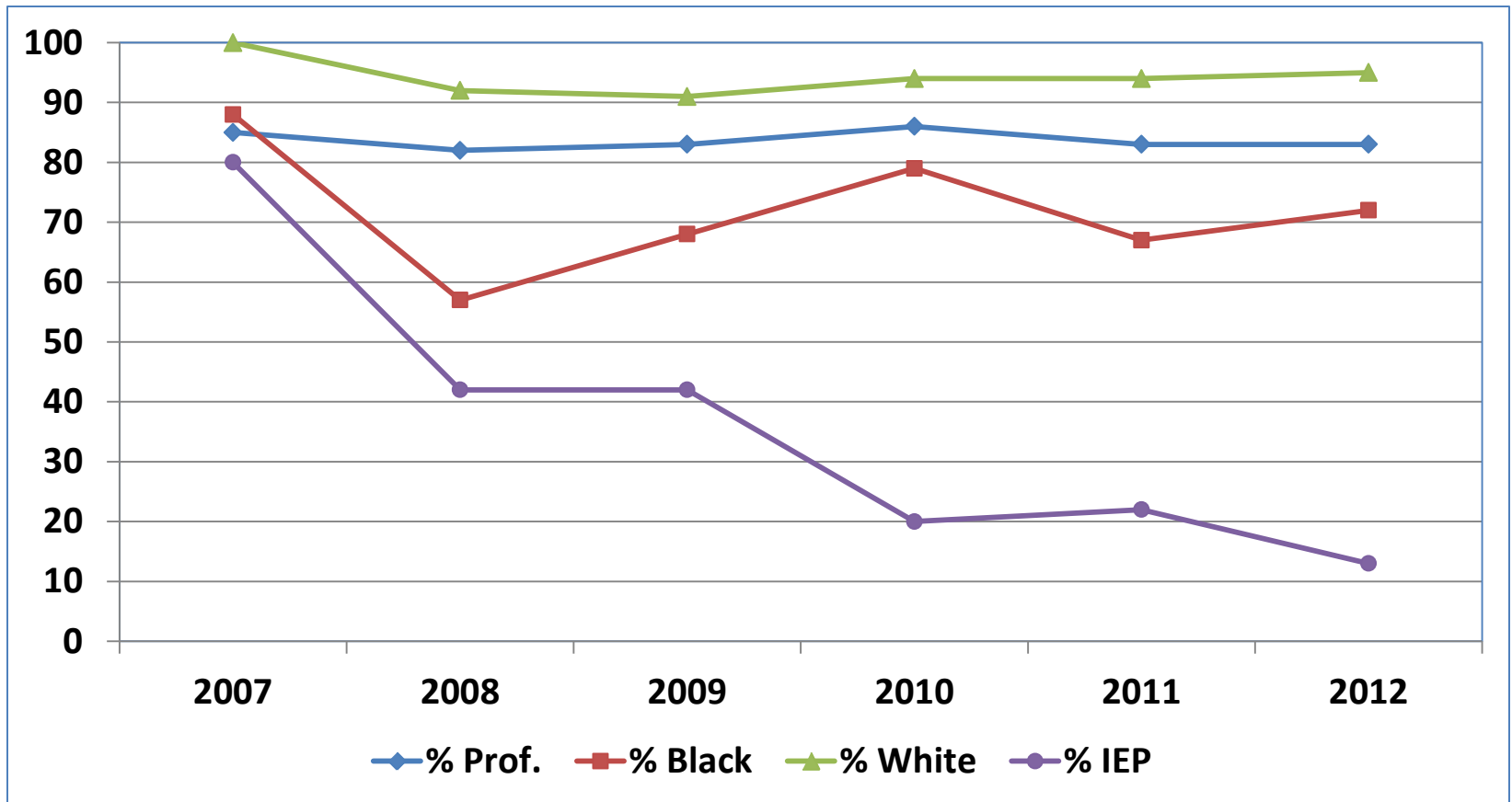


GLENSIDE ELEMENTARY

READING Performance Target =81%					
YEAR	GRADE	% PROFICIENT	% BLACK	% WHITE	% IEP
2007	3	95	88	100	80
2008	3	82	57	92	42
2009	3	83	68	91	42
2010	3	86	79	94	20
2011	3	83	67	94	22
2012	3	83	72	95	13
2007	4	85	74	91	60
2008	4	83	67	97	25
2009	4	73	45	89	14
2010	4	81	70	85	21
2011	4	87	88	90	50
2012	4	69	44	97	46

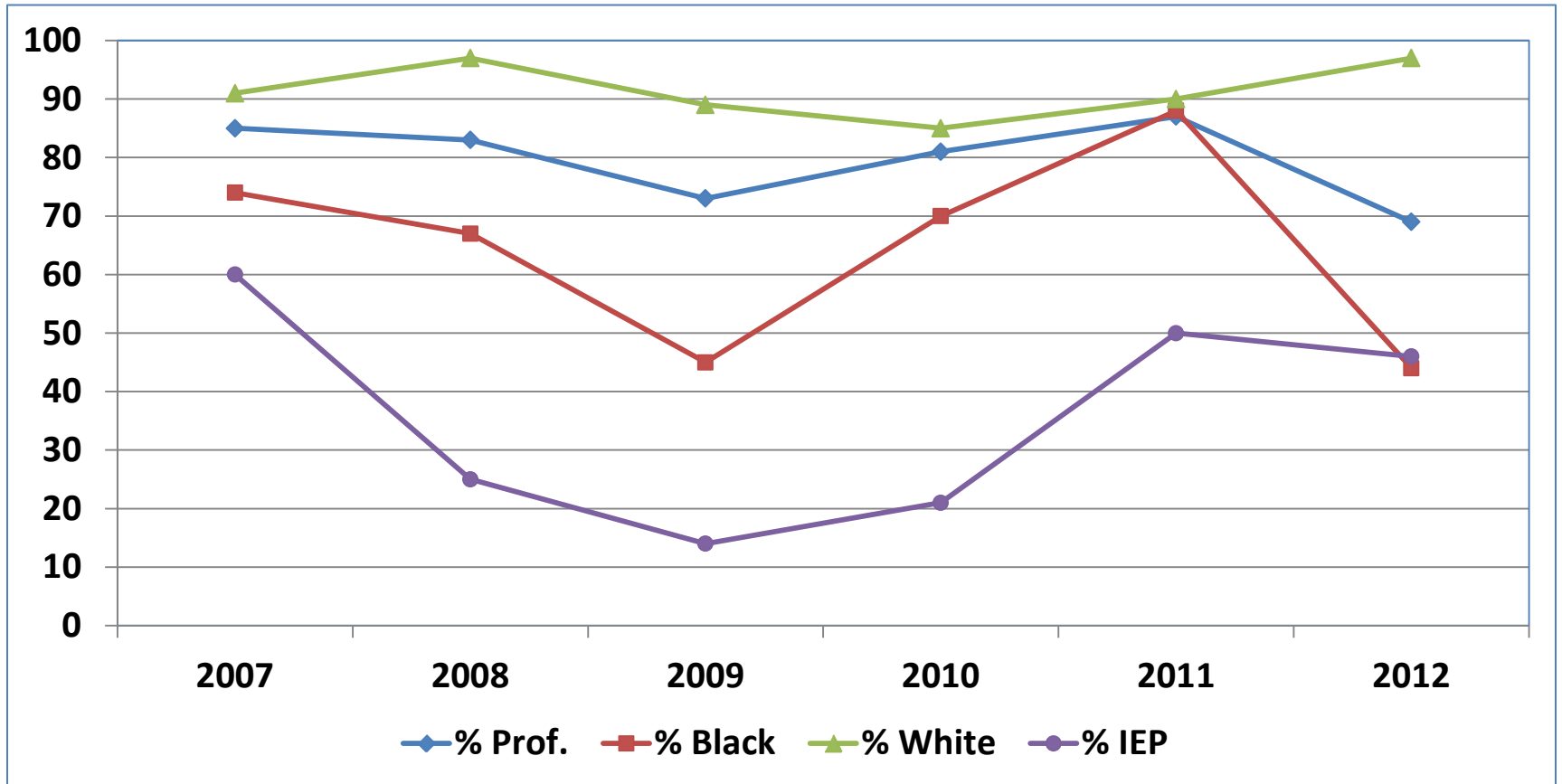
Glenside Elementary Grade 3 Reading Proficiency

Percentage Proficient + Advanced



Glenside Elementary Grade 4 Reading Proficiency

Percentage Proficient + Advanced



GLENSIDE ELEMENTARY

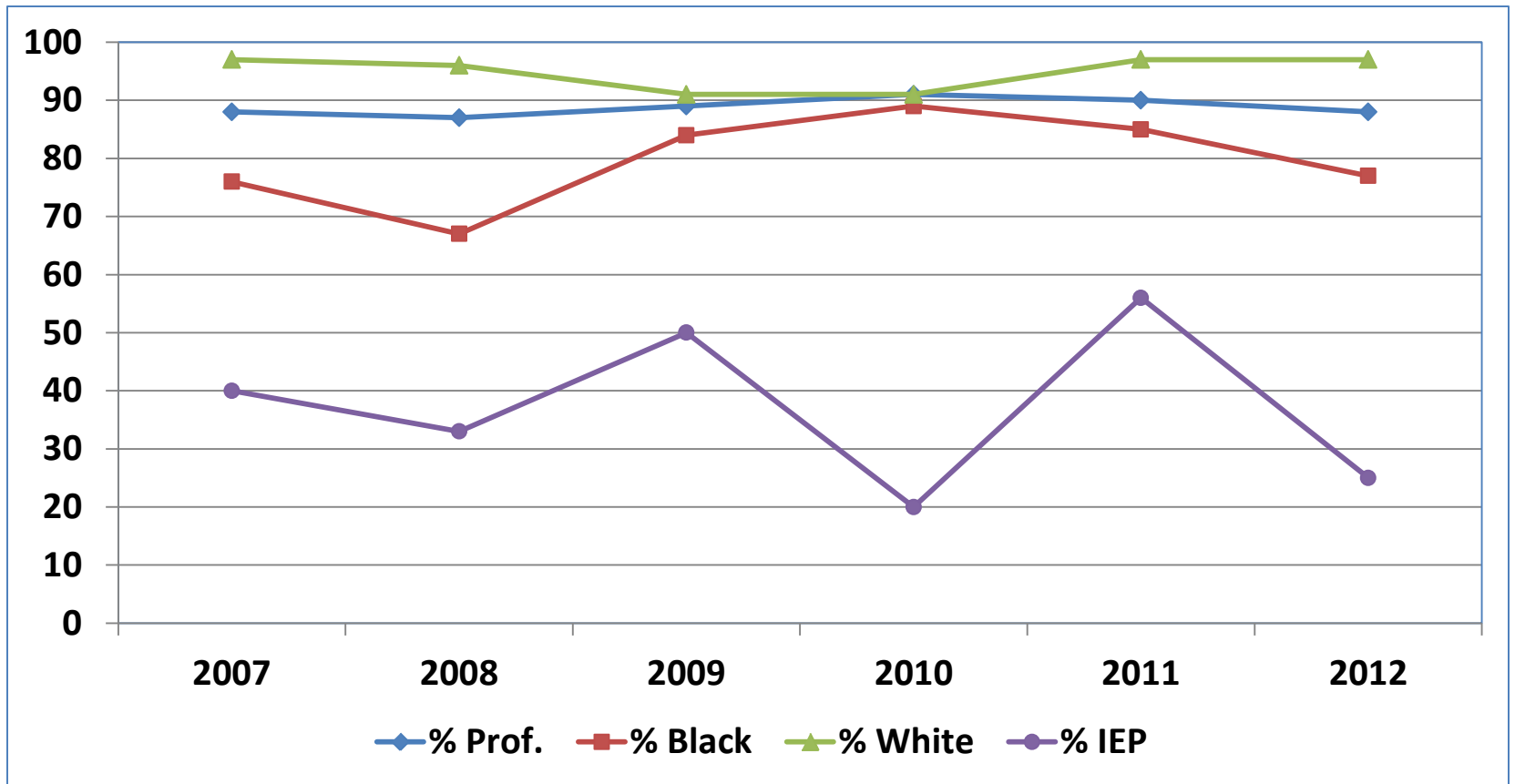
MATH

Performance Target =78%

YEAR	GRADE	% PROFICIENT	% BLACK	% WHITE	% IEP
2007	3	88	76	97	40
2008	3	87	67	96	33
2009	3	89	84	91	50
2010	3	91	89	91	20
2011	3	90	85	97	56
2012	3	88	77	97	25
2007	4	94	93	94	80
2008	4	89	80	97	25
2009	4	84	65	96	43
2010	4	94	88	98	64
2011	4	95	92	100	75
2012	4	90	79	100	54

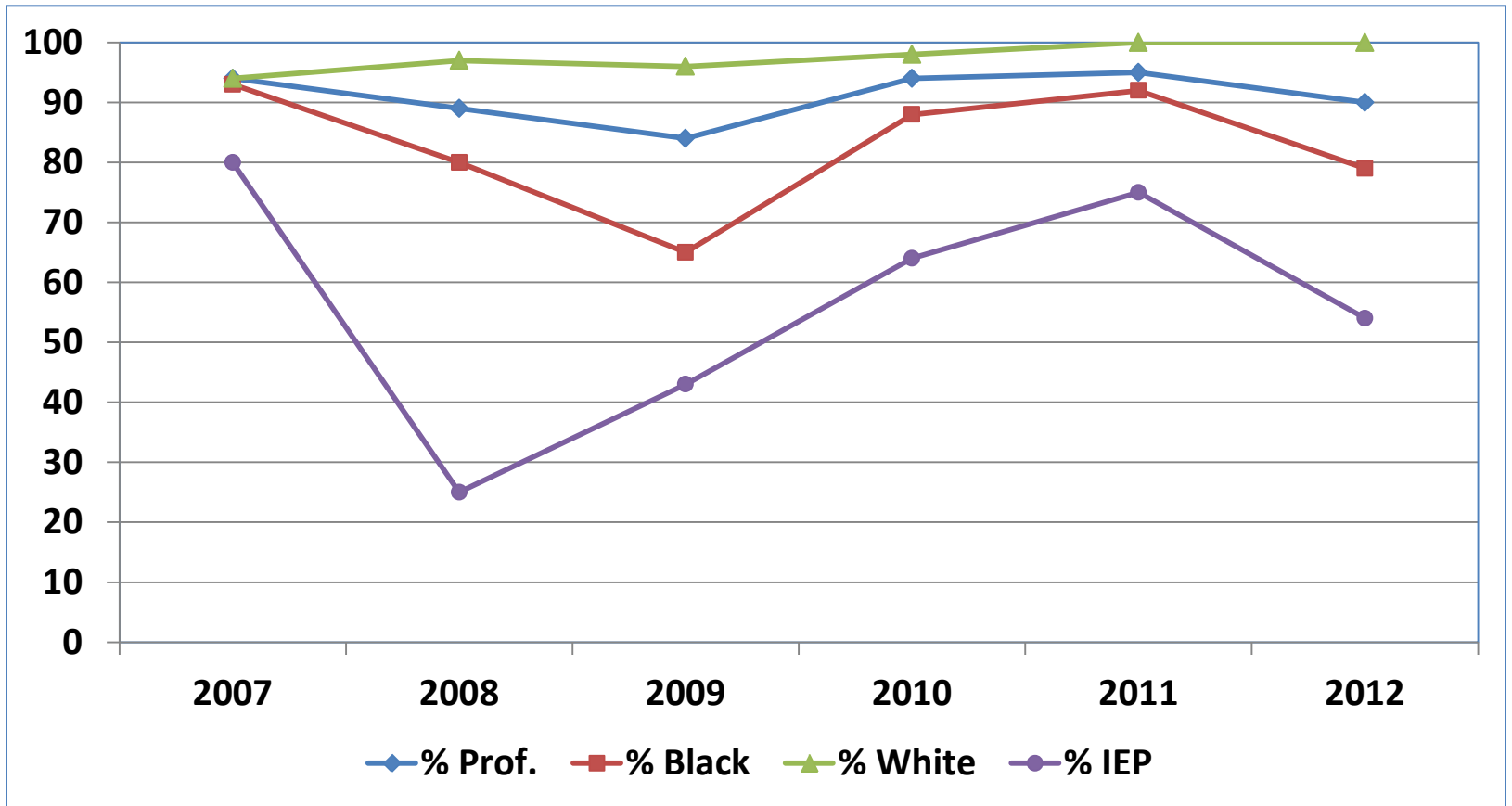
Glenside Elementary Grade 3 Math Proficiency

