



Long Range Fiscal and Capital Plan  
Revised June 8, 2020

### Important Update

On March 11, 2020, the World Health Organization declared the novel coronavirus (COVID-19) outbreak a global pandemic. In response to that declaration, many national, state, and local governments around the globe instituted measures to prevent the spread of COVID-19. These preventative measures precipitated sudden and significant economic changes. The short- and long- term impact on local, state, national, and the global economies is yet to be determined and predictions by analysts vary considerably. These unique, unprecedented circumstances present significant challenges for preparing a multi-year fiscal plan. Under these circumstances, it is of utmost importance to clearly define the fundamental assumptions of the plan. This plan contemplates 1) the recovery period for the economic downturn will be 36 months, from March 2020 to March 2023, with “normal” economic conditions returning for the 2023-2024 fiscal year and 2) the years following the Great Recession of 2007-2009 will serve as a sample (but not absolute) model for the current economic downturn.

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## Introduction

The purpose of this long-range fiscal and capital plan is to provide a framework to make long-range budgetary and capital expenditure plans and to understand the long-term impact of financial actions taken in the current fiscal period. Historical trends and other quantitative metrics, such as long-term labor agreements, provide a reliable foundation for assumptions; however, it is important to recognize that economic, social, political, and other climatic factors may significantly impact future budgets. This plan should be viewed as a dynamic planning tool and not as a final or absolute fiscal plan.

This plan should be updated on an annual basis as a work-in-progress to monitor financial trends of the district. Actual year-end results should be compared to projections and areas with significant variances should be evaluated in order to adjust future projections.

The Overview narrative outlines the parameters for long-range planning in East Penn School District and is the basis for the various assumptions that have been used to determine future millage needs. The plan includes a detailed General Fund projection and Capital Reserve Fund projections.

The “General Fund Summary” provides a summary of the plan that is laid out similar to the Statement of Revenue, Expenditure and Changes in Fund Balances contained in the District’s Single Audit Report for ease of comparison to that document.

## Overview

The goal of this long-range fiscal and capital plan is to evaluate the short- and long-term fiscal health of the district to ensure the short- and long-term needs of the district can be met.

The following general criteria guide the preparation of this long-range fiscal plan.

1. Maintain the quality of educational programs.
2. Expand the educational opportunities for all students.
3. Maintain the physical plant to avoid unnecessary and unplanned repairs and maintenance.
4. Provide for a 3% to 5% budgetary reserve.
5. Propose real estate tax increases that, when possible, are at or below the state mandated index.

Maintaining educational programs requires that the district continue to financially support its standards for class sizes, quality of programing, and adherence to state and federally mandated guidelines for all programs. This could require adding personnel and/or resources to accomplish those criteria.

Keeping the buildings and grounds in a safe, well-maintained condition is paramount considering the investment made when constructing buildings. Roofs, heating and air conditioning units, exterior facades, parking lots, playing fields, bleachers and any other significant maintenance needs are annual expenses that can be funded through ongoing transfers to a capital reserve fund or by borrowing funds on an as-needed basis. In either scenario there is an annual outlay from the General Fund to cover those costs. The most prudent method is to directly fund the average annual cost or to the extent possible set the needed funds aside in advance. A proactive approach avoids interest and borrowing costs incurred by additional borrowing.

Maintaining a fund balance is a difficult aspect of budgeting. During positive economic periods the balance can be more easily maintained at the level set by the school board. In uncertain economic times fund balance is often used to balance the budget; however, under these circumstances replenishing the fund balance can be difficult, requiring increased revenues and/or decreased expenditures.

There may be a conflict between the guiding criteria and sustaining real estate tax rates that are acceptable to the community. For example, it may be necessary to raise taxes up to (or even above) the Act 1 Index to maintain educational programs, maintain the physical plant, and/or provide for a budgetary reserve within the targeted range. It is important to recognize that the district may also need to take an alternative approach such as making cuts to programs to mitigate tax increases. Prioritizing the criteria and maintaining a balanced approach is essential to the success of the district.

Below is a description of the origin of the figures used in this document:

2014-15 Actual – Audited figures from the June 30, 2015 Single Audit Report

2015-16 Actual – Audited figures from the June 30, 2016 Single Audit Report

2016-17 Actual – Audited figures from the June 30, 2017 Single Audit Report

2017-18 Actual – Audited figures from the June 30, 2018 Single Audit Report

2018-19 Actual – Audited figures from the June 30, 2019 Single Audit Report

2019-20 Budget – Budget figures from the Final General Fund Budget adopted on June 10, 2019

2019-20 Estimate – Management's estimate of year-end figures (June 2020)

2020-21 Proposed – Budget figures from the Proposed Final Budget presented on April 27, 2020 and subsequently updated by district administration.

2021-22 and beyond – Projections based on assumptions described in this Long Term Fiscal and Capital Plan

**East Penn School District  
Long Range Fiscal and Capital Plan**

	A	B	C	D	E	F	G	H
1	<b>General Fund Summary - Historical</b>							
2								
3								
4		2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2019-20
5	Description	Actual	Actual	Actual	Actual	Actual	Budget	Estimated
6								
7	Local Revenue	\$ 96,143,144	\$ 98,891,914	\$ 103,935,784	\$ 108,894,019	\$ 112,773,106	\$ 112,941,485	\$ 112,065,116
8	State Revenue	27,855,334	30,547,342	32,309,740	33,375,810	34,543,741	35,175,476	35,822,161
9	Federal Revenue/Other Sources	1,222,302	1,780,325	1,975,157	1,087,891	1,535,208	1,585,600	1,617,639
10	District Priorities (Revenue)	-	-	-	-	-	-	-
11								
12	<b>Total Revenue</b>	<b>\$ 125,220,780</b>	<b>\$ 131,219,581</b>	<b>\$ 138,220,681</b>	<b>\$ 143,357,720</b>	<b>\$ 148,852,055</b>	<b>\$ 149,702,561</b>	<b>\$ 149,504,916</b>
13								
14								
15	Salaries	\$ 56,726,764	\$ 58,151,816	\$ 58,805,781	\$ 60,469,847	\$ 62,680,717	\$ 65,467,651	\$ 65,086,347
16	Benefits	29,603,528	32,519,508	35,384,984	35,584,158	37,939,422	39,958,379	39,625,011
17	D/W Instructional Services	13,271,114	14,118,826	15,084,048	16,113,326	18,126,124	17,425,140	17,515,497
18	D/W Non-Instructional Services	14,016,884	13,360,543	13,968,875	14,311,397	14,305,899	23,574,701	14,784,648
19	District Priorities (Expense)	-	-	-	-	-	-	-
20	Capital Reserve Fund Transfer	-	546,250	1,465,729	-	4,490,000	1,640,000	2,799,013
21	Debt Service	\$ 13,549,937	\$ 14,327,664	\$ 12,706,863	\$ 12,716,720	\$ 10,158,343	\$ 10,123,910	\$ 9,644,600
22								
23	<b>Total Expenditures</b>	<b>\$ 127,168,227</b>	<b>\$ 133,024,607</b>	<b>\$ 137,416,279</b>	<b>\$ 139,195,448</b>	<b>\$ 147,700,506</b>	<b>\$ 158,189,781</b>	<b>\$ 149,455,116</b>
24								
25	Less: Budgetary Reserve	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (7,552,500)	\$ -
26								
27	<b>Anticipated Expenditures</b>	<b>\$ 127,168,227</b>	<b>\$ 133,024,607</b>	<b>\$ 137,416,279</b>	<b>\$ 139,195,448</b>	<b>\$ 147,700,506</b>	<b>\$ 150,637,281</b>	<b>\$ 149,455,116</b>
28								
29								
30	<b>Revenue - Anticipated Expenditures</b>	<b>(1,947,447)</b>	<b>(1,805,026)</b>	<b>804,402</b>	<b>4,162,272</b>	<b>1,151,549</b>	<b>(934,720)</b>	<b>49,800</b>
31	<b>Fund Balance Required to Balance Budget</b>							
32	<b>Also Known as Structural Surplus (Deficit)</b>							
33								
34								
35	Beginning Unassigned Fund Balance	\$ -	\$ 44,265	\$ 3,218,986	\$ 2,722,905	\$ 7,179,390	\$ 6,471,572	\$ 7,235,372
36	Beginning Restricted/Committed/Assigned Fund Balance	\$ 13,405,817	\$ 11,414,105	\$ 6,434,358	\$ 7,734,841	\$ 7,440,628	\$ 8,536,195	\$ 8,536,195
37								
38								
39	<b>Ending Fund Balance</b>	<b>\$ 11,458,370</b>	<b>\$ 9,653,344</b>	<b>\$ 10,457,746</b>	<b>\$ 14,620,018</b>	<b>\$ 15,771,567</b>	<b>\$ 14,073,047</b>	<b>\$ 15,821,367</b>
40								
41								
42	<b>Fund Balance Percent of Anticipated Expenditures</b>	<b>9.01%</b>	<b>7.26%</b>	<b>7.61%</b>	<b>10.50%</b>	<b>10.68%</b>	<b>9.34%</b>	<b>10.59%</b>
43								
44	<b>Fund Balance Percent of Total Expenditures</b>	<b>9.01%</b>	<b>7.26%</b>	<b>7.61%</b>	<b>10.50%</b>	<b>10.68%</b>	<b>8.90%</b>	<b>10.59%</b>
45								
46	<b>Fund Balance as # Months Anticipated Expenditures</b>	<b>1.08</b>	<b>0.87</b>	<b>0.91</b>	<b>1.26</b>	<b>1.28</b>	<b>1.12</b>	<b>1.27</b>
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**East Penn School District  
Long Range Fiscal and Capital Plan**

	A	G	H	I	J	K	L	M
1	<b>General Fund Summary - Projected</b>							
2								
3								
4								
5	Description	2019-20 Budget	2019-20 Estimated	2020-21 Proposed	2021-22 Projected	2022-23 Projected	2023-24 Projected	2024-25 Projected
6								
7	Local Revenue	\$ 112,941,485	\$ 112,065,116	\$ 111,164,263	\$ 115,561,326	\$ 119,626,718	\$ 122,696,114	\$ 125,976,592
8	State Revenue	35,175,476	35,822,161	35,810,311	36,382,084	37,268,296	38,228,365	39,430,130
9	Federal Revenue/Other Sources	1,585,600	1,617,639	2,235,589	1,633,059	1,657,555	1,682,418	1,707,654
10	District Priorities (Revenue)	-	-	-	-	-	-	-
11								
12	<b>Total Revenue</b>	<b>\$ 149,702,561</b>	<b>\$ 149,504,916</b>	<b>\$ 149,210,163</b>	<b>\$ 153,576,469</b>	<b>\$ 158,552,568</b>	<b>\$ 162,606,898</b>	<b>\$ 167,114,377</b>
13								
14								
15	Salaries	\$ 65,467,651	\$ 65,086,347	\$ 64,612,448	\$ 66,434,331	\$ 67,981,167	\$ 69,564,741	\$ 71,185,936
16	Benefits	39,958,379	39,625,011	40,173,557	42,004,112	43,776,751	45,500,225	47,275,770
17	D/W Instructional Services	17,425,140	17,515,497	18,635,683	18,522,910	19,586,521	20,724,584	21,942,860
18	D/W Non-Instructional Services	23,574,701	14,784,648	23,571,298	24,247,908	24,959,520	25,688,183	26,439,864
19	District Priorities (Expense)	-	-	-	-	-	-	-
20	Capital Reserve Fund Transfer	1,640,000	2,799,013	1,140,000	2,240,000	2,860,000	4,360,000	4,437,000
21	Debt Service	10,123,910	9,644,600	9,062,677	7,958,458	7,337,539	5,835,163	5,757,763
22								
23	<b>Total Expenditures</b>	<b>\$ 158,189,781</b>	<b>\$ 149,455,116</b>	<b>\$ 157,195,663</b>	<b>\$ 161,407,721</b>	<b>\$ 166,501,498</b>	<b>\$ 171,672,897</b>	<b>\$ 177,039,193</b>
24								
25	Less: Budgetary Reserve	\$ (7,552,500)	\$ -	\$ (7,485,500)	\$ (7,686,082)	\$ (7,928,643)	\$ (8,174,900)	\$ (8,430,438)
26								
27	<b>Anticipated Expenditures</b>	<b>\$ 150,637,281</b>	<b>\$ 149,455,116</b>	<b>\$ 149,710,163</b>	<b>\$ 153,721,639</b>	<b>\$ 158,572,855</b>	<b>\$ 163,497,997</b>	<b>\$ 168,608,755</b>
28								
29								
30	<b>Revenue - Anticipated Expenditures</b>	<b>(934,720)</b>	<b>49,800</b>	<b>(500,000)</b>	<b>(145,170)</b>	<b>(20,287)</b>	<b>(891,099)</b>	<b>(1,494,378)</b>
31	<b>Fund Balance Required to Balance Budget</b>							
32	<b>Also Known as Structural Surplus (Deficit)</b>							
33								
34								
35	Beginning Unassigned Fund Balance	\$ 6,471,572	\$ 7,235,372	\$ 7,835,867	\$ 7,490,115	\$ 7,227,267	\$ 6,089,911	\$ 4,339,995
36	Beginning Restricted/Committed/Assigned Fund Balance	\$ 8,536,195	\$ 8,536,195	\$ 7,985,500	\$ 7,831,252	\$ 7,948,930	\$ 9,065,999	\$ 9,924,816
37								
38								
39	<b>Ending Fund Balance</b>	<b>\$ 14,073,047</b>	<b>\$ 15,821,367</b>	<b>\$ 15,321,367</b>	<b>\$ 15,176,197</b>	<b>\$ 15,155,910</b>	<b>\$ 14,264,811</b>	<b>\$ 12,770,433</b>
40								
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42	<b>Fund Balance Percent of Anticipated Expenditures</b>	<b>9.34%</b>	<b>10.59%</b>	<b>10.23%</b>	<b>9.87%</b>	<b>9.56%</b>	<b>8.72%</b>	<b>7.57%</b>
43								
44	<b>Fund Balance Percent of Total Expenditures</b>	<b>8.90%</b>	<b>10.59%</b>	<b>9.75%</b>	<b>9.40%</b>	<b>9.10%</b>	<b>8.31%</b>	<b>7.21%</b>
45								
46	<b>Fund Balance as # Months Anticipated Expenditures</b>	<b>1.12</b>	<b>1.27</b>	<b>1.23</b>	<b>1.18</b>	<b>1.15</b>	<b>1.05</b>	<b>0.91</b>
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## Assumptions