Percentage Proficient + Advanced



Glenside Elementary Grade 4 Math Proficiency

Percentage Proficient + Advanced



MYERS ELEMENTARY

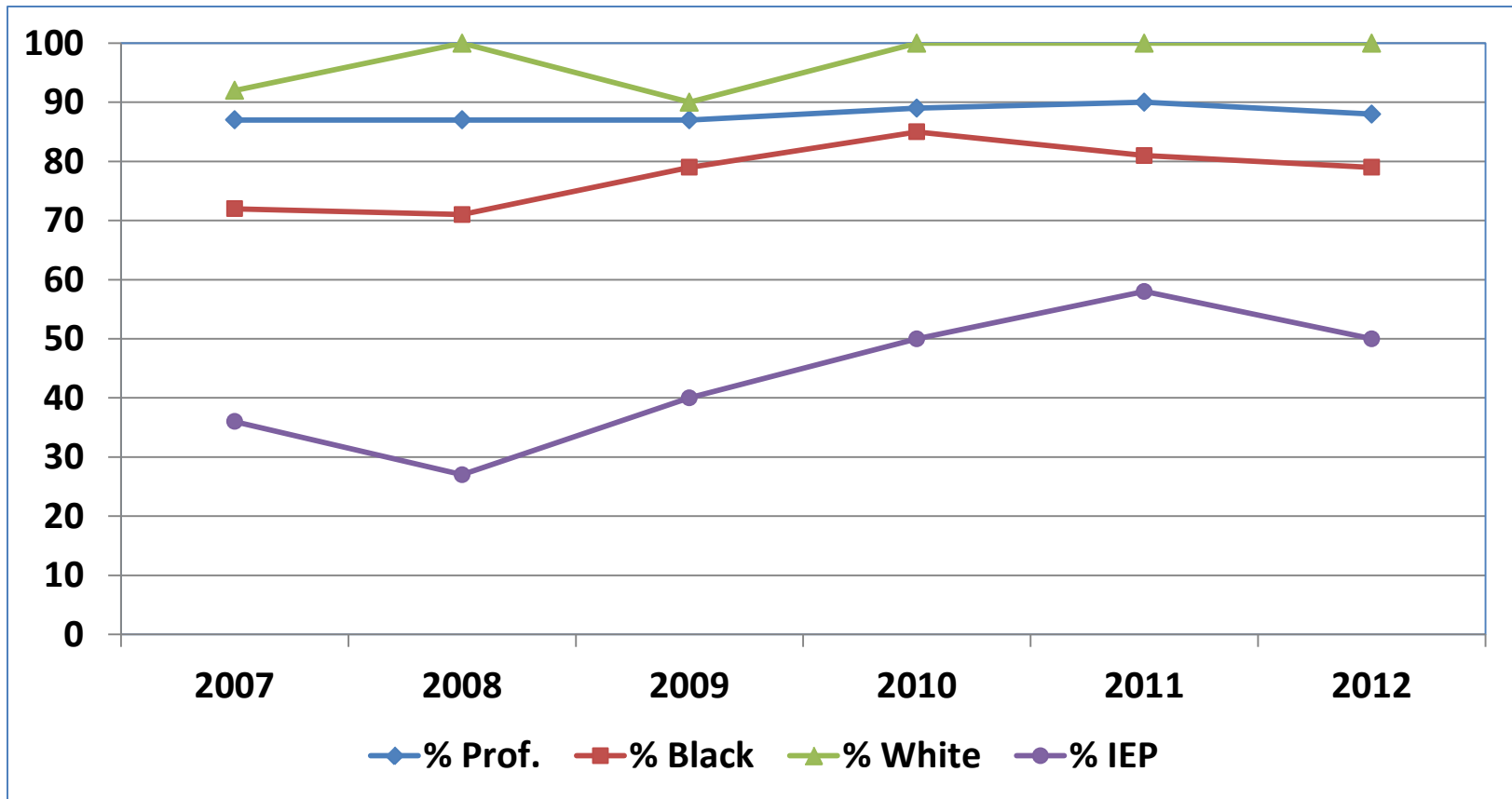
READING

Performance Target = 81%

YEAR	GRADE	% PROFICIENT	% BLACK	% WHITE	% IEP
2007	3	87	72	92	36
2008	3	87	71	100	27
2009	3	87	79	90	40
2010	3	89	85	100	50
2011	3	90	81	100	58
2012	3	88	79	100	50
2007	4	81	61	96	50
2008	4	77	53	97	18
2009	4	87	78	97	38
2010	4	93	85	97	73
2011	4	88	81	96	30
2012	4	79	68	94	43

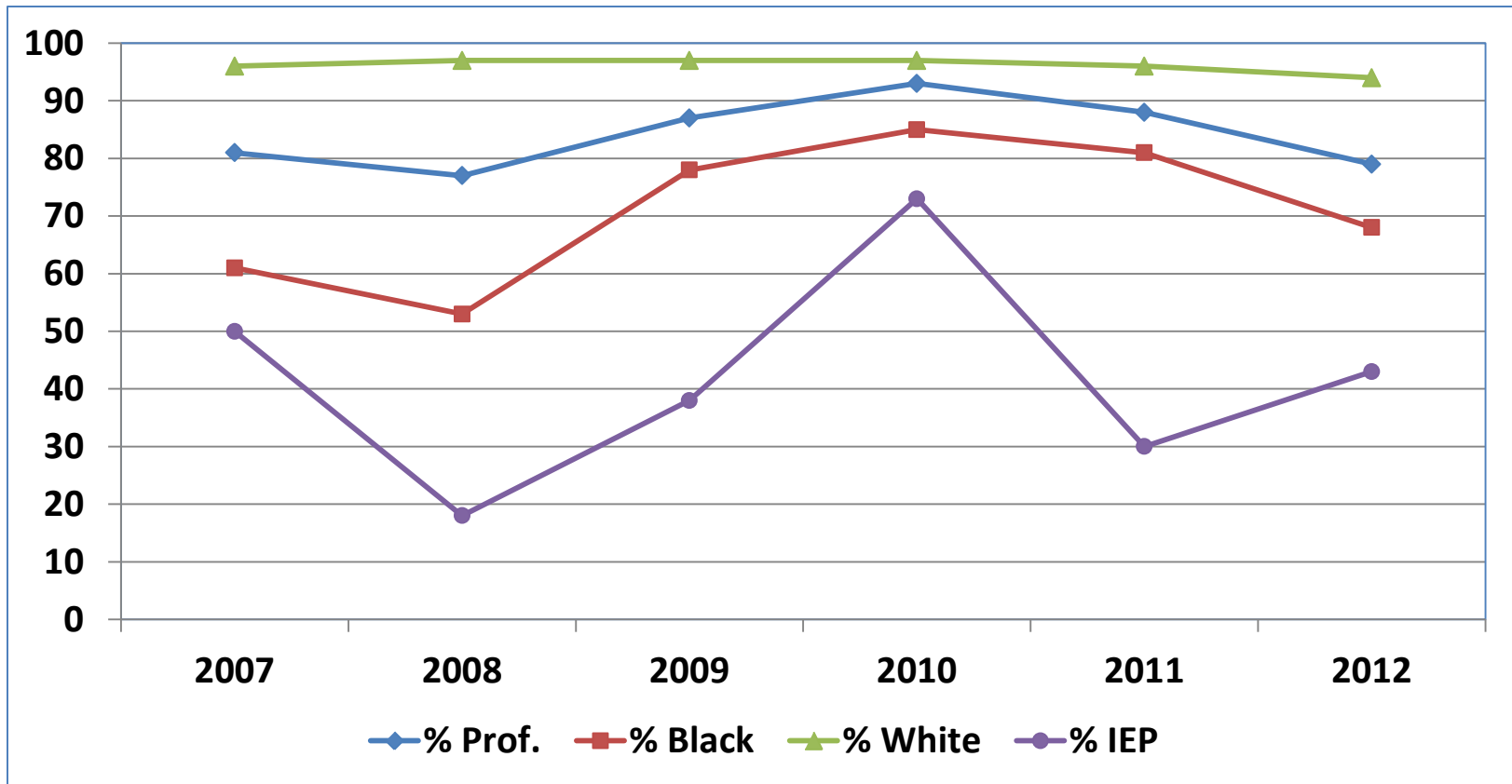
Myers Elementary Grade 3 Reading Proficiency

Percentage Proficient + Advanced



Myers Elementary Grade 4 Reading Proficiency

Percentage Proficient + Advanced



MYERS ELEMENTARY

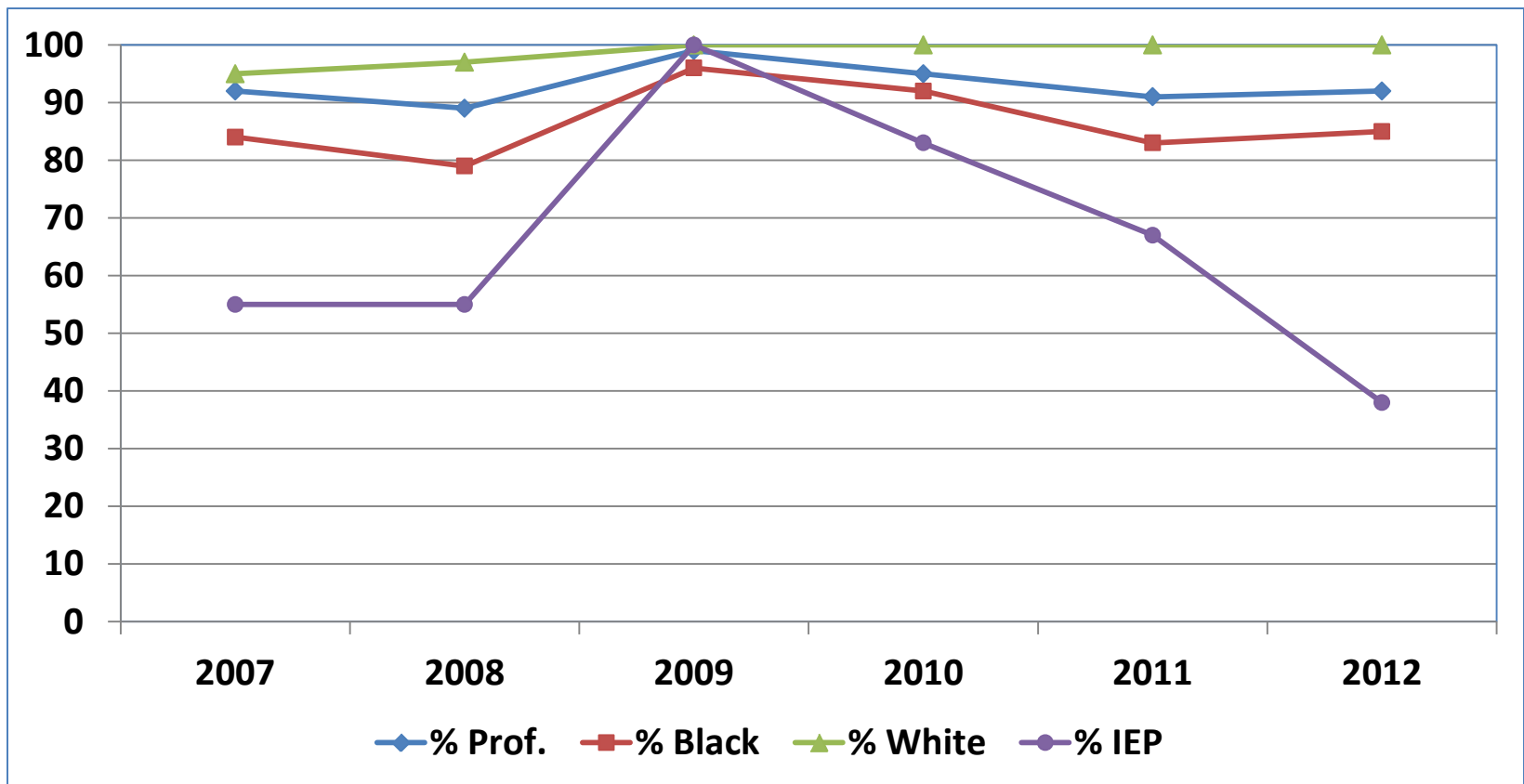
MATH

Performance Target =78%

YEAR	GRADE	% PROFICIENT	% BLACK	% WHITE	% IEP
2007	3	92	84	95	55
2008	3	89	79	97	55
2009	3	99	96	100	100
2010	3	95	92	100	83
2011	3	91	83	100	67
2012	3	92	85	100	38
2007	4	83	61	98	70
2008	4	84	66	97	36
2009	4	90	78	100	63
2010	4	97	93	100	100
2011	4	90	83	100	55
2012	4	93	88	100	73

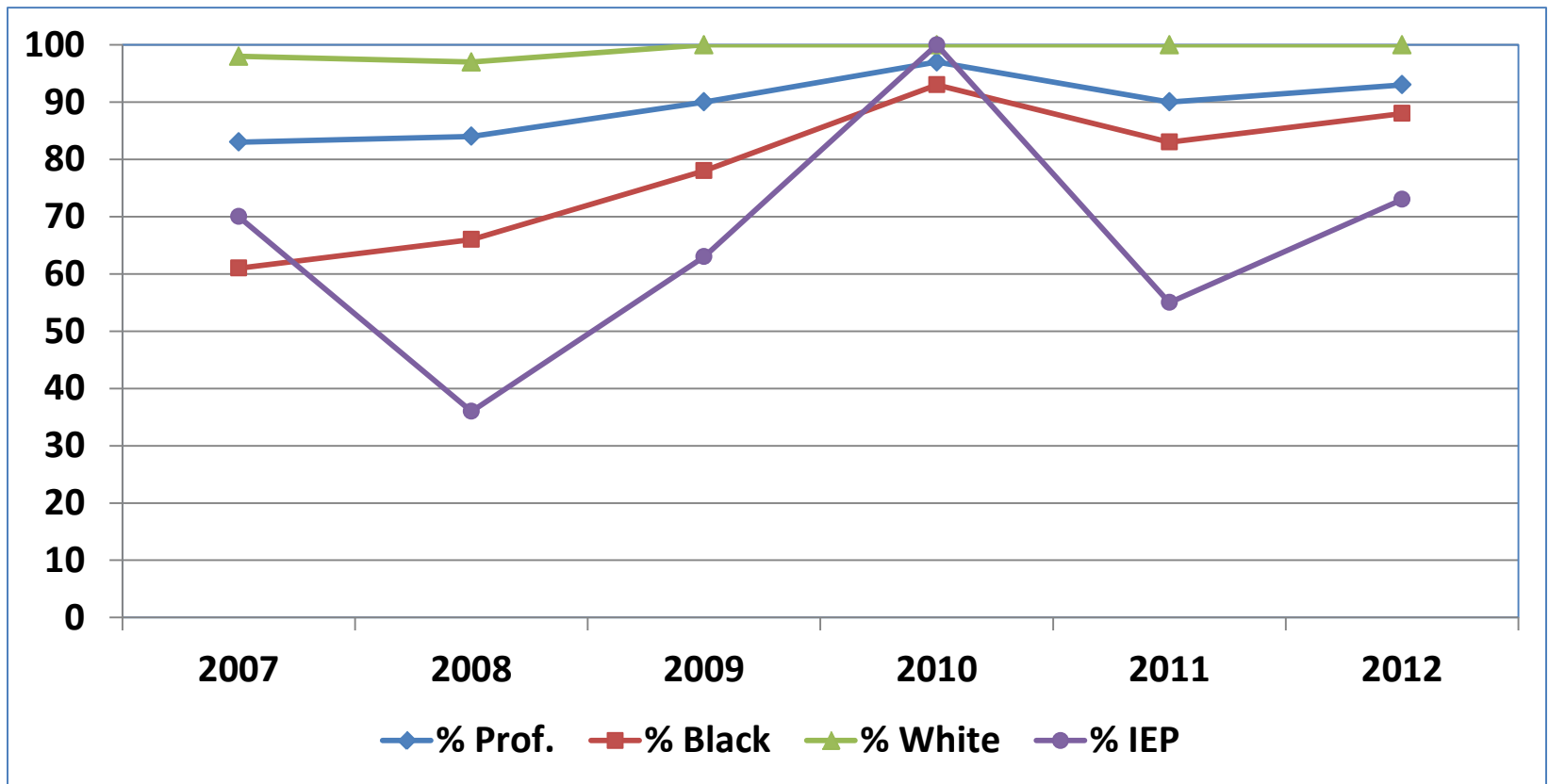
Myers Elementary Grade 3 Math Proficiency

Percentage Proficient + Advanced



Myers Elementary Grade 4 Math Proficiency

Percentage Proficient + Advanced



WYNCOTE ELEMENTARY

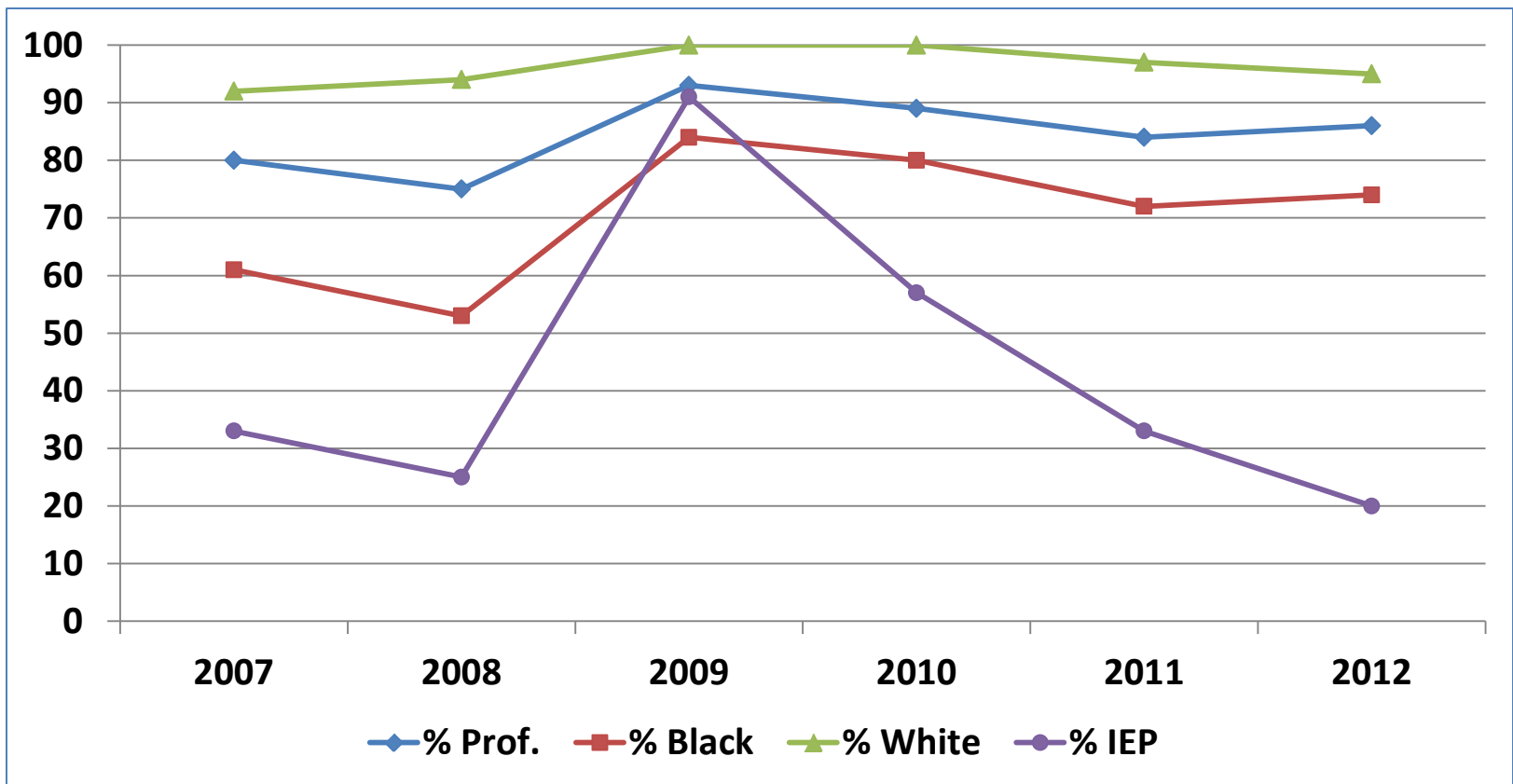
READING

Performance Target =81%

YEAR	GRADE	% PROFICIENT	% BLACK	% WHITE	% IEP
2007	3	80	61	92	33
2008	3	75	53	94	25
2009	3	93	84	100	91
2010	3	89	80	100	57
2011	3	84	72	97	33
2012	3	86	74	95	20
2007	4	86	77	97	50
2008	4	74	52	93	11
2009	4	85	72	97	46
2010	4	92	89	95	67
2011	4	95	92	100	80
2012	4	86	77	97	45

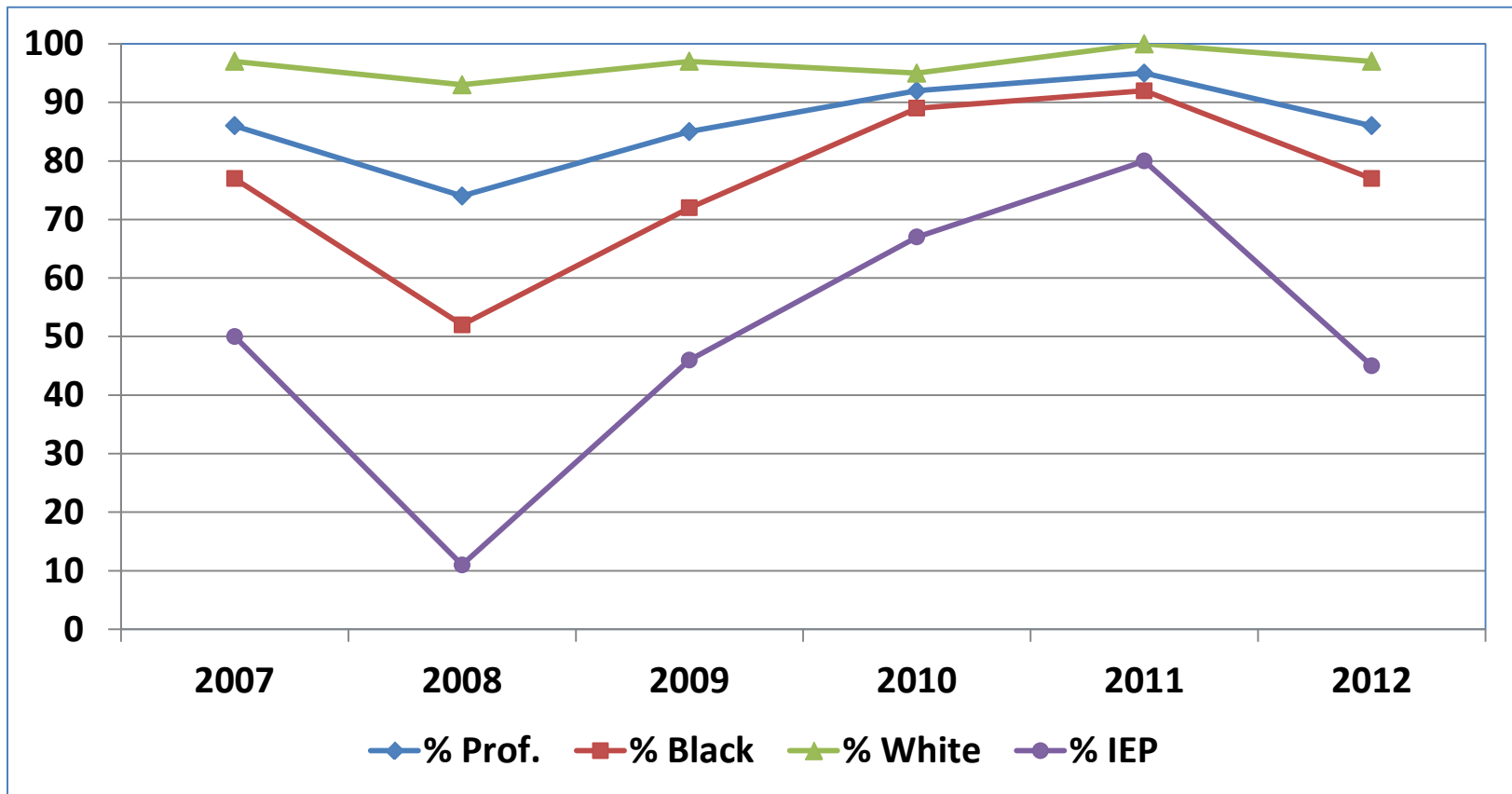
Wyncote Elementary Grade 3 Reading Proficiency

Percentage Proficient + Advanced



Wyncote Elementary Grade 4 Reading Proficiency

Percentage Proficient + Advanced



WYNCOTE ELEMENTARY

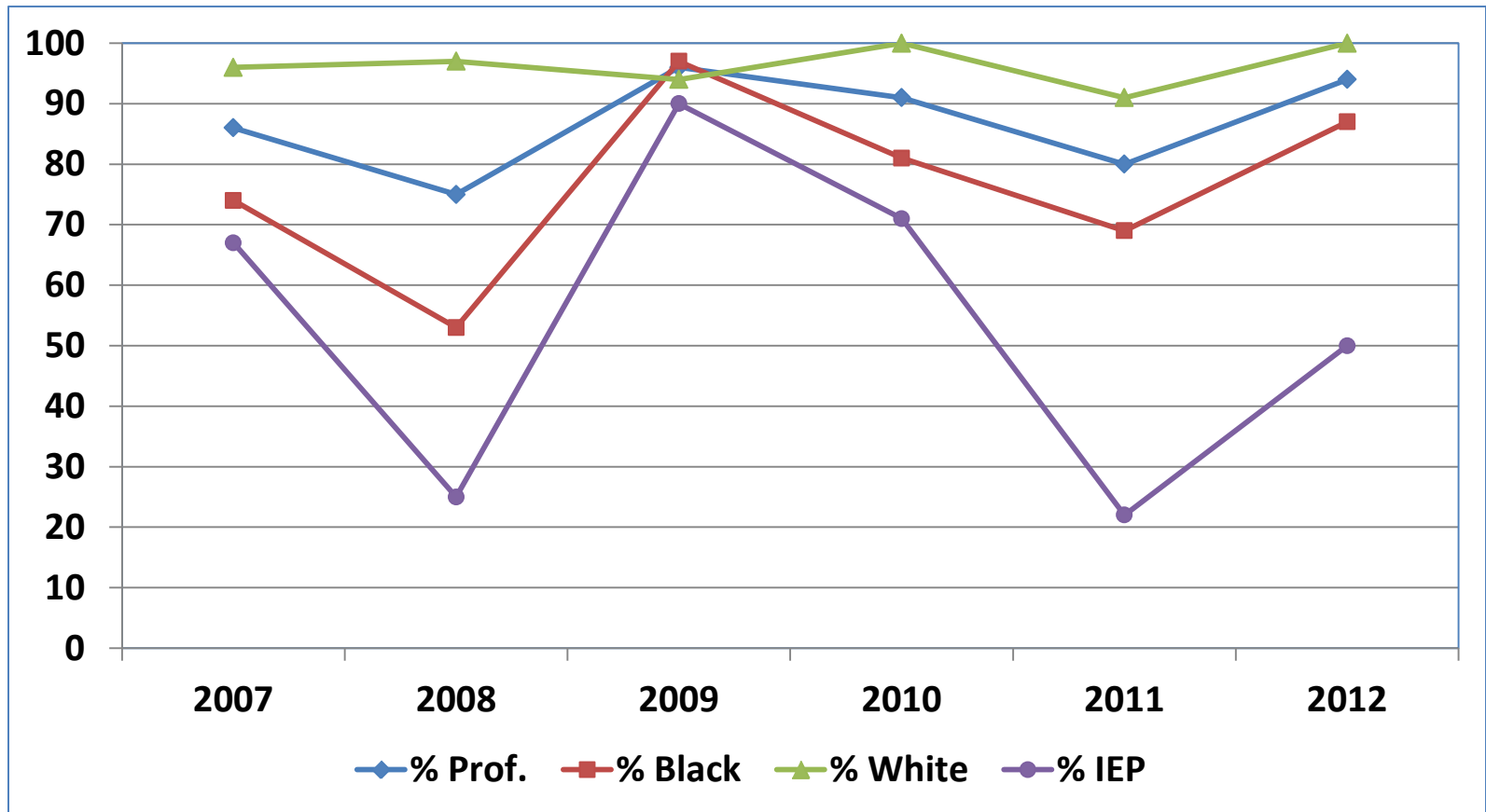
MATH

Performance Target =78%

YEAR	GRADE	% PROFICIENT	% BLACK	% WHITE	% IEP
2007	3	86	74	96	67
2008	3	75	53	97	25
2009	3	96	97	94	90
2010	3	91	81	100	71
2011	3	80	69	91	22
2012	3	94	87	100	50
2007	4	88	81	93	50
2008	4	89	79	100	56
2009	4	93	84	100	69
2010	4	99	97	100	100
2011	4	97	92	100	100
2012	4	91	87	97	82