The process of preparing a long-range fiscal and capital plan involves making various assumptions that impact both revenues and expenditures. A slight variation in these assumptions can cause fund balance projections to be either high or low in any given year and consequently affect subsequent years' projections. The projections can also be affected by changes in state or federal mandates, labor contracts, and other outside influences. Therefore, attempting to accurately predict and project future revenue and expenditure trends can be difficult.

A conservative approach has been used in determining the growth assumptions for both revenues and expenditures. The administration, in preparing this plan, is utilizing its knowledge of current labor contracts, historical trends, and future needs of the district. The assumptions can be assigned to each line item or in groups where the trend is consistent within that group.

**East Penn School District  
Long Range Fiscal and Capital Plan**

	A	B	C	D	E	F	G	H	I	J	K	L
1	<b>Growth &amp; Projection Assumptions</b>											
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## Millage Impact and Revenues

The Act 1 Index is the allowable percentage increase in millage (property taxes) for each Pennsylvania school district before exceptions or voter referendum. The index is determined annually by the Pennsylvania Department of Education (PDE) using a formula that includes such factors as the statewide average weekly wage, the federal employment cost index, and the district-specific market value/personal income aid ratio (a measure of local wealth). East Penn School District's adjusted Act 1 Index for the 2020-21 fiscal year is 3.00%. The years following the 2020-21 fiscal year are set at the maximum anticipated increase under Act 1, established by studying the movement of the Act 1 index in the years following the Great Recession of 2007-2009.

Real estate revenues are based upon the real estate tax millage rate and the taxable real estate assessments as established by the Lehigh County Office of Assessment. In recognition of the diminishing amount of land available for new large commercial properties and large residential developments, the assumptions for taxable real estate assessments range from 1.00% in 2021-22 to 0.80% in 2024-25. Other revenue growth assumptions are based either on management's forecast considering current environmental factors or a five (5) year historical trend analysis (adjusted for inconsistent variances). As of April 27, 2020, many revenue assumptions have been updated to reflect trends observed in the years following the Great Recession of 2007-2009.

The district's social security and retirement costs are a product of wage growth and mandated contribution rates. The state reimburses the district for approximately 50% of the cost of these two expenditures. Therefore, these two items do not follow the state subsidy growth projections.

The section "Revenue from 2020-2021 District Priorities" near the bottom of pages 11 and 12 represents Social Security and Retirement Reimbursement received from the Commonwealth of PA on employee wages included in the District Priorities costs. This item is included as a revenue line-item, so the Long Range Fiscal and Capital Plan total revenues correspond to the PDE-2028, General Fund Budget.

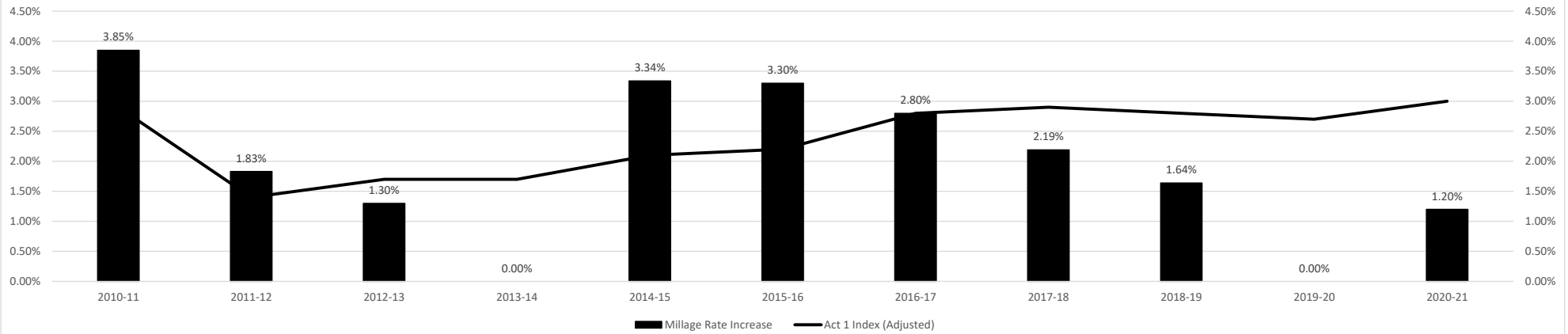
**East Penn School District  
Long Range Fiscal and Capital Plan**

	A	B	C	D	E	F	G	H	I
1	<b>Fund Balance and Millage Impact Calculations</b>								
2									
3									
4									
5	Description	2017-18 Budget	2018-19 Budget	2019-20 Budget	2020-21 Proposed	2021-22 Projected	2022-23 Projected	2023-24 Projected	2024-25 Projected
6									
7	R/E Assessments (Collectible)	5,386,065,000	5,478,351,700	5,553,789,400	5,598,100,000	5,654,081,000	5,704,967,729	5,750,607,471	5,796,612,331
8	Percentage Growth			1.38%	0.80%	1.00%	0.90%	0.80%	0.80%
9									
10	Value of One (1.0) Mill	5,386,065	5,478,352	5,553,789	5,598,100	5,654,081	5,704,968	5,750,607	5,796,612
11	Gross Amount Available at Prior Millage	95,317,300	99,076,173	102,083,277	102,897,743	105,173,445	109,091,154	112,162,915	114,190,558
12	Less: Act 1 Tax Reduction Subsidy	(1,826,552)	(1,838,606)	(1,835,681)	(1,834,327)	(1,835,681)	(1,835,681)	(1,835,681)	(1,835,681)
13	Net Tax Available	93,490,748	97,237,567	100,247,596	101,063,416	103,337,764	107,255,473	110,327,234	112,354,877
14	Collection Rate	95.73%	95.73%	95.73%	94.84%	95.10%	95.36%	95.64%	95.64%
15	Net Tax Collectable	89,498,525	93,085,351	95,967,005	95,848,369	98,274,036	102,278,634	105,516,967	107,456,204
16									
17									
18	Expenditure - Revenue Variance	(645,541)	387,750	(934,720)	(1,126,664)	13,027,526	14,107,880	13,899,550	13,867,230
19									
20	Millage Required to Balance Budget	0.1199	-0.0708	0.1683	0.2013	-2.3041	-2.4729	-2.4171	-2.3923
21									
22									
23	Additional Amount Available from Act 1 Index (dollars)	2,000,624	1,551,298	-	1,170,685	2,800,353	2,080,351	1,072,477	1,310,019
24									
25	Additional Amount Available from Act 1 Index (mills)	0.3880	0.2957	-	0.2205	0.5208	0.3824	0.1950	0.2363
26									
27									
28	Additional Amount Available from Exceptions (dollars)	-	-	-	-	-	-	-	-
29									
30	Additional Amount Available from Exceptions (mills)	-	-	-	-	-	-	-	-
31									
32									
33	Total Additional Tax Revenue Available	2,000,624	1,551,298	-	1,170,685	2,800,353	2,080,351	1,072,477	1,310,019
34									
35									
36	Prior Year's Millage	17.6970	18.0850	18.3808	18.3808	18.6013	19.1221	19.5045	19.6995
37									
38	Millage from Act 1 Index	0.3880	0.2958	0.0000	0.2205	0.5208	0.3824	0.1950	0.2363
39	Millage from Exceptions	<u>0.0000</u>	<u>0.0000</u>	<u>0.0000</u>	<u>0.0000</u>	<u>0.0000</u>	<u>0.0000</u>	<u>0.0000</u>	<u>0.0000</u>
40									
41	Total Additional Millage	<u>0.3880</u>	<u>0.2958</u>	<u>0.0000</u>	<u>0.2205</u>	<u>0.5208</u>	<u>0.3824</u>	<u>0.1950</u>	<u>0.2363</u>
42									
43	New Millage (Prior Year + Required)	<u>18.0850</u>	<u>18.3808</u>	<u>18.3808</u>	<u>18.6013</u>	<u>19.1221</u>	<u>19.5045</u>	<u>19.6995</u>	<u>19.9358</u>
44									
45	Act 1 Index Utilized	<b>2.19%</b>	<b>1.64%</b>	<b>0.00%</b>	<b>1.20%</b>	<b>2.80%</b>	<b>2.00%</b>	<b>1.00%</b>	<b>1.20%</b>
46									
47	Act 1 Millage Increase (Percentage)	<b>2.19%</b>	<b>1.64%</b>	<b>0.00%</b>	<b>1.20%</b>	<b>2.80%</b>	<b>2.00%</b>	<b>1.00%</b>	<b>1.20%</b>
48	Exception Millage Increase (Percentage)	<u>0.00%</u>	<u>0.00%</u>	<u>0.00%</u>	<u>0.00%</u>	<u>0.00%</u>	<u>0.00%</u>	<u>0.00%</u>	<u>0.00%</u>
49	Total Millage Increase (Percentage)	<b><u>2.19%</u></b>	<b><u>1.64%</u></b>	<b><u>0.00%</u></b>	<b><u>1.20%</u></b>	<b><u>2.80%</u></b>	<b><u>2.00%</u></b>	<b><u>1.00%</u></b>	<b><u>1.20%</u></b>
50	.								

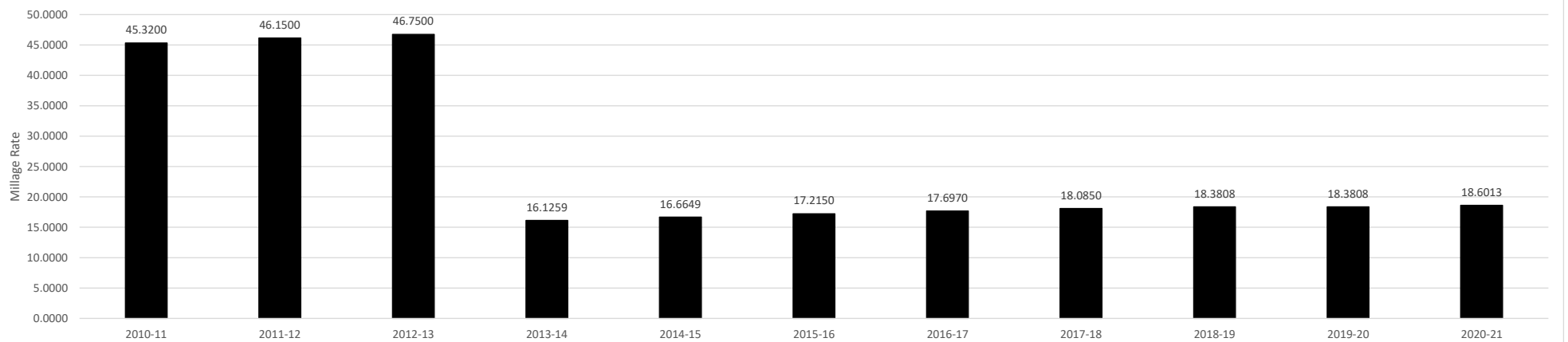
**East Penn School District  
Long Range Fiscal and Capital Plan**

	A	B	C	D	E	F	G	H	I	J	K	L
1	<b>Millage Rate History</b>											
2												
3												
4		<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>	<b>Proposed 2020-21</b>
5	Real Estate Tax Millage Rate	45.3200	46.1500	46.7500	16.1259	16.6649	17.2150	17.6970	18.0850	18.3808	18.3808	18.6013
6	Millage Rate Increase	3.85%	1.83%	1.30%	0.00%	3.34%	3.30%	2.80%	2.19%	1.64%	0.00%	1.20%
7	Act 1 Index (Adjusted)	2.90%	1.40%	1.70%	1.70%	2.10%	2.20%	2.80%	2.90%	2.80%	2.70%	3.00%
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50	Note: There was a county-wide reassessment effective 2013-14 that caused the millage rate to reset.											

Millage Rate Increase compared to Act 1 Index (Adjusted)



Real Estate Tax Millage Rate



**East Penn School District**  
**Long Range Fiscal and Capital Plan**

	A	B	C	D	E	F	G	H	I
1	<b>Revenue - Historical</b>								
2									
3									
4									
5	Function	Description	2014-15 Actual	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Estimate
6									
7	6111	Current Real Estate Taxes	\$ 80,942,674	\$ 84,065,695	\$ 87,629,298	\$ 91,850,389	\$ 95,294,023	\$ 95,967,005	\$ 96,598,798
8	6112	Interim Real Estate Taxes	521,662	833,079	1,537,159	1,268,382	805,027	1,212,860	620,941
9	6113	Public Utility Reality Tax	111,475	103,918	105,830	99,855	104,009	100,000	97,656
10	6114	Payments in Lieu of Taxes	11,017	11,211	10,892	11,129	10,963	10,960	10,941
11	6151	Current Earned Income Taxes	8,835,358	8,940,125	9,164,958	9,226,774	9,559,513	9,688,110	9,050,000
12	6153	Real Estate Transfer Taxes	1,557,320	1,542,846	1,415,507	2,063,217	1,767,392	1,673,850	1,673,850
13	6400	Delinquent Taxes	2,367,858	1,572,956	1,994,443	1,759,624	2,052,541	1,773,050	1,417,480
14	6510	Earnings on Investments	83,656	93,730	212,319	445,656	998,783	620,000	500,000
15	6830	IDEA Revenue	1,202,107	1,231,143	1,297,036	1,396,984	1,449,590	1,438,930	1,457,221
16	6940	Tuition from Patrons	141,365	124,683	159,139	162,241	134,487	136,340	163,758
17	6990	Miscellaneous Income	368,652	372,530	409,203	609,768	596,778	320,380	474,471
18									
19		Total Local Revenue	96,143,144	98,891,914	103,935,784	108,894,019	112,773,106	112,941,485	112,065,116
20									
21	7111	Basic Education Funding	\$ 10,656,281	\$ 11,066,007	\$ 11,584,800	\$ 11,814,040	\$ 12,129,006	\$ 12,129,325	\$ 12,596,194
22	7112	BEF - Social Security	-	-	-	-	-	-	2,489,506
23	7160	Tuition from Courts	80,958	118,679	165,155	147,705	193,671	143,850	123,430
24	7240	Special Education Funding	3,024,622	3,134,261	3,218,176	3,323,391	3,381,820	3,379,348	3,559,897
25	7240	Special Ed Contingency Funding	150,000	129,009	119,612	124,567	150,000	-	147,551
26	7310	Pupil Transportation Subsidy	1,937,820	2,286,607	2,268,128	2,155,287	2,170,765	2,072,344	1,999,852
27	7320	Rental & Sinking Fund Reimbursement.	1,492,901	1,508,525	1,362,029	1,279,910	1,162,377	1,093,780	1,027,778
28	7330	Health Services Subsidy	154,542	147,286	147,554	147,500	148,981	147,500	149,670
29	7340	Property Tax Reduction Allocation	1,792,485	1,812,325	1,818,605	1,826,552	1,838,606	1,835,681	1,835,681
30	7360	School Safety and Security Grants	-	34,929	60,000	36,014	24,955	-	-
31	7505	Ready to Learn Block Grant	532,997	705,924	705,924	705,924	705,924	705,924	705,924
32	7599	Other State Revenue	-	-	-	-	3,248	-	27,834
33	7810	Social Security Reimbursement	2,070,705	2,272,532	2,147,508	2,199,288	2,274,864	2,492,273	-
34	7820	Retirement Reimbursement	5,962,024	7,331,258	8,712,250	9,615,631	10,359,523	11,175,451	11,158,844
35									
36		Total State Revenue	27,855,334	30,547,342	32,309,740	33,375,810	34,543,741	35,175,476	35,822,161
37									
38	8514	Title I	761,800	717,925	639,711	589,442	790,490	792,856	764,560
39	8510	Miscellaneous Federal Programs	201,617	201,119	224,920	221,131	276,768	280,564	273,352
40	8740	Elem and Sec School Emergency Relief Fund	-	-	-	-	-	-	-
41	8800	Medical ACCESS Reimbursement	243,818	313,225	314,681	277,318	429,488	512,180	579,727
42	9000	Other Revenue	15,067	548,056	795,844	-	38,462	-	-
43									
44		Total Federal and Other Rev	1,222,302	1,780,325	1,975,157	1,087,891	1,535,208	1,585,600	1,617,639
45									
46		Rev from 2020-21 Priorities	-	-	-	-	-	-	-
47									
48		Total Revenue	125,220,780	131,219,581	138,220,681	143,357,720	148,852,055	149,702,561	149,504,916
49									
50									

**East Penn School District  
Long Range Fiscal and Capital Plan**

	A	B	H	I	J	K	L	M	N
	<b>Revenue - Projected</b>								
1									
2									
3									
4									
5	Function	Description	2019-20 Budget	2019-20 Estimate	2020-21 Proposed	2021-22 Projected	2022-23 Projected	2023-24 Projected	2024-25 Projected
6									
7	6111	Current Real Estate Taxes	\$ 95,967,005	\$ 96,598,798	\$ 97,019,054	\$ 101,074,389	\$ 104,358,985	\$ 106,589,444	\$ 108,766,223
8	6112	Interim Real Estate Taxes	1,212,860	620,941	348,948	282,648	322,219	547,772	931,212
9	6113	Public Utility Reality Tax	100,000	97,656	97,650	97,600	97,600	97,600	97,600
10	6114	Payments in Lieu of Taxes	10,960	10,941	10,940	10,940	10,940	10,940	10,940
11	6151	Current Earned Income Taxes	9,688,110	9,050,000	8,516,000	8,924,768	9,451,329	9,640,356	9,833,163
12	6153	Real Estate Transfer Taxes	1,673,850	1,673,850	1,506,460	1,214,207	1,335,627	1,602,753	1,923,304
13	6400	Delinquent Taxes	1,773,050	1,417,480	1,771,850	2,037,628	2,096,719	2,155,427	2,155,427
14	6510	Earnings on Investments	620,000	500,000	40,000	40,000	48,000	120,000	300,000
15	6830	IDEA Revenue	1,438,930	1,457,221	1,450,389	1,472,145	1,494,227	1,516,640	1,539,390
16	6940	Tuition from Patrons	136,340	163,758	85,955	86,815	87,683	88,560	89,445
17	6990	Miscellaneous Income	320,380	474,471	317,017	320,187	323,389	326,623	329,889
18									
19		Total Local Revenue	112,941,485	112,065,116	111,164,263	115,561,326	119,626,718	122,696,114	125,976,592
20									
21	7111	Basic Education Funding	\$ 12,129,325	\$ 12,596,194	\$ 12,596,194	\$ 12,848,118	\$ 13,105,080	\$ 13,537,548	\$ 13,984,287
22	7112	BEF - Social Security	-	2,489,506	2,462,009	2,541,113	2,600,280	2,660,851	2,722,862
23	7160	Tuition from Courts	143,850	123,430	158,550	158,550	158,550	158,550	158,550
24	7240	Special Education Funding	3,379,348	3,559,897	3,559,897	3,631,095	3,703,717	3,803,717	3,906,418
25	7240	Special Ed Contingency Funding	-	147,551	-	-	-	-	-
26	7310	Pupil Transportation Subsidy	2,072,344	1,999,852	1,582,490	2,057,237	2,118,954	2,182,523	2,247,998
27	7320	Rental & Sinking Fund Reimbursement.	1,093,780	1,027,778	950,105	836,463	774,160	621,675	682,880
28	7330	Health Services Subsidy	147,500	149,670	158,504	158,504	158,504	158,504	158,504
29	7340	Property Tax Reduction Allocation	1,835,681	1,835,681	1,834,327	1,835,681	1,835,681	1,835,681	1,835,681
30	7360	School Safety and Security Grants	-	-	695,948	-	-	-	-
31	7505	Ready to Learn Block Grant	705,924	705,924	705,924	705,924	705,924	705,924	705,924
32	7599	Other State Revenue	-	27,834	-	-	-	-	-
33	7810	Social Security Reimbursement	2,492,273	-	-	-	-	-	-
34	7820	Retirement Reimbursement	11,175,451	11,158,844	11,106,363	11,609,399	12,107,446	12,563,392	13,027,026
35									
36		Total State Revenue	35,175,476	35,822,161	35,810,311	36,382,084	37,268,296	38,228,365	39,430,130
37									
38	8514	Title I	792,856	764,560	756,428	767,774	779,291	790,980	802,845
39	8510	Miscellaneous Federal Programs	280,564	273,352	271,830	275,907	280,046	284,247	288,510
40	8740	Elem and Sec School Emergency Relief Fund	-	-	626,664	-	-	-	-
41	8800	Medical ACCESS Reimbursement	512,180	579,727	580,667	589,377	598,218	607,191	616,299
42	9000	Other Revenue	-	-	-	-	-	-	-
43									
44		Total Federal and Other Rev	1,585,600	1,617,639	2,235,589	1,633,059	1,657,555	1,682,418	1,707,654
45									
46		Rev from 2020-21 Priorities	-	-	-	-	-	-	-
47									
48		Total Revenue	149,702,561	149,504,916	149,210,163	153,576,469	158,552,568	162,606,898	167,114,377
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## Expenditures

Cost assumptions for everything except salaries and benefits are included on the assumptions page. Salary and benefits growth assumptions are located on their respective pages of this long-term fiscal and capital plan. Separate schedules have been prepared for instructional and non-instructional costs. Those schedules are broken into categories (referred to as Functions) as determined by Pennsylvania Department of Education accounting guidelines. Areas that grow more or less than the norm are calculated independently of the general costs and are labeled and calculated as per each line item. As with the rest of this plan, there is control over what percentage increases are applied to each area in each year. This gives a large amount of flexibility and control over the assumptions for each area of spending.

Salary assumptions are shown on the Salaries page and include costs currently known (per labor contracts previously approved by the Board). Anticipated salary increases are based on the expected economy of labor costs in the market in any year where a contract is not in place. In recognition of the economic impact of COVID-19, most labor groups agreed to freezing wages for the 2020-21 year, which, in some cases, extended the expiration date of existing labor agreements. The East Penn Education Association Contract (Instruction) extends through the 2023-24 year, Act 93 Administrative Compensation Plan (Administration) through 2020-21, Teamsters Contract (Custodial/Maintenance) through 2022-23, and the Support Agreement (Support Staff) expires on June 30, 2020. Future increases carry forward the final year of each contract's percentage, but can be adjusted as conditions dictate.

Benefit assumptions are based on either known indexed percentages such as the social security (FICA) rate (7.65%) or the Public School Employees' Retirement System's (PSERS) contribution rate as predicted on their website. The anticipated healthcare increase is based on the historical trend and is set at 5.0% per year after the 2020-21 fiscal year.

As noted earlier, assumptions for department and program budgets are shown on the assumptions page with many areas being lumped into general categories such as instructional and non-instructional. Areas such as special education, charter schools, transportation, and tuitions to other institutions are segregated to recognize the fact that those costs are often not at the discretion of the district. If any other areas show growth at a level not following the trends of the general categories they can also be isolated and have a growth assumption that would follow that particular area.