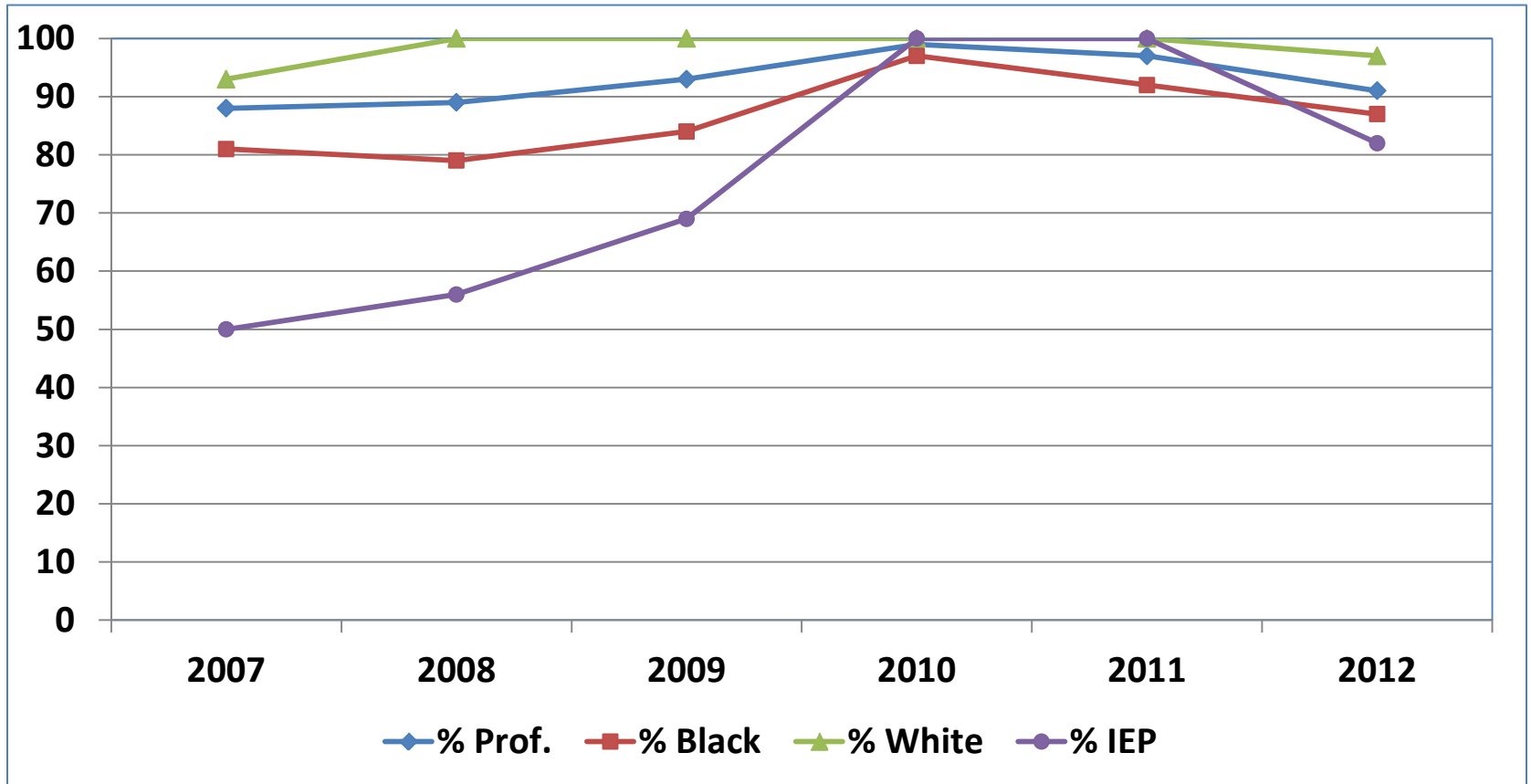
Wyncote Elementary Grade 3 Math Proficiency

Percentage Proficient + Advanced



Wyncote Elementary Grade 4 Math Proficiency

Percentage Proficient + Advanced



ELKINS PARK SCHOOL

READING

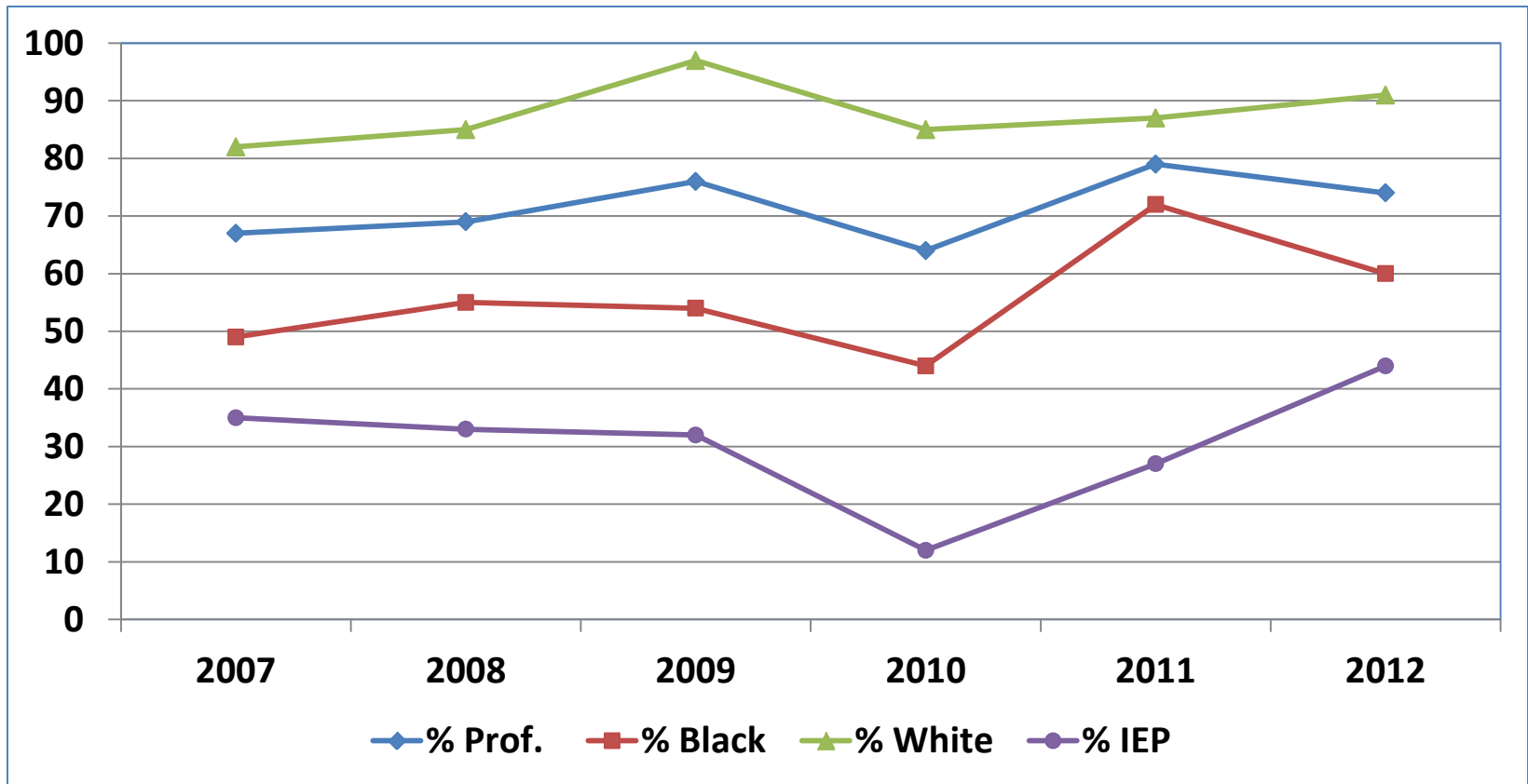
Performance Target =81%

YEAR	GRADE	% PROFICIENT	% BLACK	% WHITE	% IEP
2007	5	67	49	82	35
2008	5	69	55	85	33
2009	5	76	54	97	32
2010	5	64	44	85	12
2011	5	79	72	87	27
2012	5	74	60	91	44
2007	6	79	66	89	48
2008	6	80	62	93	31
2009	6	79	71	90	39
2010	6	73	51	96	30
2011	6	77	62	94	33
2012	6	79	69	89	37