Debt service is shown separately because it has a specific schedule of payments and does not follow a specific pattern or trend. It is important to note that as of July 1, 2018 all of the District's debt obligations are fixed-rate debt.

The final area of expenditures are District Priorities, which are initiated by the Superintendent. The list of district priorities is found in the "Supplement Information" section located at the end of this plan. The costs are separated by recurring or one-time cost. The recurring costs are increased by an assumed factor shown on the Assumptions page, while the one-time costs are for one-time purchases occurring only in the year shown.

It should be noted for the 2019-2020 fiscal year there was a planned budgetary deficit in the amount of \$934,720 included as part of the general fund budget (i.e. expenditures exceeded revenues). This deficit was methodically planned by district administration and evaluated by the board of school directors. This deficit was a tactic employed to help manage and restrict growth of the fund balance. The expenses specifically associated with the deficit do not represent annual recurring costs (such as personnel), so the budgetary deficit directly associated with the non-recurring expenses will be eliminated in the subsequent fiscal year.

**East Penn School District  
Long Range Fiscal and Capital Plan**

	A	B	C	D	E	F	G	H	I
1	<b>Salaries - Historical</b>								
2									
3									
4			2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2019-20
5	Code	Description	Actual	Actual	Actual	Actual	Actual	Budget	Estimate
6									
7	1	Administration	\$ 3,720,011	\$ 3,829,186	\$ 3,807,025	\$ 3,982,727	\$ 3,941,256	\$ 4,037,075	\$ 4,136,466
8	2	Instruction	41,106,949	41,911,446	42,688,470	43,875,642	46,070,057	47,670,212	48,018,543
9	3	Custodial/Maintenance	4,498,829	4,765,009	4,683,885	4,758,751	4,789,188	5,180,596	4,749,766
10	4	Support Staff	7,343,978	7,589,337	7,569,418	7,795,712	7,827,387	8,522,468	8,124,272
11	5	Tax Collectors	56,996	56,839	56,983	57,015	52,829	57,300	57,300
12									
13		Total Salaries	\$ 56,726,764	\$ 58,151,816	\$ 58,805,781	\$ 60,469,847	\$ 62,680,717	\$ 65,467,651	\$ 65,086,347
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**East Penn School District  
Long Range Fiscal and Capital Plan**

	A	B	H	I	J	K	L	M	N
1	Salaries - Projected								
2									
3									
4									
5	Code	Description	2019-20 Budget	2019-20 Estimate	2020-21 Proposed	2021-22 Projected	2022-23 Projected	2023-24 Projected	2024-25 Projected
6									
7	1	Administration	\$ 4,037,075	\$ 4,136,466	\$ 4,171,717	\$ 4,276,010	\$ 4,382,910	\$ 4,492,483	\$ 4,604,795
8	2	Instruction	47,670,212	48,018,543	47,088,727	48,407,211	49,568,984	50,758,640	51,976,847
9	3	Custodial/Maintenance	5,180,596	4,749,766	4,751,630	4,937,159	4,996,405	5,056,362	5,117,038
10	4	Support Staff	8,522,468	8,124,272	8,543,074	8,756,651	8,975,567	9,199,956	9,429,955
11	5	Tax Collectors	57,300	57,300	57,300	57,300	57,300	57,300	57,300
12									
13	Total Salaries		\$ 65,467,651	\$ 65,086,347	\$ 64,612,448	\$ 66,434,331	\$ 67,981,167	\$ 69,564,741	\$ 71,185,936
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20	Salaries - Growth & Projection Assumptions								
21									
22									
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24									
25	1	Act 93 Administrative Compensation Plan			2020-21 Proposed	2021-22 Projected	2022-23 Projected	2023-24 Projected	2024-25 Projected
26	2	East Penn Education Association Contract			0.00%	2.50%	2.50%	2.50%	2.50%
27	3	Teamster's Contract			0.00%	2.80%	2.40%	2.40%	2.40%
28	4	Education Support Professionals Agreement			0.00%	1.80%	1.20%	1.20%	1.20%
29	5	Tax Collector Compensation Rate Resolution			2.50%	2.50%	2.50%	2.50%	2.50%
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**East Penn School District  
Long Range Fiscal and Capital Plan**

	A	B	C	D	E	F	G	H	I
1	<b>Benefits - Historical</b>								
2									
3									
4			2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2019-20
5	Code	Description	Actual	Actual	Actual	Actual	Actual	Budget	Estimate
6									
7	1	Group Insurances	\$ 12,547,270	\$ 12,598,189	\$ 12,749,393	\$ 10,733,844	\$ 11,340,518	\$ 11,739,168	\$ 11,440,537
8	2	Social Security Payments	4,255,831	4,358,641	4,415,506	4,521,868	4,684,227	4,984,546	4,979,008
9	3	Retirement Contributions	11,937,303	14,716,601	17,401,874	19,261,820	20,726,358	22,348,265	22,317,691
10	4	Worker's Compensation	447,885	446,088	445,403	464,368	456,469	350,000	350,000
11	5	Tuition Reimbursement	360,227	298,210	337,798	494,280	663,799	495,000	500,000
12	6	Other Benefits	<u>55,012</u>	<u>101,777</u>	<u>35,010</u>	<u>107,978</u>	<u>68,052</u>	<u>41,400</u>	<u>37,775</u>
13									
14		Total Benefits	\$ 29,603,528	\$ 32,519,508	\$ 35,384,984	\$ 35,584,158	\$ 37,939,422	\$ 39,958,379	\$ 39,625,011
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**East Penn School District  
Long Range Fiscal and Capital Plan**

	A	B	H	I	J	K	L	M	N
1	<b>Benefits - Projected</b>								
2									
3									
4									
5	Code	Description	2019-20 Budget	2019-20 Estimate	2020-21 Proposed	2021-22 Projected	2022-23 Projected	2023-24 Projected	2024-25 Projected
6									
7	1	Group Insurances	\$ 11,739,168	\$ 11,440,537	\$ 11,944,642	\$ 12,541,874	\$ 13,168,968	\$ 13,827,416	\$ 14,518,787
8	2	Social Security Payments	4,984,546	4,979,008	4,924,018	5,082,226	5,200,559	5,321,703	5,445,724
9	3	Retirement Contributions	22,348,265	22,317,691	22,203,497	23,218,799	24,214,892	25,126,785	26,054,053
10	4	Worker's Compensation	350,000	350,000	360,000	398,606	407,887	417,388	427,116
11	5	Tuition Reimbursement	495,000	500,000	700,000	721,000	742,630	764,909	787,856
12	6	Other Benefits	41,400	37,775	41,400	41,607	41,815	42,024	42,234
13									
14		Total Benefits	\$ 39,958,379	\$ 39,625,011	\$ 40,173,557	\$ 42,004,112	\$ 43,776,751	\$ 45,500,225	\$ 47,275,770
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24					2020-21 Proposed	2021-22 Projected	2022-23 Projected	2023-24 Projected	2024-25 Projected
25									
26	1	Group Insurances		(1)	1.75%	5.00%	5.00%	5.00%	5.00%
27	2	Social Security		(2)	7.65%	7.65%	7.65%	7.65%	7.65%
28	3	*Retirement		(2)	34.51%	34.95%	35.62%	36.12%	36.60%
29	4	Worker's Compensation		(2)	0.56%	0.60%	0.60%	0.60%	0.60%
30	5	Tuition Reimbursement		(1)	41.41%	3.00%	3.00%	3.00%	3.00%
31	6	Other Benefits		(1)	0.00%	0.50%	0.50%	0.50%	0.50%
32									
33									
34		*Projections from the Public School Employees Retirement System (PSERS) dated 12/06/2019							
35		(1) Represents an annual percentage increase							
36		(2) Represents a percent of total wages							
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**East Penn School District  
Long Range Fiscal and Capital Plan**

	A	B	C	D	E	F	G	H	I
1	<b>District Wide Instructional - Historical</b>								
2									
3									
4									
5	Function	Description	2014-15 Actual	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Estimate
6									
7	1110	Regular Instruction	\$ 2,041,024	\$ 1,685,013	\$ 1,962,752	\$ 2,512,866	\$ 3,761,657	\$ 3,380,514	\$ 3,210,494
8	1110	Charter School Tuition - Regular Ed	2,897,148	3,187,623	3,386,014	3,541,104	3,674,717	3,789,300	3,558,000
9	1190	Federally Funded Programs	-	-	-	-	-	-	49,639
10	1191	Federally Funded Title I Reading	53,756	36,723	3,378	2,471	47,340	-	53,408
11	1192	Federally Funded Title I Math	-	-	-	-	29,372	-	-
12	1193	Federally Funded Title II	-	-	-	-	-	-	-
13	1194	Federally Funded Title III	7,874	1,670	-	-	-	-	-
14	1211	Life Skills Support	-	10,865	-	-	1,895	-	-
15	1221	Hearing Impaired Support	84,303	78,665	78,032	70,754	48,465	81,885	81,885
16	1224	Visually Impaired Support	2,085	2,464	-	-	-	-	-
17	1225	Speech & Language Support	15,365	44,992	4,818	7,665	9,939	5,383	5,383
18	1231	Emotional Support	43,374	229,804	256,326	258,951	533,181	353,200	353,200
19	1233	Autistic Support	229,490	174,802	121,071	141,515	328,963	278,090	278,090
20	1241	Learning Support	49,001	72,533	63,564	71,594	148,523	75,155	75,155
21	1243	Gifted Support	4,776	2,935	3,790	2,912	6,600	4,562	4,562
22	1260	Physical Support	3,742	-	-	-	-	-	-
23	1270	Multi-Handicapped Support	248,026	420,680	330,859	370,516	403,063	365,000	365,000
24	1281	Developmental Delay Support	45,284	44,153	31,679	54,117	57,597	50,000	56,100
25	1290	Other Support	3,412,804	3,676,639	4,278,301	4,336,982	4,390,257	4,322,868	4,393,315
26	1290	Charter School Tuition - Special Ed	960,249	1,213,273	1,247,682	1,340,440	1,214,118	1,195,440	1,523,000
27	1360	Vocational Business Education	15,340	22,299	16,029	12,999	2,702	-	360
28	1390	Other Vocational-Ed Programs	2,166,695	2,240,617	2,323,983	2,401,778	2,509,798	2,561,000	2,561,000
29	1410	Driver's Education	17,347	15,997	16,561	12,339	11,366	18,520	11,815
30	1420	Summer School	-	12,500	-	30,901	-	-	30,614
31	1430	Homebound Instruction	18,982	9,652	4,220	8,161	3,897	4,600	4,600
32	1441	Adjudicated Court Placed Programs.	-	-	-	-	-	-	-
33	1442	Alternative Education Programs	-	-	-	-	-	-	-
34	1500	Non-Public School Programs	36,484	23,676	44,874	30,730	45,981	43,663	5,417
35	1691	Adult Ed. Instructional Services	-	-	135	135	-	2,000	500
36	1693	Community College Sponsorship	917,966	911,252	909,980	904,396	896,693	893,960	893,960
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38		Total	\$ 13,271,114	\$ 14,118,826	\$ 15,084,048	\$ 16,113,326	\$ 18,126,124	\$ 17,425,140	\$ 17,515,497
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41		Spec Ed Total	5,098,499	5,971,804	6,416,122	6,655,446	7,142,601	6,731,583	7,065,243
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43		Charter Schools Total	3,857,397	4,400,896	4,633,696	4,881,544	4,888,835	4,984,740	5,081,000
44									
45		Brick and Mortar Charter Tuition	2,631,798	2,900,293	3,239,308	3,415,718	3,323,663	3,373,140	3,387,710
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47		Cyber Charter Tuition	1,225,599	1,500,602	1,394,388	1,465,800	1,565,172	1,611,600	1,693,290
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**East Penn School District  
Long Range Fiscal and Capital Plan**