Elkins Park School

Grade 5 Reading Proficiency

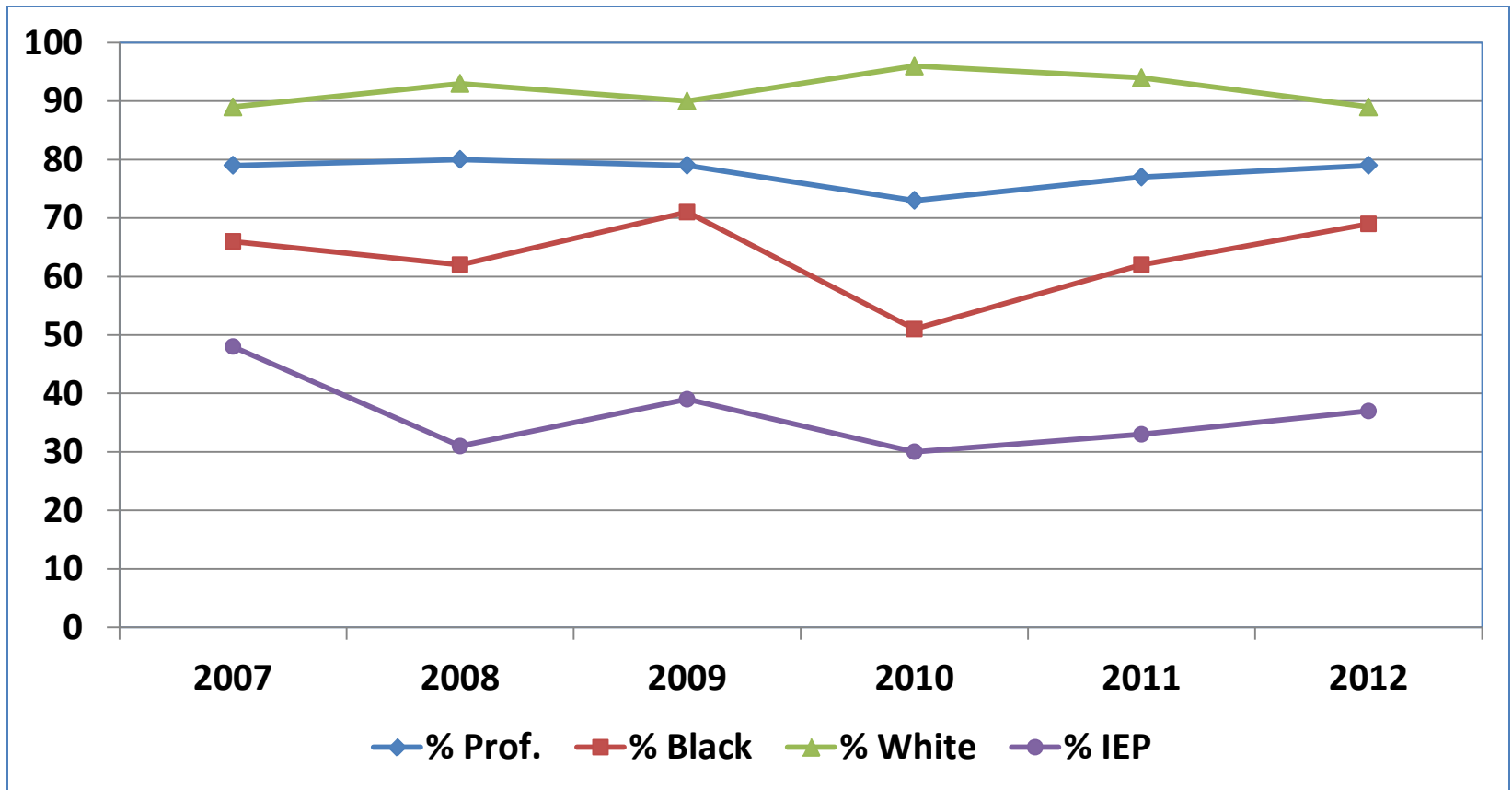
Percentage Proficient + Advanced



Elkins Park School

Grade 6 Reading Proficiency

Percentage Proficient + Advanced

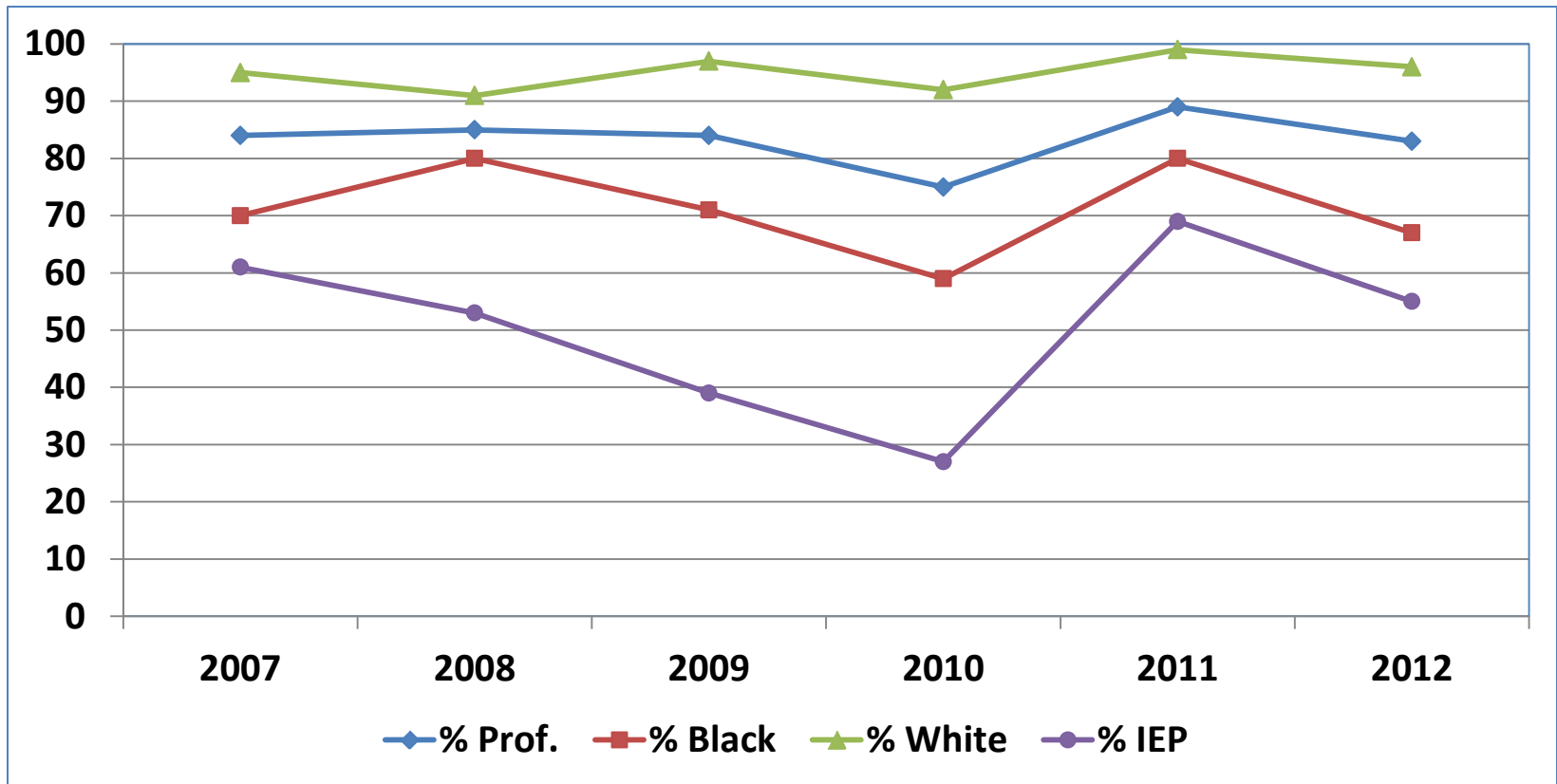


ELKINS PARK SCHOOL

MATH					
Performance Target =78%					
YEAR	GRADE	% PROFICIENT	% BLACK	% WHITE	% IEP
2007	5	84	70	95	61
2008	5	85	80	91	53
2009	5	84	71	97	39
2010	5	75	59	92	27
2011	5	89	80	99	69
2012	5	83	67	96	55
2007	6	70	54	83	41
2008	6	79	59	94	38
2009	6	83	75	89	39
2010	6	79	63	96	33
2011	6	82	72	94	46
2012	6	86	77	96	63

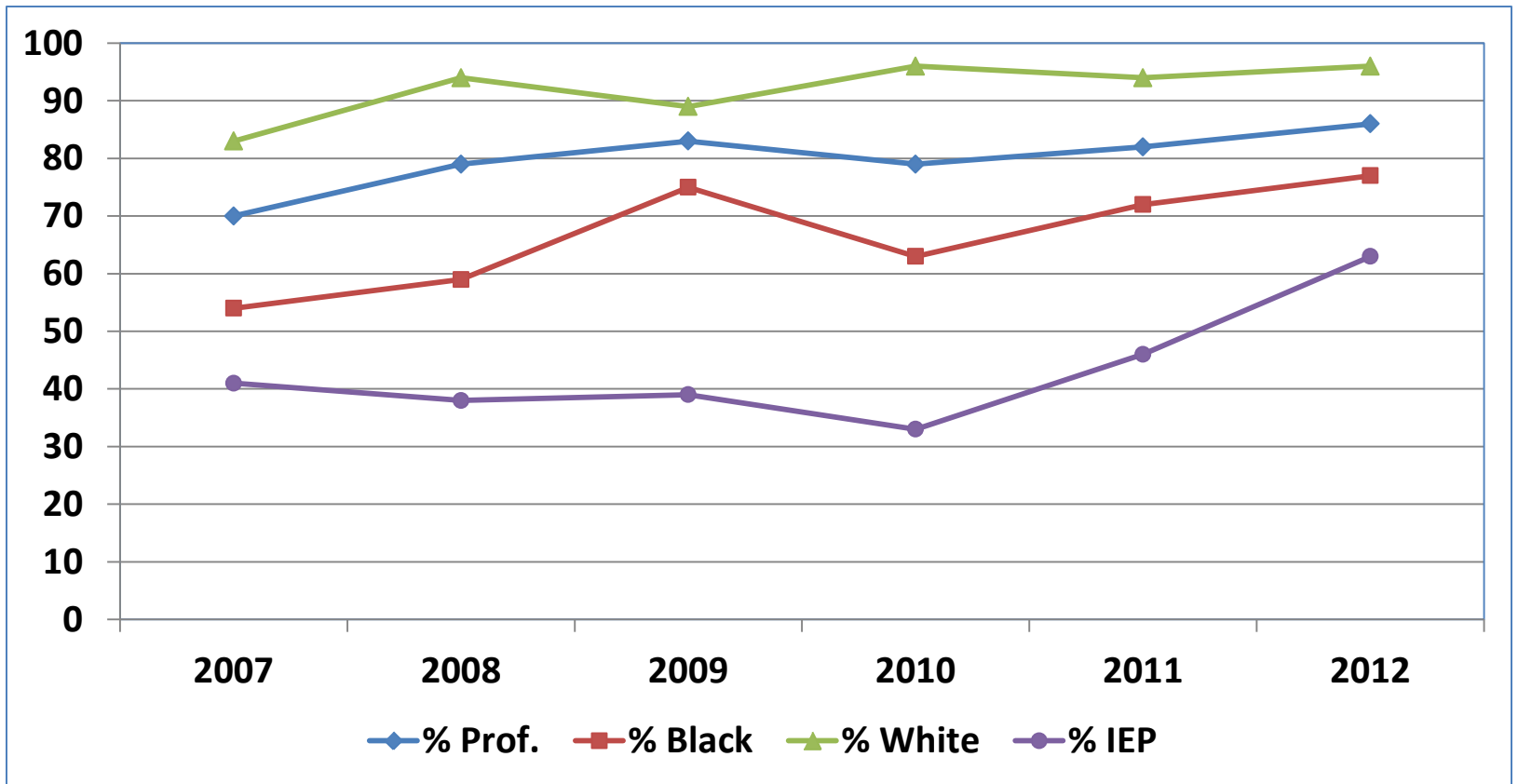
Elkins Park School Grade 5 Math Proficiency

Percentage Proficient + Advanced



Elkins Park School Grade 6 Math Proficiency

Percentage Proficient + Advanced

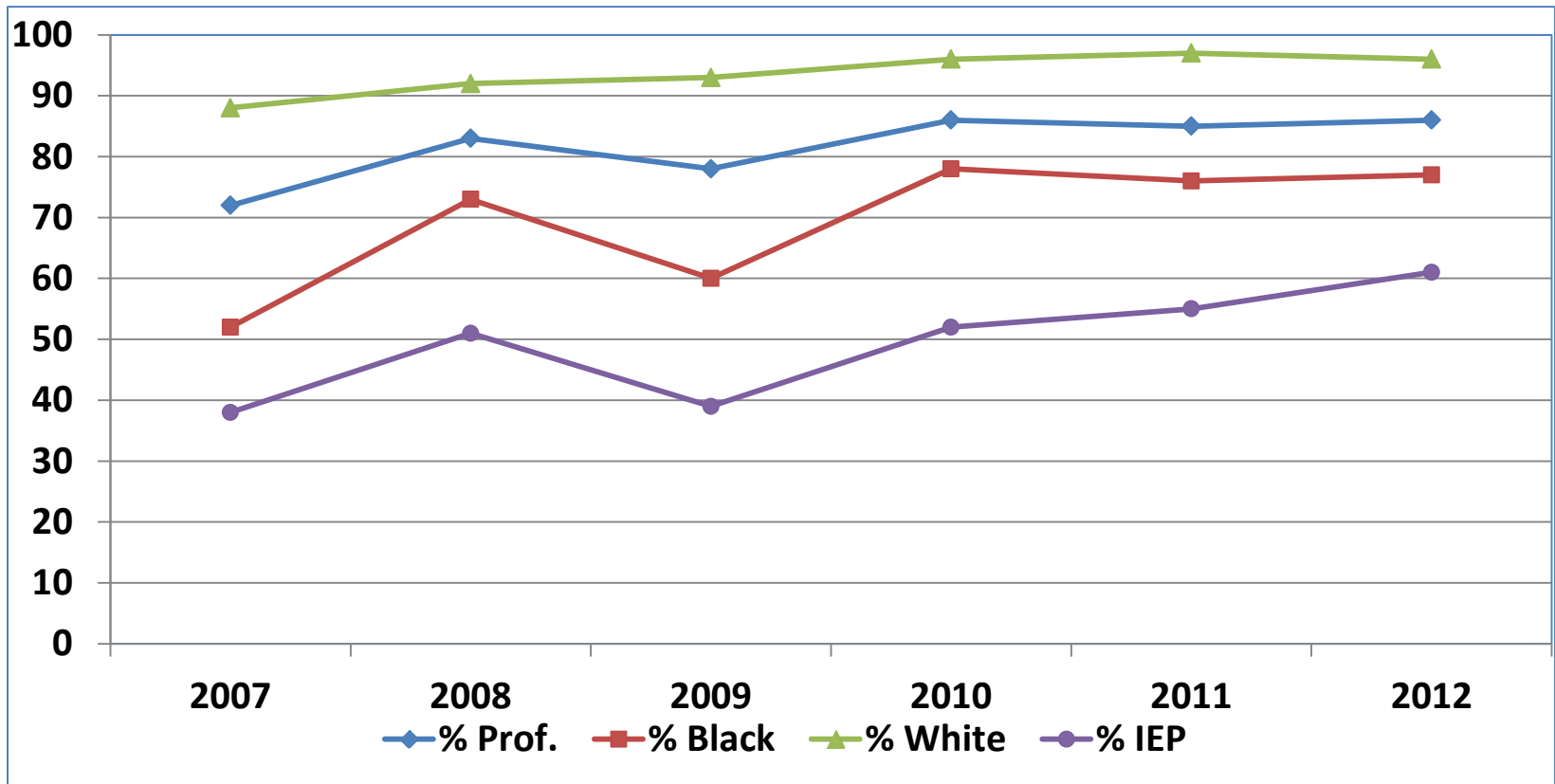


CEDARBROOK MIDDLE SCHOOL

READING					
Performance Target =81%					
YEAR	GRADE	% PROFICIENT	% BLACK	% WHITE	% IEP
2007	7	72	52	88	38
2008	7	83	73	92	51
2009	7	78	60	93	39
2010	7	86	78	96	52
2011	7	85	76	97	55
2012	7	86	77	96	61
2007	8	83	74	90	47
2008	8	88	80	96	57
2009	8	89	86	93	56
2010	8	92	86	99	69
2011	8	95	90	99	78
2012	8	96	94	97	80

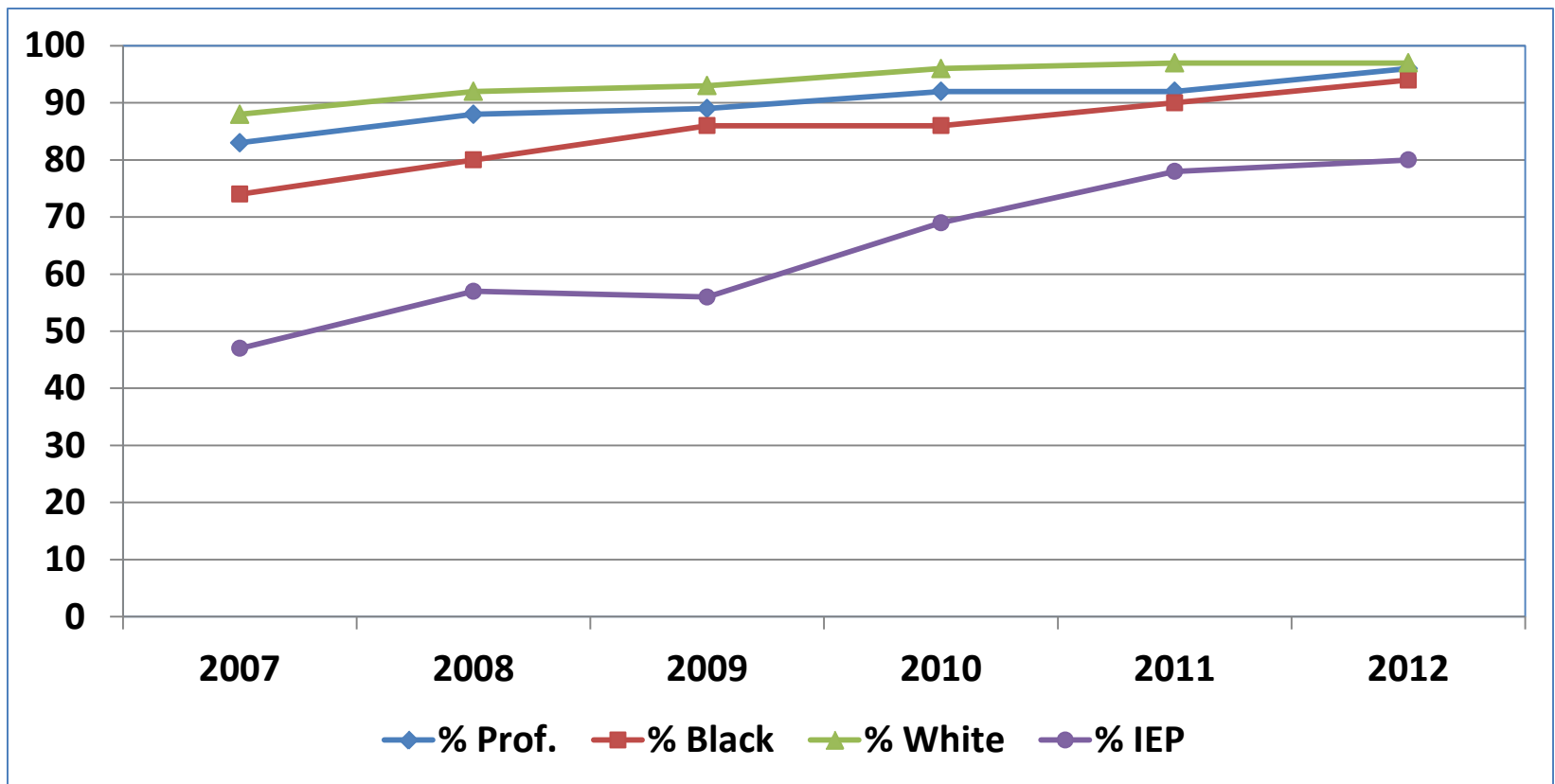
Cedarbrook Middle School Grade 7 Reading Proficiency