	A	B	H	I	J	K	L	M	N
1	<b>District Wide Instructional - Projected</b>								
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5	Function	Description	2019-20 Budget	2019-20 Estimate	2020-21 Proposed	2021-22 Projected	2022-23 Projected	2023-24 Projected	2024-25 Projected
6									
7	1110	Regular Instruction	\$ 3,380,514	\$ 3,210,494	\$ 3,811,719	\$ 2,918,832	\$ 3,117,313	\$ 3,329,290	\$ 3,555,682
8	1110	Charter School Tuition - Regular Ed	3,789,300	3,558,000	3,849,107	3,987,675	4,131,231	4,279,955	4,434,034
9	1190	Federally Funded Programs	-	49,639	-	-	-	-	-
10	1191	Federally Funded Title I Reading	-	53,408	-	-	-	-	-
11	1192	Federally Funded Title I Math	-	-	-	-	-	-	-
12	1193	Federally Funded Title II	-	-	-	-	-	-	-
13	1194	Federally Funded Title III	-	-	-	-	-	-	-
14	1211	Life Skills Support	-	-	-	-	-	-	-
15	1221	Hearing Impaired Support	81,885	81,885	57,886	63,038	68,648	74,758	81,411
16	1224	Visually Impaired Support	-	-	74,130	80,728	87,912	95,737	104,257
17	1225	Speech & Language Support	5,383	5,383	2,600	2,831	3,083	3,358	3,657
18	1231	Emotional Support	353,200	353,200	60,900	66,320	72,223	78,650	85,650
19	1233	Autistic Support	278,090	278,090	219,459	238,991	260,261	283,424	308,649
20	1241	Learning Support	75,155	75,155	162,765	177,251	193,026	210,206	228,914
21	1243	Gifted Support	4,562	4,562	200	218	237	258	281
22	1260	Physical Support	-	-	-	-	-	-	-
23	1270	Multi-Handicapped Support	365,000	365,000	381,430	415,377	452,346	492,605	536,446
24	1281	Developmental Delay Support	50,000	56,100	50,000	54,450	59,296	64,573	70,320
25	1290	Other Support	4,322,868	4,393,315	4,747,778	5,170,330	5,630,490	6,131,603	6,677,316
26	1290	Charter School Tuition - Special Ed	1,195,440	1,523,000	1,602,503	1,660,193	1,719,960	1,781,879	1,846,026
27	1360	Vocational Business Education	-	360	-	-	-	-	-
28	1390	Other Vocational-Ed Programs	2,561,000	2,561,000	2,584,627	2,677,674	2,774,070	2,873,936	2,977,398
29	1410	Driver's Education	18,520	11,815	18,520	19,779	21,124	22,561	24,095
30	1420	Summer School	-	30,614	31,000	33,108	35,359	37,764	40,332
31	1430	Homebound Instruction	4,600	4,600	4,600	4,913	5,247	5,604	5,985
32	1441	Adjudicated Court Placed Programs.	-	-	-	-	-	-	-
33	1442	Alternative Education Programs	-	-	-	-	-	-	-
34	1500	Non-Public School Programs	43,663	5,417	74,607	49,215	52,561	56,135	59,952
35	1691	Adult Ed. Instructional Services	2,000	500	2,000	2,136	2,281	2,436	2,602
36	1693	Community College Sponsorship	893,960	893,960	899,852	899,852	899,852	899,852	899,852
37									
38		Total	\$ 17,425,140	\$ 17,515,497	\$ 18,635,683	\$ 18,522,910	\$ 19,586,521	\$ 20,724,584	\$ 21,942,860
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41		Spec Ed Total	6,731,583	7,135,690	7,359,651	7,929,727	8,547,483	9,217,051	9,942,929
42									
43		Charter Schools Total	4,984,740	5,081,000	5,451,610	5,647,868	5,851,191	6,061,834	6,280,060
44									
45		Brick and Mortar Charter Tuition	3,373,140	3,387,710	3,634,811	3,765,664	3,901,228	4,041,672	4,187,172
46									
47		Cyber Charter Tuition	1,611,600	1,693,290	1,816,799	1,882,204	1,949,963	2,020,162	2,092,888
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**East Penn School District  
Long Range Fiscal and Capital Plan**

	A	B	C	D	E	F	G	H	I
1	<b>District Wide Non-Instructional - Historical</b>								
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5	Function	Description	2014-15 Actual	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Estimate
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7	2111	Student Services - Supervision	\$ 1,610	\$ 2,057	\$ 1,605	\$ 1,741	\$ 3,073	\$ 2,100	\$ 2,100
8	2119	Student Services - Other	11,561	12,566	12,244	11,545	11,538	12,265	12,265
9	2120	Guidance Services	70,633	77,168	111,726	121,888	128,243	32,680	18,606
10	2140	Psychological Services	23,504	12,419	23,142	29,949	30,623	13,700	13,700
11	2160	Social Work Services	866	832	818	86,379	88,252	185,500	185,500
12	2220	Technology Support Services	603,650	545,118	560,056	222,026	136,500	148,737	132,044
13	2230	Educational TV Services	13,690	13,690	-	-	-	-	-
14	2240	Computer-Assisted Instruction	-	-	1,350	-	-	-	-
15	2250	School Library Services	100,735	94,228	98,496	94,261	92,697	120,716	111,963
16	2260	Curriculum & Instruction	27,029	28,452	27,846	29,422	25,612	38,550	38,550
17	2271	Staff Development	65,922	112,290	81,193	88,915	120,792	123,173	106,550
18	2290	Other Instructional Staff Develop	2,778	3,963	1,267	1,188	1,831	1,530	1,530
19	2310	Board Services	25,006	24,908	39,556	44,111	104,283	69,160	184,640
20	2320	Board Treasurer Services	3,403	100	2,628	-	2,343	2,900	2,600
21	2330	Tax Collection Services	45,439	45,659	33,544	51,071	51,670	61,000	59,940
22	2340	Staff Relations/Negotiations	33,631	52,217	38,132	41,816	39,768	43,100	43,100
23	2350	Legal & Acct Services	85,033	108,732	115,300	79,252	105,249	120,500	120,500
24	2360	Office of Superintendent	32,621	41,681	41,919	41,593	45,190	47,427	18,509
25	2370	Community Relations	13,965	12,670	12,790	8,746	15,119	13,230	13,250
26	2380	Office of Principal Services	149,286	121,519	138,815	141,081	146,162	153,150	92,410
27	2410	Other Administrative Services	-	-	6,000	6,500	6,500	6,500	6,500
28	2420	Medical Services	11,070	11,323	5,129	4,175	4,063	4,500	4,500
29	2430	Dental Services	756	624	895	972	1,649	3,500	3,500
30	2440	Nursing Services	38,257	117,128	152,399	90,658	285,311	114,450	114,450
31									
32		Total	\$ 1,360,445	\$ 1,439,345	\$ 1,506,852	\$ 1,197,289	\$ 1,446,467	\$ 1,318,368	\$ 1,286,707
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**East Penn School District  
Long Range Fiscal and Capital Plan**

	A	B	H	I	J	K	L	M	N
1	<b>District Wide Non-Instructional - Projected</b>								
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5	Function	Description	2019-20 Budget	2019-20 Estimate	2020-21 Proposed	2021-22 Projected	2022-23 Projected	2023-24 Projected	2024-25 Projected
6									
7	2111	Student Services - Supervision	\$ 2,100	\$ 2,100	\$ 2,100	\$ 2,155	\$ 2,211	\$ 2,268	\$ 2,327
8	2119	Student Services - Other	12,265	12,265	8,877	9,108	9,345	9,588	9,837
9	2120	Guidance Services	32,680	18,606	25,043	25,694	26,362	27,048	27,751
10	2140	Psychological Services	13,700	13,700	20,600	21,136	21,685	22,249	22,827
11	2160	Social Work Services	185,500	185,500	185,500	190,323	195,271	200,348	205,558
12	2220	Technology Support Services	148,737	132,044	186,932	191,792	196,779	201,895	207,144
13	2230	Educational TV Services	-	-	-	-	-	-	-
14	2240	Computer-Assisted Instruction	-	-	-	-	-	-	-
15	2250	School Library Services	120,716	111,963	113,063	116,003	119,019	122,113	125,288
16	2260	Curriculum & Instruction	38,550	38,550	33,820	34,699	35,602	36,527	37,477
17	2271	Staff Development	123,173	106,550	76,030	128,007	131,335	134,750	138,253
18	2290	Other Instructional Staff Develop	1,530	1,530	780	800	821	842	864
19	2310	Board Services	69,160	184,640	145,747	149,536	153,424	157,413	161,506
20	2320	Board Treasurer Services	2,900	2,600	2,900	2,975	3,053	3,132	3,214
21	2330	Tax Collection Services	61,000	59,940	59,500	61,047	62,634	64,263	65,934
22	2340	Staff Relations/Negotiations	43,100	43,100	47,300	48,530	49,792	51,086	52,414
23	2350	Legal & Acct Services	120,500	120,500	122,000	125,172	128,426	131,766	135,191
24	2360	Office of Superintendent	47,427	18,509	52,451	53,815	55,214	56,649	58,122
25	2370	Community Relations	13,230	13,250	14,392	14,766	15,150	15,544	15,948
26	2380	Office of Principal Services	153,150	92,410	148,000	151,848	155,796	159,847	164,003
27	2410	Other Administrative Services	6,500	6,500	6,500	6,669	6,842	7,020	7,203
28	2420	Medical Services	4,500	4,500	4,500	4,617	4,737	4,860	4,987
29	2430	Dental Services	3,500	3,500	3,500	3,591	3,684	3,780	3,878
30	2440	Nursing Services	114,450	114,450	118,400	121,478	124,637	127,877	131,202
31									
32		Total	\$ 1,318,368	\$ 1,286,707	\$ 1,377,935	\$ 1,463,761	\$ 1,501,819	\$ 1,540,866	\$ 1,580,929
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**East Penn School District  
Long Range Fiscal and Capital Plan**

	A	B	C	D	E	F	G	H	I
1	<b>District Wide Non-Instructional - Historical</b>								
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5	Function	Description	2014-15 Actual	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Estimate
6									
7	2511	Fiscal Services	\$ 440	\$ 16,150	\$ -	\$ 540	\$ 480	\$ 250	\$ 250
8	2514	Payroll Services	114	272	65	123	17,101	18,150	18,150
9	2515	Financial Acct. Services	115,313	106,758	116,989	109,709	107,040	126,600	117,050
10	2611	Supervision - Maintenance Services - Head	230	-	-	250	330	330	330
11	2619	Supv - Maint Services - Other	211	-	-	233	247	250	250
12	2620	Operation of Buildings	3,845,138	3,526,015	3,587,912	3,519,064	3,498,781	4,460,073	4,393,991
13	2630	Upkeep of Grounds Services	19,781	38,123	124,275	99,075	87,962	109,000	109,000
14	2640	Upkeep of Equipment Services	-	2,798	29,975	32,882	23,721	34,000	32,000
15	2650	Vehicle Operation & Maintenance	24,479	8,761	32,515	63,501	59,116	80,500	83,500
16	2660	Building Safety & Security	-	36,200	94,650	133,811	191,093	126,500	126,500
17	2720	Transportation Services	5,796,376	5,359,963	5,904,490	6,234,769	6,148,060	6,400,034	6,014,000
18	2750	Non-Public Transportation Services	1,706,139	1,629,287	1,363,376	1,422,401	1,384,985	1,801,530	1,320,000
19	2810	Planning-Research-Development -Evaluation	-	-	15,900	-	-	-	-
20	2818	System-Wide Technology Services	94,497	104,794	119,358	505,926	11,146	211,327	65,693
21	2834	Staff Development - Non-Instruction	3,654	7,735	12,804	7,330	5,224	15,131	11,792
22	2835	Health Services	-	-	-	-	-	500	500
23	2836	Staff Development - Non-Instruction	5,125	5,511	7,612	17,524	11,761	20,842	15,264
24	2840	Data Processing Services	122,755	163,416	135,326	97,367	473,189	424,590	405,390
25	2850	State & Fed Liaison Services	-	-	-	-	-	-	-
26	2910	IU Operating Assessment	136,622	136,498	137,364	136,767	138,146	144,200	147,101
27	3210	Student Activities	92,797	159,567	132,264	124,988	117,059	136,200	134,278
28	3250	School Sponsored Athletics	614,745	575,386	588,644	565,416	534,800	527,226	460,000
29	3300	Community Services	20,587	38,357	50,562	35,621	39,141	48,600	33,053
30	3390	Other Community Services	4,980	5,108	5,148	6,561	9,050	8,000	6,000
31	3400	Scholarships & Awards	1,250	500	-	250	1,000	-	-
32	4600	Building Improvement Services	-	-	-	-	-	-	-
33	5130	Refund of Prior Year Revenues	51,208	-	2,795	-	-	10,000	-
34	5230	Capital Reserve Fund Transfers	-	546,250	1,465,729	-	4,490,000	1,640,000	2,799,013
35	5800	Suspense Account	-	-	-	-	-	-	3,849
36	5900	Budgetary Reserve	-	-	-	-	-	7,552,500	-
37									
38	Sub-Total - Less Cap Res Transfer		\$ 12,656,440	\$ 11,921,198	\$ 12,462,023	\$ 13,114,108	\$ 12,859,432	\$ 22,256,333	\$ 13,497,941
39									
40		Total Non-Instruction	\$ 14,016,884	\$ 13,360,543	\$ 13,968,875	\$ 14,311,397	\$ 14,305,899	\$ 23,574,701	\$ 14,784,648
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**East Penn School District  
Long Range Fiscal and Capital Plan**

	A	B	H	I	J	K	L	M	N
1	<b>District Wide Non-Instructional - Projected</b>								
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5	Function	Description	2019-20 Budget	2019-20 Estimate	2020-21 Proposed	2021-22 Projected	2022-23 Projected	2023-24 Projected	2024-25 Projected
6									
7	2511	Fiscal Services	\$ 250	\$ 250	\$ 250	\$ 257	\$ 263	\$ 270	\$ 277
8	2514	Payroll Services	18,150	18,150	18,750	19,238	19,738	20,251	20,777
9	2515	Financial Acct. Services	126,600	117,050	118,850	121,940	125,111	128,363	131,701
10	2611	Supervision - Maintenance Services - Head	330	330	330	339	347	356	366
11	2619	Supv - Maint Services - Other	250	250	250	257	263	270	277
12	2620	Operation of Buildings	4,460,073	4,393,991	3,833,210	3,932,873	4,035,128	4,140,042	4,247,683
13	2630	Upkeep of Grounds Services	109,000	109,000	100,000	102,600	105,268	108,005	110,813
14	2640	Upkeep of Equipment Services	34,000	32,000	29,000	29,754	30,528	31,321	32,136
15	2650	Vehicle Operation & Maintenance	80,500	83,500	78,000	80,028	82,109	84,244	86,434
16	2660	Building Safety & Security	126,500	126,500	139,150	142,768	147,765	152,937	158,289
17	2720	Transportation Services	6,400,034	6,014,000	7,097,132	7,281,657	7,500,107	7,725,110	7,956,864
18	2750	Non-Public Transportation Services	1,801,530	1,320,000	1,949,448	2,007,931	2,068,169	2,130,214	2,194,121
19	2810	Planning-Research-Development -Evaluation	-	-	-	-	-	-	-
20	2818	System-Wide Technology Services	211,327	65,693	21,926	22,496	23,081	23,681	24,297
21	2834	Staff Development - Non-Instruction	15,131	11,792	21,796	22,363	22,944	23,541	24,153
22	2835	Health Services	500	500	500	513	526	540	554
23	2836	Staff Development - Non-Instruction	20,842	15,264	20,242	20,768	21,308	21,862	22,431
24	2840	Data Processing Services	424,590	405,390	475,826	488,197	500,891	513,914	527,276
25	2850	State & Fed Liaison Services	-	-	-	-	-	-	-
26	2910	IU Operating Assessment	144,200	147,101	147,000	150,822	154,743	158,767	162,895
27	3210	Student Activities	136,200	134,278	124,600	127,840	131,163	134,574	138,073
28	3250	School Sponsored Athletics	527,226	460,000	474,503	486,840	499,498	512,485	525,809
29	3300	Community Services	48,600	33,053	48,600	49,864	51,160	52,490	53,855
30	3390	Other Community Services	8,000	6,000	8,500	8,721	8,948	9,180	9,419
31	3400	Scholarships & Awards	-	-	-	-	-	-	-
32	4600	Building Improvement Services	-	-	-	-	-	-	-
33	5130	Refund of Prior Year Revenues	10,000	-	-	-	-	-	-
34	5230	Capital Reserve Fund Transfers	1,640,000	2,799,013	1,140,000	2,240,000	2,860,000	4,360,000	4,437,000
35	5800	Suspense Account	-	3,849	-	-	-	-	-
36	5900	Budgetary Reserve	7,552,500	-	7,485,500	7,686,082	7,928,643	8,174,900	8,430,438
37									
38	Sub-Total - Less Cap Res Transfer		\$ 22,256,333	\$ 13,497,941	\$ 22,193,363	\$ 22,784,147	\$ 23,457,701	\$ 24,147,317	\$ 24,858,935
39									
40		Total Non-Instruction	\$ 23,574,701	\$ 14,784,648	\$ 23,571,298	\$ 24,247,908	\$ 24,959,520	\$ 25,688,183	\$ 26,439,864
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**East Penn School District  
Long Range Fiscal and Capital Plan**

	A	B	C	D	E	F	G	H	I
1	Debt Service - Historical								
2									
3									
4			2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2019-20
5	Object	Description	Actual	Actual	Actual	Actual	Actual	Budget	Estimate
6									
7	800	Interest Expense	\$ 1,919,937	\$ 1,747,664	\$ 1,566,863	\$ 1,296,720	\$ 1,195,343	\$ 1,235,910	\$ 1,201,600
8	900	Principal Expense	<u>11,630,000</u>	<u>12,580,000</u>	<u>11,140,000</u>	<u>11,420,000</u>	<u>8,963,000</u>	<u>8,888,000</u>	<u>8,443,000</u>
9									
10	Total		\$ 13,549,937	\$ 14,327,664	\$ 12,706,863	\$ 12,716,720	\$ 10,158,343	\$ 10,123,910	\$ 9,644,600
11									
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14	Notes:	Debt Service Payments decreased by approximately \$3,000,000 in the 2018-19 Fiscal Year							
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**East Penn School District  
Long Range Fiscal and Capital Plan**

	A	B	H	I	J	K	L	M	N
1	<b>Debt Service - Projected</b>								
2									
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4									
5	Object	Description	2019-20 Budget	2019-20 Estimate	2020-21 Proposed	2021-22 Projected	2022-23 Projected	2023-24 Projected	2024-25 Projected
6									
7	800	Interest Expense	\$ 1,235,910	\$ 1,201,600	\$ 1,129,677	\$ 908,458	\$ 657,539	\$ 450,163	\$ 297,763
8	900	Principal Expense	8,888,000	8,443,000	7,933,000	7,050,000	6,680,000	5,385,000	5,460,000
9									
10		Total	\$ 10,123,910	\$ 9,644,600	\$ 9,062,677	\$ 7,958,458	\$ 7,337,539	\$ 5,835,163	\$ 5,757,763
11									
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13									
14	Notes:	Debt Service Payments will decrease by approximately \$1,100,000 in the 2021-22 Fiscal Year							
15		Debt Service Payments will decrease by approximately \$620,000 in the 2022-23 Fiscal Year							
16		Debt Service Payments will decrease by approximately \$1,500,000 in the 2023-24 Fiscal Year							
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**East Penn School District  
Long Range Fiscal and Capital Plan**

	A	B	C	D	E	F	G	H	I
1	<b>Costing Out of District Priorities</b>								
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3									
4									
5		Description		2020-21 Budget	2021-22 Projected	2022-23 Projected	2023-24 Projected	2024-25 Projected	
6									
7		Recurring Costs (see below)			\$ -	\$ -	\$ -	\$ -	
8		One-Time Costs (see below)		-	-	-	-	-	
9		One-Time Costs (Year 2 of the Balanced Literacy Series)		-	-	\$ -	\$ -	\$ -	
10									
11		Total District Priorities		\$ -	\$ -	\$ -	\$ -	\$ -	
12		(before State Reimbursement)							
13							Total five (5) year cost	\$ -	
14									
15									

Note: Presently there are \$0 of Proposed District Priorities included in the 2020-21 budget.

Costing Out of Proposed District Priorities for 2020-2021 (may not be included in the budget)				
Description	Gross Amount	One-Time Cost	Recurring Cost	State Revenue
Literacy Resources	\$ 220,000	\$ 220,000		
Learning Support Teacher, Salaries + Benefits	104,882		104,882	
Learning Support Teacher, FICA + Retirement Reimbursement	(12,382)			(12,382)
Learning Support Teacher, Salaries + Benefits	104,882		104,882	
Learning Support Teacher, FICA + Retirement Reimbursement	(12,382)			(12,382)
Behavior Support Interventionist, Salaries + Benefits	115,413		115,413	
Behavior Support Interventionist, FICA + Retirement Reimbursement	(13,913)			(13,913)
Staff Assistant, Salaries + Benefits	14,419		14,419	
Staff Assistant, FICA + Retirement Reimbursement.	(2,119)			(2,119)
Technology Specialist, Salaries + Benefits	47,161		47,161	
Technology Specialist FICA + Retirement Reimbursement	(3,861)			(3,861)
Director of Educational Alternatives, Salaries + Benefits	201,351		201,351	
Director of Educational Alternatives, FICA + Retirement Reimbursement	(26,351)			(26,351)
Inclusion Specialist, Salaries + Benefits	165,380		165,380	
Inclusion Specialist, FICA + Retirement Reimbursement	(21,080)			(21,080)
		-	-	-
Total	\$ 881,400	\$ 220,000	\$ 753,488	\$ (92,088)

Note: East Penn SD will receive reimbursement from the Commonwealth of Pennsylvania for approximately 50% of the cost of FICA taxes and retirement costs. This reimbursement is listed in the State Revenue column above. Additionally, the total State Revenue from District Priorities is also found in the Revenue section of this Long Range Fiscal and Capital Plan.

## Capital Projects Plan

The capital projects plan outlines major capital repairs, maintenance and improvements to district buildings and grounds. This plan is updated annually by the Director of Facilities with input from district administrators. Management evaluates the lifecycle and current condition of major building systems and equipment to estimate a date of refurbishment or replacement projects. In addition, management frequently seeks the advice of external experts (e.g. architects, engineers, technicians, installers, etc.) to assist with establishing anticipated end-of-life and estimated project costs. Conditions are then monitored to identify rapid deterioration or extended longevity that may affect the anticipated project date, thus projects may be advanced or delayed from the originally anticipated date.

A comprehensive facilities study is slated to be completed during 2020-21. It is anticipated that the results of the study will assist with identifying projects for the future years of the plan.

As a result of the change in economic factors, four (4) capital improvement projects slated for 2020-2021 (summer 2020) have been deferred until 2021-2022. While the monies to complete these projects are earmarked in the capital reserve fund, it was determined deferring the projects would provide short-term fiscal stabilization for the district. It is anticipated these projects will be completed together with other projects slated for 2021-2022 (summer 2021).

An important part of long range planning is monitoring the age and capacity of school buildings. East Penn School District currently operates seven (7) elementary schools, two (2) middle schools and one (1) high school. An inventory of the District's school buildings follows:

<u>Building</u>	<u>Original Construction Date</u>	<u>Renovations or Additions</u>	<u>Grades Housed</u>	<u>Student Capacity</u>	<u>Student Enrollment</u>
ELEMENTARY SCHOOLS:					
Alburtis Elementary School	2004		K-5	525	350
Jefferson Elementary School	1999		K-5	300	277
Lincoln Elementary School	1928	1960, 1994	K-5	450	430
Macungie Elementary School	1989		K-5	625	526
Shoemaker Elementary School	1970	2005	K-5	775	658
Wescosville Elementary School	1966	1997	K-5	700	532
Willow Lane Elementary School	2009		K-5	825	683
MIDDLE SCHOOLS:					
Lower Macungie Middle School	1999		6-8	1,192	1,101
Howard A. Eyer Middle School	1973	2007	6-8	1,350	887
HIGH SCHOOL:					
Emmaus High School	1954	1958, 1964, 1999, 2004	9-12	2,441	2,853
DISTRICT TOTAL:				----- 9,183	----- 8,297

Notes:

Student capacity is based on PDE calculations completed at the time of construction or most recent renovation.

Student enrollment is the October 1, 2019 enrollment reported to PDE.

A portion of the Emmaus High School student population attends Lehigh Career & Technical Institute.