Percent Proficient + Advanced



Cedarbrook Middle School Grade 8 Reading Proficiency

Percent Proficient + Advanced



CEDARBROOK MIDDLE SCHOOL

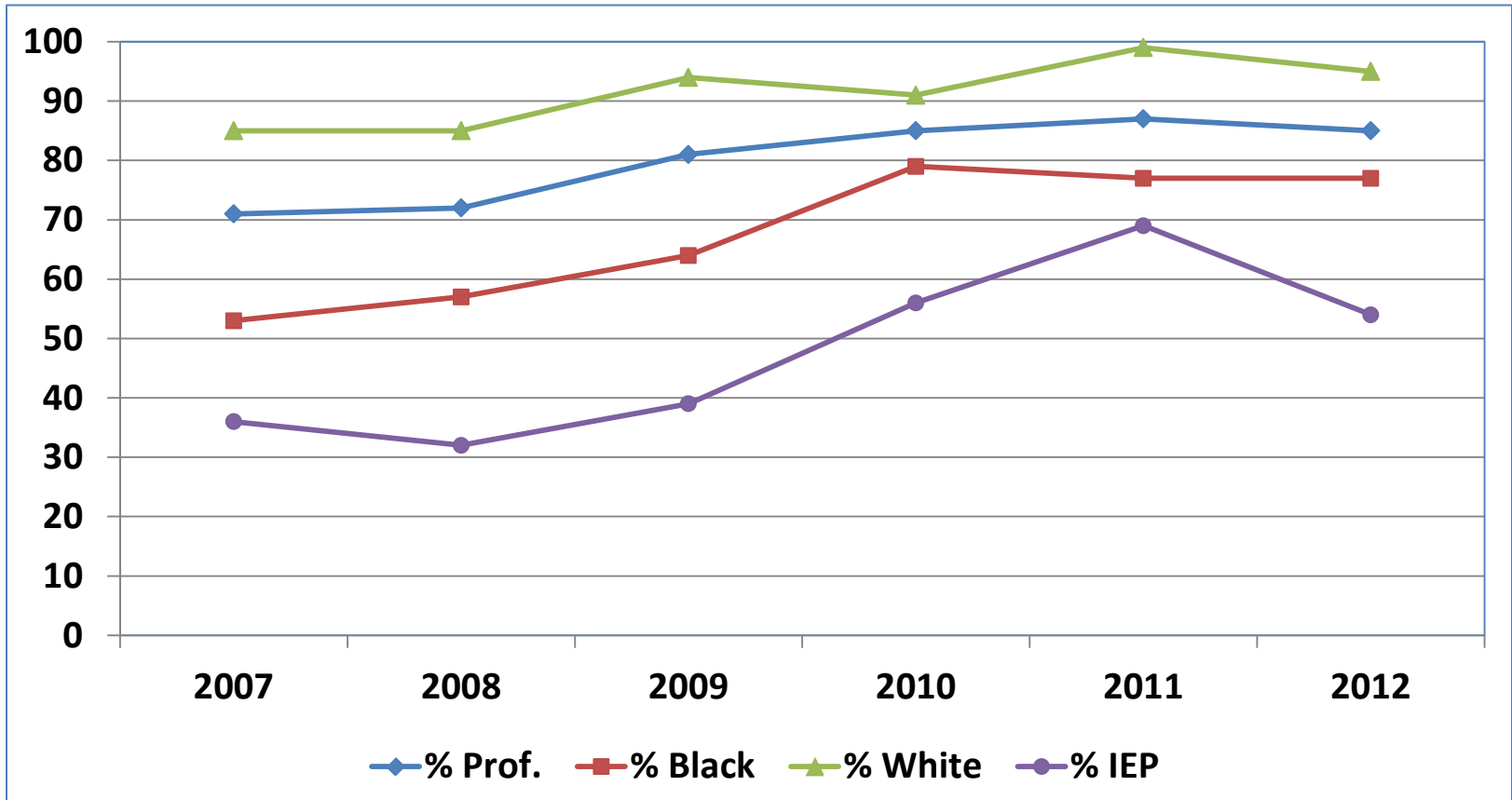
MATH

Performance Target =78%

YEAR	GRADE	% PROFICIENT	% BLACK	% WHITE	% IEP
2007	7	71	53	85	36
2008	7	72	57	85	32
2009	7	81	64	94	39
2010	7	85	79	91	56
2011	7	87	77	99	69
2012	7	85	77	95	54
2007	8	75	60	85	33
2008	8	76	59	88	34
2009	8	83	75	91	41
2010	8	87	76	97	49
2011	8	90	85	97	51
2012	8	90	83	98	52

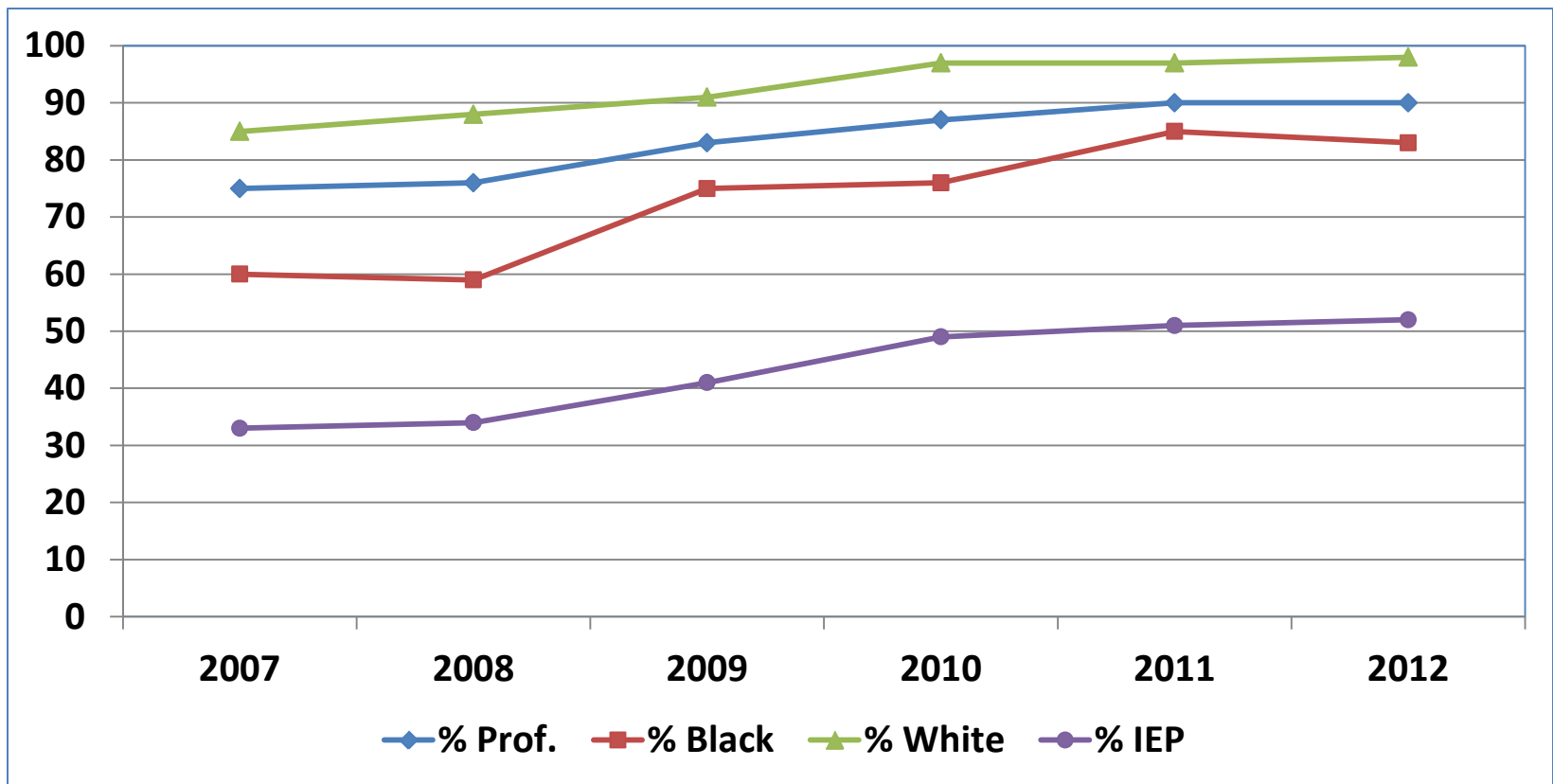
Cedarbrook Middle School 7th Grade Math Proficiency

Percent Proficient + Advanced



Cedarbrook Middle School 8th Grade Math Proficiency

Percent Proficient + Advanced

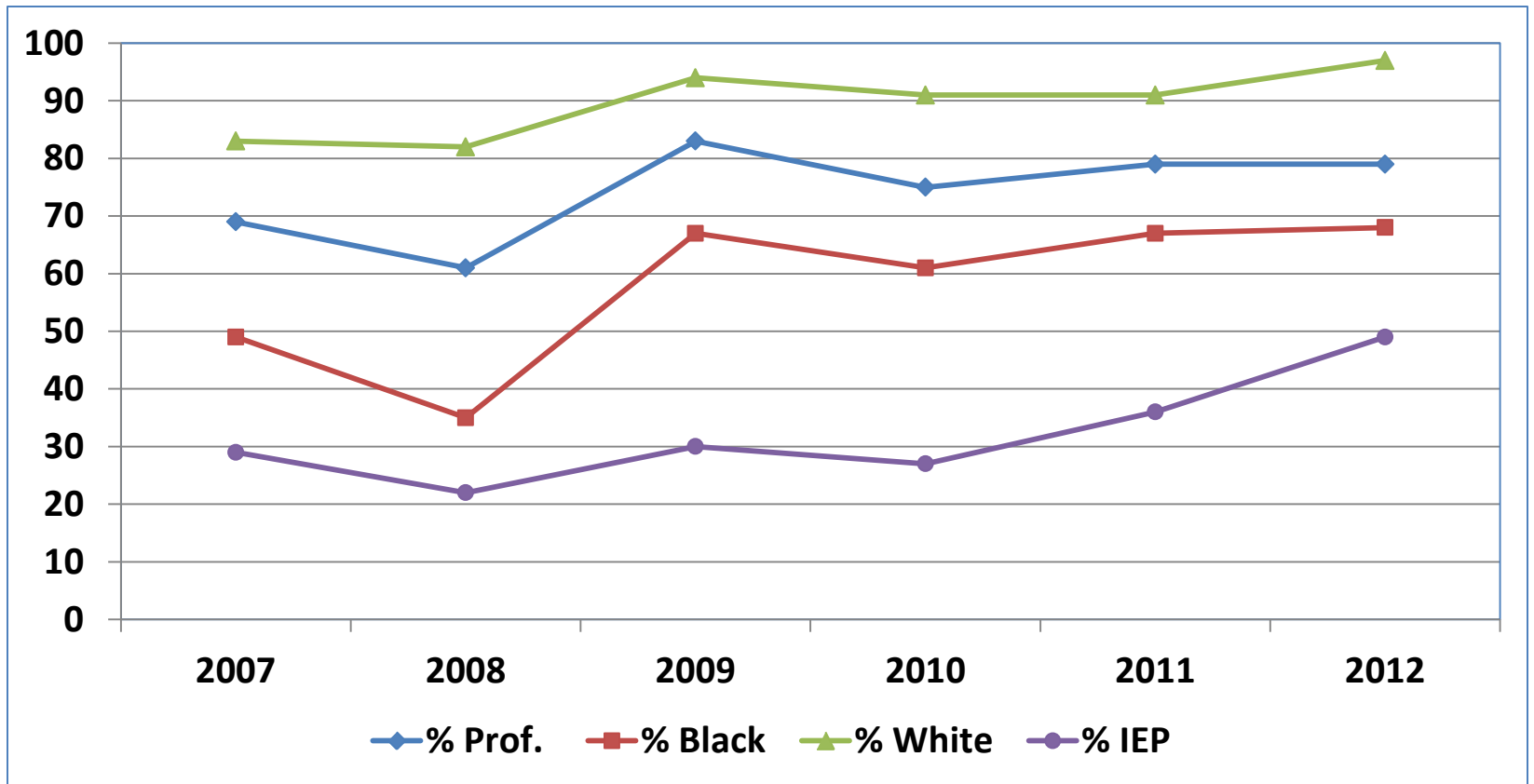


CHELTENHAM HIGH SCHOOL

READING					
Performance Target =81%					
YEAR	GRADE	% PROFICIENT	% BLACK	% WHITE	% IEP
2007	11	69	49	83	29
2008	11	61	35	82	22
2009	11	83	67	94	30
2010	11	75	61	91	27
2011	11	79	67	91	36
2012	11	79	68	97	49

Cheltenham High School Grade 11 Reading Proficiency

Percent Proficient + Advanced



CHELTENHAM HIGH SCHOOL

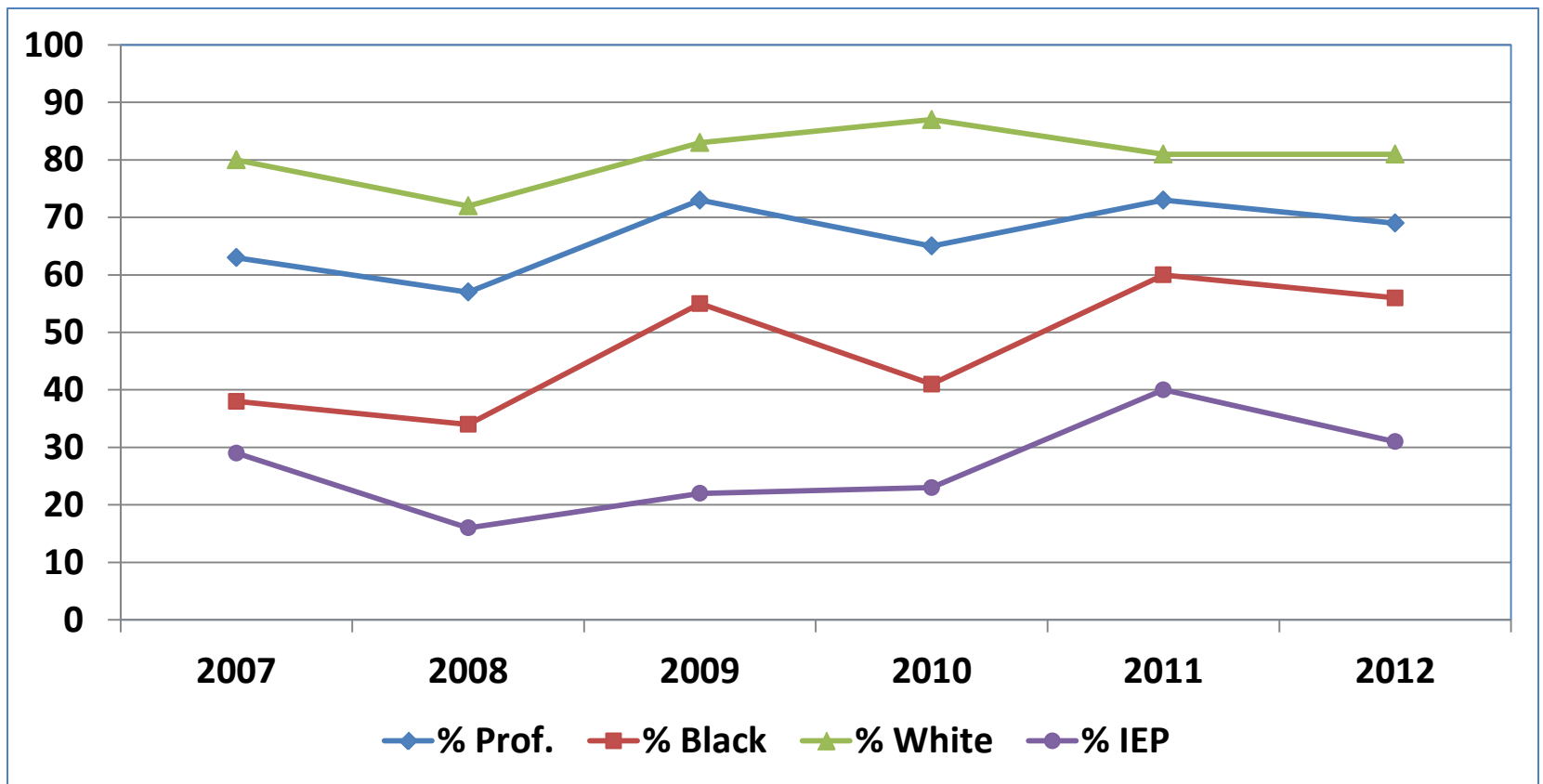
MATH

Performance Target =78%

YEAR	GRADE	% PROFICIENT	% BLACK	% WHITE	% IEP
2007	11	63	38	80	29
2008	11	57	34	72	16
2009	11	73	55	83	22
2010	11	65	41	87	23
2011	11	73	60	81	40
2012	11	69	56	81	31