**East Penn School District  
Long Range Fiscal and Capital Plan**

	A	B	C	D	E	F	G	H
1	<b>Capital Projects Plan 2019-2020 through 2024-2025</b>							
2								
3	<b>Building</b>	<b>Proposed Project</b>	<b>2019-2020</b>	<b>2020-2021</b>	<b>2021-2022</b>	<b>2022-2023</b>	<b>2023-2024</b>	
4	High School area 12 & b9	Roof Replacement	\$466,500					
5	High School	Science Rooms 444 & 446	\$324,567					
6	Macungie	Paving	\$192,485					
7	District Wide	Masonry / Building Envelope repairs throughout district	\$60,130					
8	EPSD Stadium	Engineering Fees	\$115,300					
9	EPSD Stadium	Band Booster Canopy	\$11,567					
10	EPSD Stadium	Sound System	\$20,167					
11	High School	Gym Air Conditioning	\$169,000					
12	Wescosville	Main Entrance Security Lock Down Vestibule (Similar to all other schools)	\$21,990					
13	Macungie	Main Entrance Security Lock Down Vestibule (Similar to all other schools)	\$28,683					
14	Alburtis	Main Entrance Security Lock Down Vestibule (Similar to all other schools)	\$18,100					
15	LMMS	Main Entrance Security Lock Down Vestibule (Similar to all other schools)	\$19,000					
16	Jefferson	Main Entrance Security Lock Down Vestibule (Similar to all other schools)	\$9,500					
17	Lincoln	Main Entrance Security Lock Down Vestibule (Similar to all other schools)	\$23,700					
18	Lincoln	Music Room HVAC Unit	\$19,100					
19	Eyer	Paving (Intersection of Eyer access road and Buttonwood)		Deferred 1 year	\$106,000			
20	Lincoln	Roof Top Unit 1998		Deferred 1 year	\$37,800			
21	High School areas 1, 4, and 6	Roof Replacement		\$661,500				
22	High School	Stadium Field Replacement and Track Resurfacing Including Contingency/ Without Scoreboard		\$1,608,250				
23	Eyer	Chiller		\$323,000				
24	Wescosville	Boiler Replacement		\$235,700				
25	Lincoln	Masonry / Building Envelope		Deferred 1 year	\$90,000			
26	LMMS	Aluminum Curtain Wall Repairs		Deferred 1 year	\$35,000			
27	High School	Natatorium HVAC Unit			\$551,000			
28	Jefferson/EHS	Masonry / Building Envelope			\$90,000			
29	Lincoln	Boiler Replacement			\$290,000			
30	Lincoln	Restroom Renovations			\$75,000			
31	Eyer Areas G, Ga, J, M, O	Roof Restore			\$207,000			
32	Lincoln	Chiller Replacement			\$470,000			
33	LMMS	Cooling Tower Replacement			\$193,000			
34	Shoemaker Areas G, H, I	Roof Replacement			\$632,700			
35	High School Areas a1, a2, a3, a4, a5, a6	Roof Restore			\$285,000			
36	Wescosville	Replace Original Building Windows at Wescosville			\$220,000			
37	Eyer Areas H, I, K, L	Roof Restore				\$220,000		
38	Eyer Areas N, A, B, C	Roof Restore				\$250,000		
39	Shoemaker Areas B, C, D, E, F	Roof Replacement				\$529,100		
40	Shoemaker Areas A, K	Roof Replacement				\$654,900		
41	District Wide	Telephone System upgrade				\$206,000		
42	District Wide	Replacement of clock system in EHS, Administration, Lincoln, Jefferson and				\$137,000		
43	District Wide	Replacement of clock system in Alburtis, Eyer, LMMS, Macungie and Shoemaker				\$135,000		
44	EHS	Masonry / Building Envelope				\$90,000		
45	High School Area a7	Roof Restore				\$103,900		
46	High School Areas 2, 3, 5, 8, 9, 10	Roof Restore				\$286,000		
47	Shoemaker	Pavement Resurfacing				\$160,000		
48	Willow Lane	Pavement Resurfacing				\$200,000		
49	Eyer	Replace original bldg. electrical heating system with gas					\$2,500,000	
50	High School	Replace EPSD Stadium Light Towers & Scoreboard					\$600,000	
51	High School Areas c4, - c8	Roof Restore					\$520,000	
52	High School Areas c1 - c3	Roof Restore					\$38,500	
53	High School Area b1	Roof Restore					\$785,000	
54	LMMS	Pavement Resurfacing					\$260,000	
55	<b>Year Totals</b>		<b>\$1,499,789</b>	<b>\$2,828,450</b>	<b>\$3,282,500</b>	<b>\$2,971,900</b>	<b>\$4,703,500</b>	

East Penn School District  
Long Range Fiscal and Capital Plan

	A	B	C	D	E	F	G	H
1	<b>Capital Projects Plan 2024-2025 through 2029-2030</b>							
2								
3	<b>Building</b>	<b>Proposed Project</b>	<b>2024-2025</b>	<b>2025-2026</b>	<b>2026-2027</b>	<b>2027-2028</b>	<b>2028-2029</b>	<b>2029-2030</b>
4	Shoemaker Areas J, L	Roof Replacement	\$495,800					
5	Eyer Areas D, E, F	Roof Restore	\$307,000					
6	Wescosville Areas A - H, K, M, P, Q	Roof Restore	\$435,000					
7	District Wide	Data Network Infrastructure Replacement (Installed 2017-2018)	\$800,000					
8	High School Areas L1 - L4, K-1	Roof Restore	\$345,000					
9	High School Areas d, e1, e2	Roof Restore	\$32,000					
10	High School	Boiler Replacements (2)	\$723,000					
11	LMMS Areas A, C, D, E	Roof Restore		\$668,000				
12	LMMS	Chiller #1 Replacement		\$475,000				
13	Jefferson Areas A- E, H	Roof Restore		\$255,000				
14	District Wide	HVAC Control Engine Upgrades and Graphic Interface		\$253,000				
15	Shoemaker Area M	Roof Restore		\$53,000				
16	Jefferson Areas G, F	Roof Restore		\$46,000				
17	EHS	Pavement Resurfacing		\$520,000				
18	Jefferson	Boiler Replacement		\$290,000				
19	LMMS Areas G, O, P	Roof Restore			\$594,000			
20	EHS	Pavement Resurfacing Student Lot and Lots A, B, and C			\$360,000			
21	Macungie	Univents and Controls Replacement			\$750,000			
22	EHS	Chiller Replacement #2			\$635,000			
23	LMMS	Boiler Replacement			\$320,000			
24	Macungie Areas A-K	Roof Restore				\$848,000		
25	Shoemaker	Boiler Replacement				\$300,000		
26	EHS	Chiller Replacement #1				\$635,000		
27	EHS	Pavement Resurfacing Student Lots J & K				\$320,000		
28	Eyer	Air Condition Main Gym				\$225,000		
29	Macungie	Boiler Replacement					\$300,000	
30	LMMS Areas H, I, K, L, M, N, R	Roof Restore					\$896,000	
31	EHS	Air Handling Unit ERUF1 and ERUH1 Replacements					\$750,000	
32	Alburtis Areas A - F	Roof Restore					\$424,000	
33	EHS Memorial Field	Turf Replacement						\$672,000
34	Jefferson	Boiler Replacement						\$300,000
35	Shoemaker	Air Handling Unit HRU1, HRU2, HRU3 Replacements						\$750,000
36	Macungie	Air Handling Unit AHU1 and AHU2 Replacements						\$245,000
37	EHS	Air Handling Unit RTUJ1 Board Room						\$265,000
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55	<b>Year Totals</b>		<b>\$3,137,800</b>	<b>\$2,560,000</b>	<b>\$2,659,000</b>	<b>\$2,328,000</b>	<b>\$2,370,000</b>	<b>\$2,232,000</b>

## Summary of General and Capital Reserve Funds

This spreadsheet provides a summarized view of the General Fund and Capital Reserve Fund. The purpose of this summary is to show the interaction of the two funds as the contributions required by the Capital Reserve Fund are provided via a transfer from the General Fund. It also shows the change in fund balances for each fund in each year of the plan.

Without the transfer of funds, a borrowing via a bond issue or bank loan would be required to fund the capital projects, causing the district to incur costs for fees associated with borrowing.

In recognition of an aging physical infrastructure, the District is actively planning for future capital needs. Near the end of the 2018-19 fiscal year \$3,000,000 of budget surplus was transferred from the General Fund to the Capital Reserve Fund as permitted by the Commonwealth of PA Municipal Code Section 1431. The transfer of funds aims to preserve the funds for future capital projects; as well as provide a contingency for cost increases in capital projects scheduled for future years.

Due to the economic downturn caused by COVID-19 and the projected revenue shortfall, the contribution to capital reserve for 2020-2021 was reduced to \$1,140,000 with \$500,000 remaining in the general fund to aid with closing the structural deficit.

It is proposed that in 2021-22 the contribution to capital reserve will increase by \$1,100,000, which corresponds to the budgetary savings from the debt service reduction of approximately \$1,100,000. In 2022-23 the contribution to capital reserve will increase an additional \$620,000, corresponding to the budgetary savings from the debt service reduction. Then in 2023-24 and 2024-25 the contribution to capital reserve will increase by and additional \$1,500,000 and \$77,000 respectively. This is a strategy to:

- 1) Increase the amount placed in the capital reserve fund for scheduled capital expenditures and infrastructure upkeep.
- 2) Avoid redirecting monies previously allocated for debt payment and infrastructure needs to be used for general operating expenditures (this was done in 2020-2021 due to the extenuating circumstances caused by COVID-19).
- 3) Prepare for future debt financing needs, by preserving capacity for new/additional debt payments in the general operating budget.

**East Penn School District  
Long Range Fiscal and Capital Plan**

	A	B	C	D	E	F	G	H	I
1	<b>Summary of General Fund and Capital Funds - Historical</b>								
2									
3			2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2019-20
4			Actual	Actual	Actual	Actual	Actual	Budget	Estimate
5	<b>General Fund</b>	Beginning Fund Balance	\$ 13,405,817	\$ 11,458,370	\$ 9,653,344	\$ 10,457,746	\$ 14,620,018	\$ 15,007,767	\$ 15,771,567
6		Revenue	\$ 125,220,780	\$ 131,219,581	\$ 138,220,681	\$ 143,357,720	\$ 148,852,055	\$ 149,702,561	\$ 149,504,916
7		Revenue and Fund Balance	138,626,597	142,677,951	147,874,025	153,815,466	163,472,073	164,710,328	165,276,483
8		Expenditures (Excluding Transfers)	127,168,227	132,478,357	135,950,550	139,195,448	143,210,506	156,549,781	146,656,103
9		Transfer to Capital Reserve Fund	-	546,250	1,465,729	-	4,490,000	1,640,000	2,799,013
10		Budgetary Reserve	-	-	-	-	-	(7,552,500)	-
11		Anticipated Expenditures	127,168,227	133,024,607	137,416,279	139,195,448	147,700,506	150,637,281	149,455,116
12		Ending Fund Balance	\$ 11,458,370	\$ 9,653,344	\$ 10,457,746	\$ 14,620,018	\$ 15,771,567	\$ 14,073,047	\$ 15,821,367
13									
14									
15	<b>Capital Reserve Fund</b>	Beginning Fund Balance	\$ 2,441,798	\$ 2,113,544	\$ 1,496,579	\$ 2,147,668	\$ 608,356	\$ 4,035,356	\$ 3,755,229
16		Revenue							
17		GF Transfer	-	-	-	-	4,300,000	1,600,000	2,200,000
18		GF Transfer - LVHN Trainer Savings	-	-	-	-	40,000	40,000	40,000
19		GF Transfer - LVHN Contribution	-	-	-	-	150,000	100,000	100,000
20		GF Transfer - Sale of Property	-	546,250	793,229	-	-	-	-
21		GF Transfer - Tech Plan Infrastructure	-	-	672,500	-	-	-	-
22		GF Transfer - Bond Refinance Savings	-	-	-	-	-	-	459,013
23		Interest (Estimated at 1.00%)	2,443	2,061	1,568	1,697	19,606	40,354	40,354
24		Total Revenue	2,443	548,311	1,467,297	1,697	4,509,606	1,780,354	2,839,367
25		Expense							
26		Annual Capital Projects	330,697	595,276	246,208	306,618	1,362,733	1,612,000	1,499,800
27		Purchase of 537 North Street	-	-	-	-	-	-	323,675
28		Sauerkraut Lane Extension	-	570,000	570,000	560,000	-	-	-
29		Tech Plan Infrastructure	-	-	-	674,391	-	-	-
30		Total Expense	330,697	1,165,276	816,208	1,541,009	1,362,733	1,612,000	1,823,475
31		Ending Balance	\$ 2,113,544	\$ 1,496,579	\$ 2,147,668	\$ 608,356	\$ 3,755,229	\$ 4,203,710	\$ 4,771,121
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**East Penn School District  
Long Range Fiscal and Capital Plan**