Cheltenham High School 11th Grade Math Proficiency

Percent Proficient + Advanced



Cohort's Progress

- The following set of graphs tracks the progress of each cohort's achievement starting with incoming 5th grade

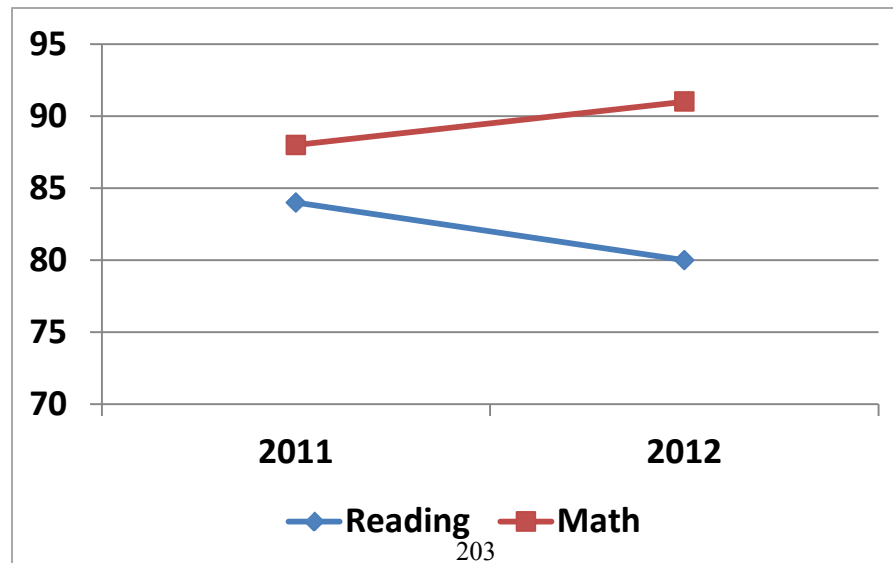


**SCHOOL DISTRICT OF
CHELTENHAM TOWNSHIP**
Where Excellence Begins With Education

Class of 2020

Percent Proficient+ Advanced

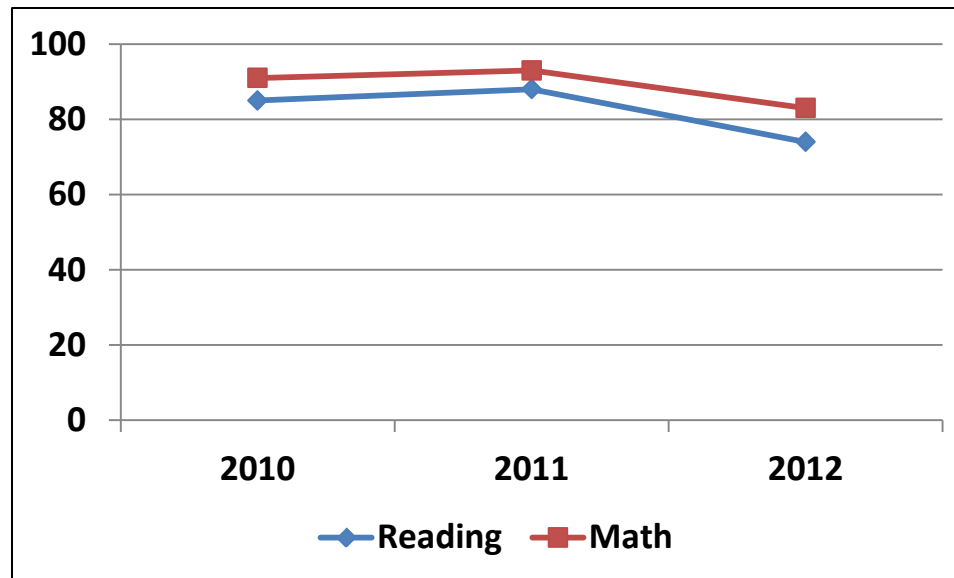
Incoming 5 th Grade	2011-3rd Gr. % Pro./Adv.	2012 -4 th Gr. % Pro./Adv.
Reading	84	80
Math	88	91



Class of 2019

Percent Proficient+ Advanced

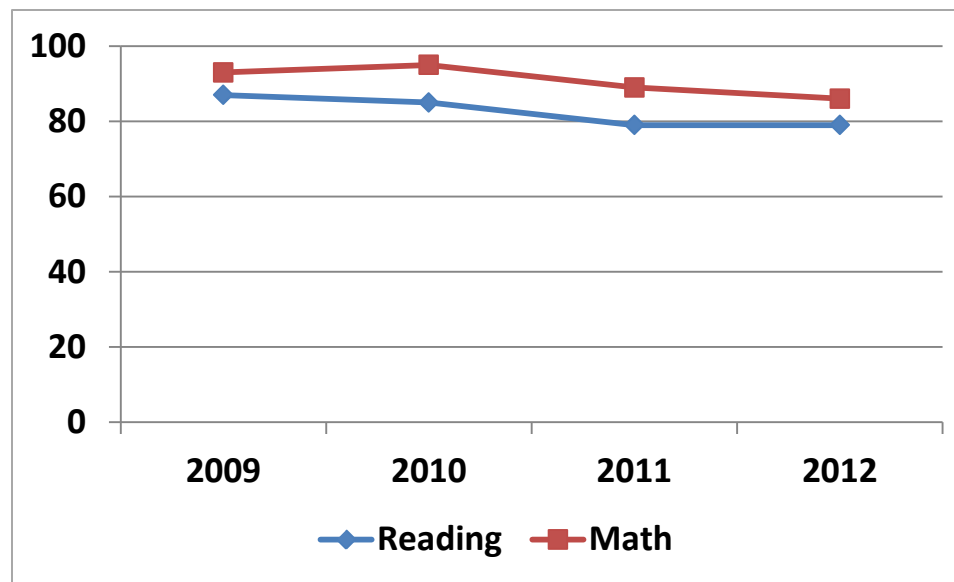
Incoming 6 th Grade	2010 – 3 rd Gr. % Pro./Adv.	2011-4 th Gr. % Pro./Adv.	2012- 5 th Gr. % Pro./Adv.
Reading	85	88	74
Math	91	93	83



Class of 2018

Percent Proficient + Advanced

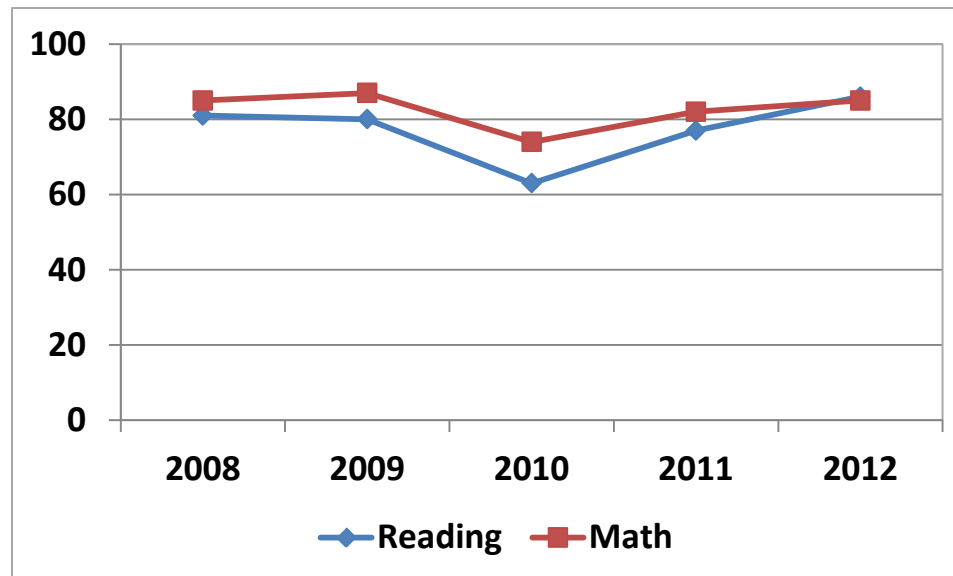
Incoming 7 th Grade	2009 – 3 rd Gr. % Pro./Adv.	2010 – 4 th Gr. % Pro./Adv.	2011 – 5 th Gr. % Pro./Adv.	2012 – 6 th Gr. % Pro./Adv.
Reading	87	85	79	79
Math	93	95	89	86



Class of 2017

Percent Proficient + Advanced

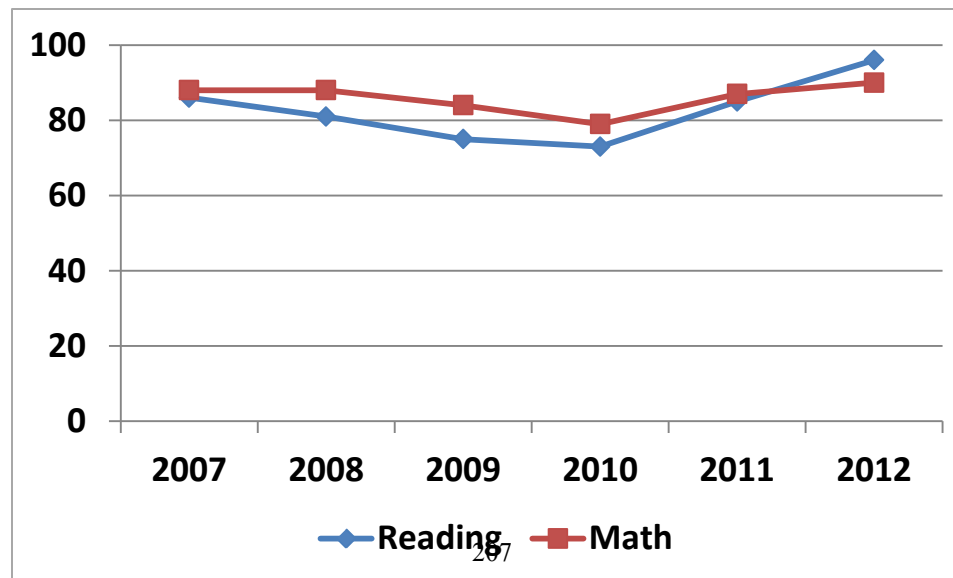
Incoming 8 th Grade	2008 – 3 rd Gr. % Pro./Adv.	2009 – 4 th Gr. % Pro./Adv.	2010 – 5 th Gr. % Pro./Adv.	2011 – 6 th Gr. % Pro./Adv.	2012 – 7 th Gr. % Pro./Adv.
Reading	81	80	63	77	86
Math	85	87	74	82	85



Class of 2016

Percent Proficient + Advanced

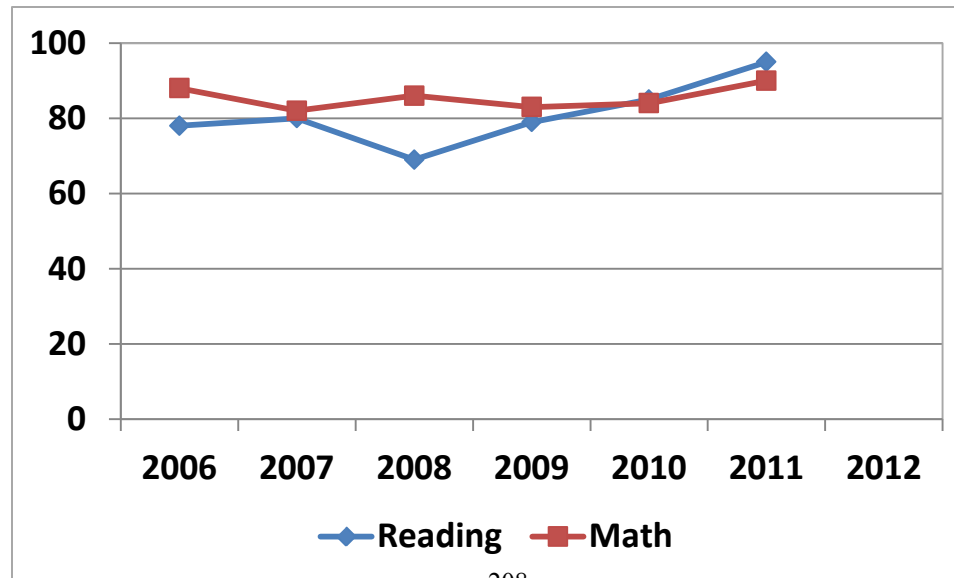
Incoming 9 th Grade	2007 – 3 rd Gr. % Pro./Adv.	2008 – 4 th Gr. % Pro./Adv.	2009 – 5 th Gr. % Pro./Adv.	2010 – 6 th Gr. % Pro./Adv.	2011 – 7 th Gr. % Pro./Adv.	2012 – 8 th Gr. % Pro./Adv.
Reading	86	81	75	73	85	96
Math	88	88	84	79	87	90



Class of 2015

Percent Proficient + Advanced

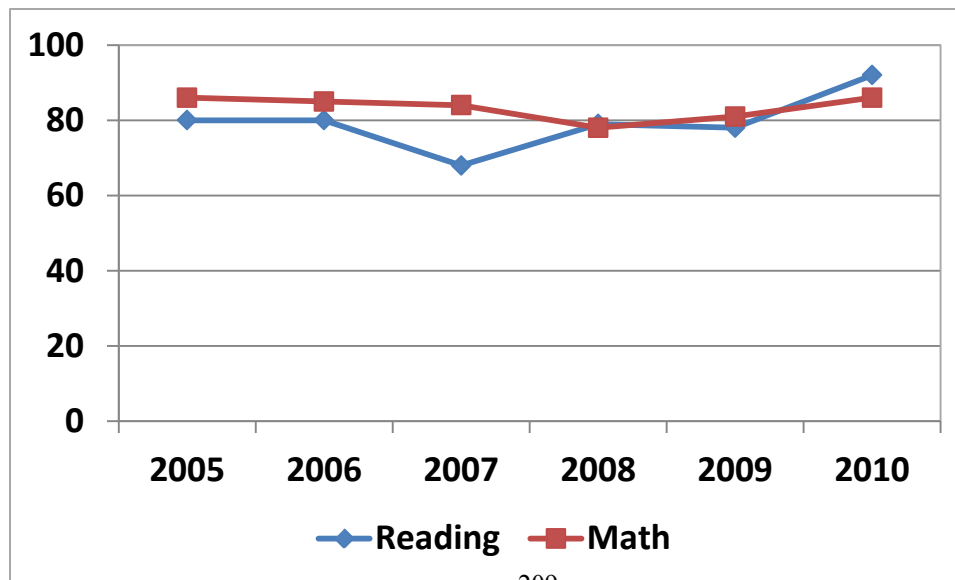
Incoming 10 th Grade	2006 – 3 th Gr. % Pro./Adv.	2007 – 4 th Gr. % Pro./Adv.	2008 – 5 th Gr. % Pro./Adv.	2009 – 6 th Gr. % Pro./Adv.	2010 – 7 th Gr. % Pro./Adv.	2011 – 8 th Gr. % Pro./Adv.
Reading	78	80	69	79	85	95
Math	88	82	86	83	84	90



Class of 2014

Percent Proficient + Advanced

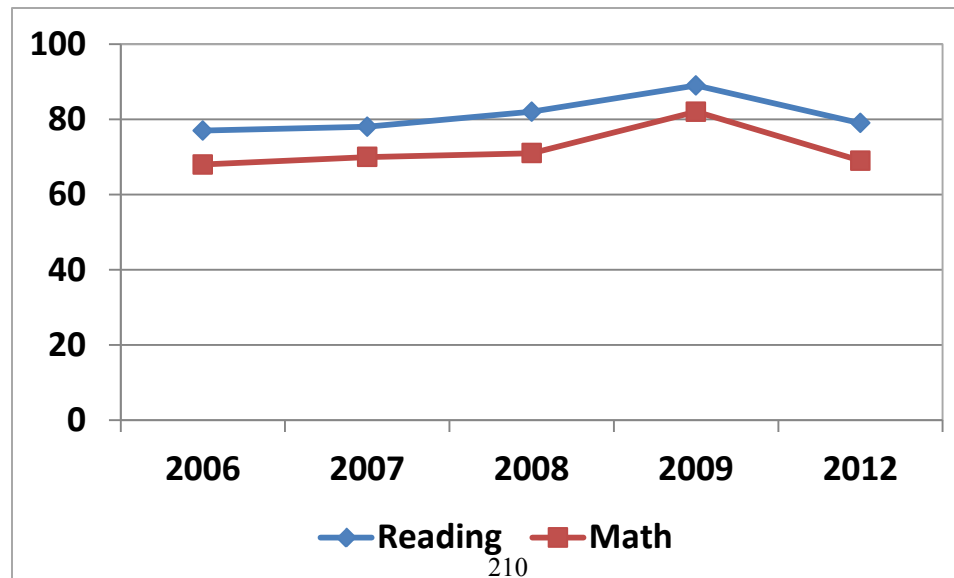
Incoming 11th Grade	2005 - 3 rd Gr. % Pro./Adv.	2006 - 4 th Gr. % Pro./Adv.	2007 - 5 th Gr. % Pro./Adv.	2008 - 6 th Gr. % Pro./Adv.	2009 - 7 th Gr. % Pro./Adv.	2010- 8 th Gr. % Pro./Adv.
Reading	80	80	68	79	78	92
Math	86	85	84	78	81	86



Class of 2013

Percent Proficient + Advanced

Incoming 12th Grade	2006- 5 th Gr. % Pro./Adv.	2007 – 6 th Gr. % Pro./Adv.	2008 – 7 th Gr. % Pro./Adv.	2009 – 8 th Gr. % Pro./Adv.	2012 – 11 th Gr % Pro./Adv.
Reading	77	78	82	89	79
Math	68	70	71	82	69



2012-13 Assessment

➤ What's new

- No 11th grade PSSA
 - **Keystones**
- No PSSA-M
- On-line available
- Grades 3-5 writing field test

➤ What's the same

- 12th grade PSSA retest
- Grades 3-8 Math & Reading PSSA
- Grades 4 & 8 Science PSSA
- Grades 3-8 & 11 Math & Reading PASA
- Grades 4, 8 & 11 Science PASA



- Biology, Algebra 1, & Literature – 11th grade students in Dec. Testing for those who complete the course
- If student completed Keystone Testing and was proficient – results will be banked until 11th grade year

Advanced Placement Program

The district is proud to have the highest number of AP courses in Montgomery County. For 2012, Cheltenham had 114 AP scholars with an average score of 4.6 (on a scale of 1 to 5). Over the past four years the number of students who took AP test has increased. This data is presented below.

	2009	2010	2011	2012
Number of Students Who Took AP Tests	214	297	308	333
Number of Exams Taken	425	546	582	654

BUDGETED POSITIONS

	2008-09	2009-10	2010-11	2011-12	2012-13	Projected Staff 2013-14
Professional (Teachers & Certified Administrators)	409	420	391	417	414	410
Classified Staff (Support Staff & Non Certified Administrators)	219	260	285	288	275	274
Total*	628	680	676	705	689	684

*Of the total positions approximately 10% are part-time.

Throughout the 2010-11 fiscal year, the school district reviewed each staffing vacancy that occurred to determine whether or not it should be filled. Additionally, as part of the development of the 2011-12 and 2012-13 budget all departments and buildings examined their staffing needs and re-alignments took place as necessary. In certain areas we were able to reduce staff and still maintain services through various means. Entering into the 2013-14 school year, the school district anticipates continued examination of staff vacancies as they are available to further review the need to refill.

Within the 2013-14 budget there is a reduction of 6 professional staff offset by 2 new elementary staff positions for enrollment. Classified staff is reduced by 1 due to a retirement.

GLOSSARY

This glossary contains definitions of terms used in the budget, and not specifically defined elsewhere, and such additional terms as seem necessary to provide a common understanding concerning financial accounting procedures for schools. Several terms, which are not primarily financial accounting terms, have been included due to their significance to school financial accounting. The glossary is arranged alphabetically.

AYP: A school district's adequate yearly progress towards its growth target or subgroup performance in relation to student performance as defined in the No Child Left Behind Act.

Accounting System: The total structure of records and procedures which discover, record, classify, and report information on the financial position and operations of a school district or any of its funds, account groups, or organizational components.

Accrual Basis: The basis of accounting under which revenues are recorded when they are levied and expenditures are generally recorded when a related liability is incurred, regardless of when the revenue is actually received or the payment is actually made.

Act 511- The Local Enabling Act of 1965: Act 511 allows public school districts of the second, third and fourth class to levy certain taxes in order to obtain funding from local sources.

Act 544 of 1952: Act 544 allows public school districts to levy interim real estate taxes on the increase in assessed valuations of local property as a result of construction or improvements to that property during the year.

Aid to Families with Dependent Children (AFDC): This is a federal (60%) and state (40%) program which provides direct cash payments to families with dependent children. Both the Title I programs and the free and reduced meal programs are available to children from families receiving this aid.

Americans with Disabilities Act (ADA): This is federal legislation which mandates non-discrimination on the basis of handicap or disability and prescribes that services, activities, programs and facilities be accessible to and usable by handicapped or disabled persons.

Appropriation: An authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes. An appropriation is usually limited in amount and as to the time when it may be expended.

Approved Private Schools (APS): These are state approved private institutions which provide special education programs on a day and residential basis for students whose educational needs cannot be met by either the District or the I.U. given the severity of their handicapping condition.

Asbestos Hazard Emergency Response Act (AHERA): This is a regulation that requires schools to conduct inspections, develop comprehensive asbestos management plans, and select asbestos response action to deal with asbestos hazards.

Assessed Value: This is the value placed on property, both land and building, by the Montgomery County Board of Assessment Appeals. All counties in the Commonwealth are subject to state statutes governing assessments but each county may establish its own procedures for calculating assessments.

Association of School Business Officials (ASBO): ASBO is a professional association which provides programs and services to promote the highest standards of school business management practices, professional growth, and the effective use of educational resources.

Balance Sheet: A summarized statement, as of a given date, of the financial position of a school district per fund and/or funds combined showing assets, liabilities and fund equity.

Board of School Directors: The elected or appointed body which has been created according to state law and vested with responsibilities for educational activities in a given geographical area.

Bonded Debt: An obligation resulting from the borrowing of money through issuance of bonds by the school district.

Bond, General Obligation: A written promise to pay specified amounts of money at certain times in the future and carrying interest at fixed rates. The obligation to pay is backed by the taxing authority of the district. The proceeds of bond issues are to pay for capital projects and improvements.

Budget: A plan of financial operation embodying an estimate of proposed expenditures for a given period or purpose and the proposed means of financing them.

Budget Control: The control or management of the business affairs of the District in accordance with an approved budget with a responsibility to keep expenditures within the authorized amounts.

Budgetary Reserve: This account is not an expenditure function or account. It is strictly a budgetary account to provide for contingencies.

Capital Outlay: Expenditures which result in the acquisition of or addition to fixed assets.

Charter School: An independent public school designed by local citizens, established and operated under a charter from the local board of school directors. A charter school must be organized as a public nonprofit corporation. Charter schools are exempt from most state mandates, except those ensuring the health, safety and civil rights of students.

Comprehensive Annual Financial Report (CAFR): This is the primary vehicle by which the School District reports the results of operations and financial condition of all funds at year end.

Contracted Services: Labor, materials and other costs for services rendered by personnel who are not on the payroll of the school district.

Current and Interim Real Estate: Revenue received from taxes assessed and levied upon real property, including taxes levied under Act 544 of 1952 on new construction not appearing on the current real estate tax rolls.

Debt Limit: The maximum amount of gross and net debt that is legally permitted.

Debt Service: Includes payments of both principal and interest on all debt of the school district.

Delinquent Taxes: Revenue received from all levies that have become delinquent. Delinquent, for accounting purposes only, means taxes recognized as revenue in a fiscal year subsequent to the fiscal year of levy.

Earned Income Tax: A proportional tax levied on the wages, salaries, commissions, net profits or other compensation of residents within the taxing district.

Elementary: As defined by state practice, expenditures of a school organization composed of the grades pre-kindergarten through grade six (6).

Encumbrances: Purchase orders, contracts, and/or other commitments, which are chargeable to an appropriation. Encumbrances are not liabilities and therefore are not recorded as expenditures until receipt of material or service. Encumbrances are used in the accounting records for budgetary control.

Equipment: Money budgeted for the purchase of moveable items that are of a nonexpendable and mechanical nature to be used in the operation of the school district.

Expenditures: These are charges incurred, whether paid or not paid, which benefit the current period.

Fiscal Year: A twelve-month period of time to which the annual budget applies and at the end of which a local education agency determines its financial position and the results of its operations.

Food Services: This service area includes the preparation and serving of regular and incidental meals, lunches, or snacks in connection with school activities and the delivery of food.

Function: This term refers to an expenditure activity or service area aimed at accomplishing a certain purpose or end; for example, Regular Instruction Programs, Special Instruction Programs, Vocational Education Programs, Instructional Staff Services, and Plant Operation and Maintenance.

Fund: A fund is a fiscal and accounting entity, with a self-balancing set of accounts which are comprised of each fund's assets, liabilities, fund equity, revenues, and expenditures or expenses.

Fund Balance: The excess of assets of a fund over its liabilities and reserves.

Fund Balance Appropriations: Monies appropriated from the district's fund balance to offset the shortfall in expected revenues.

Fund, Capital Projects: This is the fund used to account for financial resources that are used for the acquisition or construction of major capital equipment and facilities.

Fund, General: This is the general operating fund of the District. All activities of the District are accounted for through this fund except for those required to be accounted for in another fund.

Fund, Proprietary: This fund type accounts for District activities that are similar to business operations in the private sector or where the reporting focus is on determining net income, financial position, and cash flow. The Food Service Fund is a proprietary fund which accounts for all revenues, food purchases, and costs and expenses for the Food Service Program.

Fund Transfers: The transfer of funds from one fund to another.

Government Finance Officers Association (GFOA): GFOA is a professional association of government finance managers. GFOA develops and administers programs and provides services in the areas of research, technical assistance, publications, and career development and training.

Levy: To impose taxes or special assessments.

Mercantile Tax: A proportional tax levied on the gross receipts from wholesale and retail businesses including wholesale dealers or dealers in goods, wares and merchandise, and all persons engaged in conducting restaurants or other places where food, drink or refreshments are sold.

Mill: Property tax rate per thousand dollars of assessed value. One mill is equal to \$1.00 per \$1,000 of assessed value. To calculate the tax rate, the total property tax amount levied by the district is divided by the assessed valuation of the taxable property, divided by 1,000.

Object: This term refers to the service or commodity obtained as the result of a specific expenditure; for example, Salaries, Fringe Benefits, Professional Services, Supplies, and Property.

PDE: Pennsylvania Department of Education

Pennsylvania System of School Assessment (PSSA) Testing: - State mandated annual achievement testing for grades 5, 8, and 11.

Per Capita Personal Income (PCPI): Personal income is the income that is received by persons from all sources. It is calculated as the sum of wage and salary disbursements, supplements to wages and salaries, proprietors' income with inventory valuation and capital consumption adjustments, rental income of persons with capital consumption adjustment, personal dividend income, personal interest income, and personal current transfer receipts, less contributions for government social insurance. This measure of income is calculated as the personal income of the residents of a given area divided by the resident population of the area. In computing per capita personal income, BEA uses the Census Bureau's annual midyear population estimates. All state and local area dollar estimates are in current dollars (not adjusted for inflation).

Per Capita Tax: A flat rate tax levied on each adult resident within the taxing district.

RBC: Royal Bank of Canada

Real Estate Transfer Tax: A proportional tax levied on the transfer price of real property within the taxing district.

Revenue: Monies received from taxes, fees, federal and state grants, bond issues and other sources deposited into the District's bank accounts and available as a source of funds for the District.

SAWW: Statewide Average Weekly Wage per the Pennsylvania Department of Labor.

Secondary: As defined by state practice, expenditures of a school organization composed of the grades seven (7) through twelve (12).

Supplies: All items of an expendable nature which are purchased for use in the schools including supplies and books used in the operation of the schools, and fuel used to operate the buildings.

Taxes: Compulsory charges levied by a governmental unit for the purpose of financing services performed for the common benefit.

Tax Duplicate: This is the official list of all properties and persons taxable for the current year.