	A	B	H	I	J	K	L	M	N
1		<b>Summary of General Fund and Capital Funds - Projected</b>							
2									
3			2019-20	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
4			Budget	Estimate	Proposed	Projected	Projected	Projected	Projected
5									
6		Beginning Fund Balance	\$ 15,007,767	\$ 15,771,567	\$ 15,821,367	\$ 15,321,367	\$ 15,176,197	\$ 15,155,910	\$ 14,264,811
7									
8		Revenue	\$ 149,702,561	\$ 149,504,916	\$ 149,210,163	\$ 153,576,469	\$ 158,552,568	\$ 162,606,898	\$ 167,114,377
9									
10		Revenue and Fund Balance	164,710,328	165,276,483	165,031,530	168,897,836	173,728,765	177,762,808	181,379,188
11									
12									
13		Expenditures (Excluding Transfers)	156,549,781	146,656,103	156,055,663	159,167,721	163,641,498	167,312,897	172,602,193
14									
15		Transfer to Capital Reserve Fund	1,640,000	2,799,013	1,140,000	2,240,000	2,860,000	4,360,000	4,437,000
16									
17		Budgetary Reserve	(7,552,500)	-	(7,485,500)	(7,686,082)	(7,928,643)	(8,174,900)	(8,430,438)
18									
19		Anticipated Expenditures	150,637,281	149,455,116	149,710,163	153,721,639	158,572,855	163,497,997	168,608,755
20									
21									
22		Ending Fund Balance	\$ 14,073,047	\$ 15,821,367	\$ 15,321,367	\$ 15,176,197	\$ 15,155,910	\$ 14,264,811	\$ 12,770,433
23									
24									
25									
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27									
28									
29		Beginning Fund Balance	\$ 4,035,356	\$ 3,755,229	\$ 4,771,121	\$ 3,187,442	\$ 2,248,129	\$ 2,238,927	\$ 2,002,144
30									
31		Revenue							
32		GF Transfer	1,600,000	2,200,000	1,100,000	2,200,000	2,820,000	4,320,000	\$ 4,397,000
33		GF Transfer - LVHN Trainer Savings	40,000	40,000	40,000	40,000	40,000	40,000	40,000
34		GF Transfer - LVHN Contribution	100,000	100,000	100,000	100,000	100,000	100,000	100,000
35		GF Transfer - Sale of Property	-	-	-	-	-	-	-
36		GF Transfer - Tech Plan Infrastructure	-	-	-	-	-	-	-
37		GF Transfer - Bond Refinance Savings	-	459,013	-	-	-	-	-
38		Interest	40,354	40,354	4,771	3,187	2,698	6,717	15,016
39		Total Revenue	1,780,354	2,839,367	1,244,771	2,343,187	2,962,698	4,466,717	\$ 4,552,016
40									
41		Expense							
42		Annual Capital Projects	1,612,000	1,499,800	2,828,450	3,282,500	2,971,900	4,703,500	3,137,800
43		Purchase of 537 North Street	-	323,675	-	-	-	-	-
44		Sauerkraut Lane Extension	-	-	-	-	-	-	-
45		Tech Plan Infrastructure	-	-	-	-	-	-	-
46		Total Expense	1,612,000	1,823,475	2,828,450	3,282,500	2,971,900	4,703,500	3,137,800
47									
48		Ending Balance	\$ 4,203,710	\$ 4,771,121	\$ 3,187,442	\$ 2,248,129	\$ 2,238,927	\$ 2,002,144	\$ 3,416,360
49									
50		.							

### Evaluation of Combined Fund Balance and Capital Reserve Contribution Targets

The section labeled Evaluation of Combined Fund Balance Target calculates two (2) months of General Fund expenditures, which is also referred to as the Total Fund Balance Target. According to the Government Finance Officers Association (GFOA), general-purpose governments (including school districts) should maintain a fund balance of no less than two months of general fund operating expenditures. For purposes of this comparison, the ending balances of the general fund and capital reserve fund are combined. The combined ending balance total is subtracted from the Total Fund Balance Target, offering an indication of the excess or deficit when compared to the target.

This comparison is merely provided as a measurement tool to evaluate strengthening or weakening of the districts reserves over time. Furthermore the Total Fund Balance Target is a benchmark. A deficit Total Fund Balance to Total Ending Fund Balance should not be looked upon negatively, as many other environmental and economic factors must be considered.

The section labeled Evaluation of the Annual Capital Reserve Contribution Target should assist in establishing an annual appropriation and contribution from the general fund to the capital reserve fund. Annually setting aside two (2%) percent of the property insurance physical plant appraisal value, assumes funds equal to the value of the physical plant are set aside over the equivalent of a 50 year period to be used of for ongoing and future capital expenditure needs.

**East Penn School District  
Long Range Fiscal and Capital Plan**

	A	B	C	D	E	F	G	H
1	<b>Evaluation of Combined Fund Balance and Capital Reserve Contribution Targets - Historical</b>							
2								
3								
4		2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2019-20
5	Description	Actual	Actual	Actual	Actual	Actual	Budget	Estimate
6								
7	<b>Evaluation of Combined Fund Balance Target</b>							
8								
9	Total Annual General Fund Expenditures	\$ 127,168,227	\$ 133,024,607	\$ 137,416,279	\$ 139,195,448	\$ 147,700,506	\$ 158,189,781	\$ 149,455,116
10								
11	Two (2) Months of General Fund Expenditures,							
12	i.e. "Total Fund Balance Target"	\$ 21,194,704	\$ 22,170,768	\$ 22,902,713	\$ 23,199,241	\$ 24,616,751	\$ 26,364,964	\$ 24,909,186
13								
14	General Fund - Ending Fund Balance	11,458,370	9,653,344	10,457,746	14,620,018	15,771,567	14,073,047	15,821,367
15								
16	Capital Reserve Fund - Ending Fund Balance	2,113,544	1,496,579	2,147,668	608,356	3,755,229	4,203,710	4,771,121
17								
18	Total Ending Fund Balance	\$ 13,571,914	\$ 11,149,923	\$ 12,605,414	\$ 15,228,374	\$ 19,526,796	\$ 18,276,757	\$ 20,592,488
19								
20	Total Ending Fund Balance expressed as a							
21	number of months of General Fund Expenditures	1.28	1.01	1.10	1.31	1.59	1.39	1.65
22								
23	Excess (Deficit) of Total Fund Balance Target to							
24	Total Ending Fund Balance	\$ (7,622,791)	\$ (11,020,845)	\$ (10,297,300)	\$ (7,970,868)	\$ (5,089,955)	\$ (8,088,206)	\$ (4,316,698)
25								
26								
27	<b>Evaluation of the Annual Capital Reserve Contribution Target</b>							
28								
29								
30	Property Insurance Physical Plant Appraisal Value	257,832,446	266,598,764	272,197,344	273,286,120	274,105,980	273,522,442	273,522,442
31								
32	2% of Property Insurance Physical Plant Appraisal Value							
33	i.e. "Annual Contribution Target"	5,156,649	5,331,975	5,443,947	5,465,722	5,482,120	5,470,449	5,470,449
34								
35	Annual Contribution to Capital Reserve Fund	-	-	-	-	4,300,000	1,600,000	2,200,000
36								
37	Excess / (Deficit) of Annual Contribution to							
38	Capital Reserve Fund to Annual Contribution Target	\$ (5,156,649)	\$ (5,331,975)	\$ (5,443,947)	\$ (5,465,722)	\$ (1,182,120)	\$ (3,870,449)	\$ (3,270,449)
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**East Penn School District  
Long Range Fiscal and Capital Plan**

	A	G	H	I	J	K	L	M
1	<b>Evaluation of Combined Fund Balance and Capital Reserve Contribution Targets - Projected</b>							
2								
3								
4								
5	Description	2019-20 Budget	2019-20 Estimate	2020-21 Proposed	2021-22 Projected	2022-23 Projected	2023-24 Projected	2024-25 Projected
6								
7	<b>Evaluation of Combined Fund Balance Target</b>							
8								
9	Total Annual General Fund Expenditures	\$ 158,189,781	\$ 149,455,116	\$ 157,195,663	\$ 161,407,721	\$ 166,501,498	\$ 171,672,897	\$ 177,039,193
10								
11	Two (2) Months of General Fund Expenditures, i.e. "Total Fund Balance Target"	\$ 26,364,964	\$ 24,909,186	\$ 26,199,277	\$ 26,901,287	\$ 27,750,250	\$ 28,612,149	\$ 29,506,532
12								
13	General Fund - Ending Fund Balance	14,073,047	15,821,367	15,321,367	15,176,197	15,155,910	14,264,811	12,770,433
14								
15	Capital Reserve Fund - Ending Fund Balance	4,203,710	4,771,121	3,187,442	2,248,129	2,238,927	2,002,144	3,416,360
16								
17	Total Ending Fund Balance	\$ 18,276,757	\$ 20,592,488	\$ 18,508,809	\$ 17,424,327	\$ 17,394,837	\$ 16,266,955	\$ 16,186,793
18								
19	Total Ending Fund Balance expressed as a number of months of General Fund Expenditures	1.39	1.65	1.41	1.30	1.25	1.14	1.10
20								
21	Excess (Deficit) of Total Fund Balance Target to Total Ending Fund Balance	\$ (8,088,206)	\$ (4,316,698)	\$ (7,690,468)	\$ (9,476,960)	\$ (10,355,412)	\$ (12,345,195)	\$ (13,319,739)
22								
23	<b>Evaluation of the Annual Capital Reserve Contribution Target</b>							
24								
25								
26								
27	Property Insurance Physical Plant Appraisal Value	273,522,442	273,522,442	278,062,917	282,678,764	287,371,234	292,141,599	296,991,152
28								
29	2% of Property Insurance Physical Plant Appraisal Value i.e. "Annual Contribution Target"	5,470,449	5,470,449	5,561,258	5,653,575	5,747,425	5,842,832	5,939,823
30								
31	Annual Contribution to Capital Reserve Fund	1,600,000	2,200,000	1,100,000	2,200,000	2,820,000	4,320,000	4,397,000
32								
33	Excess / (Deficit) of Annual Contribution to Capital Reserve Fund to Annual Contribution Target	\$ (3,870,449)	\$ (3,270,449)	\$ (4,461,258)	\$ (3,453,575)	\$ (2,927,425)	\$ (1,522,832)	\$ (1,542,823)
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### Scenario Analysis of Various Tax Rate Increases

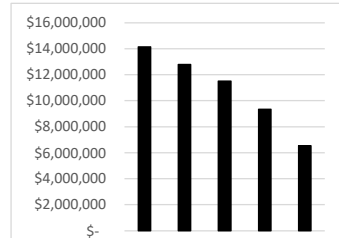
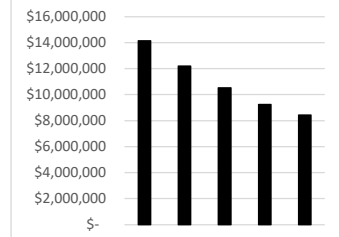
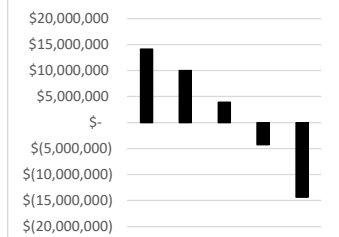
The following analysis demonstrates the long-term impact of various real estate tax increase scenarios. Scenario 1 demonstrates the impact of a 0% real estate tax increase for 2020-21, Scenario 2 demonstrates 1.2% real estate tax increase for 2020-21, and Scenario 3 demonstrates 3.0% real estate tax increase for 2020-21 (which is East Penn School District's Act 1 Index for that year).

Within each of the scenarios described above, there are three (3) different iterations, which are labeled "a" through "c". Iteration "a" demonstrates the impact of a 0% real estate tax increase for all years subsequent to 2020-21. Iteration "b" demonstrates the tax increase average percentage required for all years subsequent to 2020-21 to achieve a 5% fund balance in 2024-25. Finally, iteration "c" demonstrates the impact of applying the maximum anticipated increase under Act 1 in years subsequent to 2020-21.

When the scenarios and iterations are combined, nine (9) outcomes are generated. While all of the detailed calculations have been provided, it is suggested that the "Act 1 Index Utilized" and "Ending Fund Balance" rows be examined to better understand the impact of the various scenario and iteration combinations.

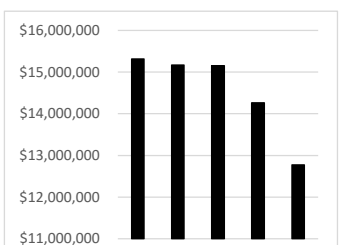
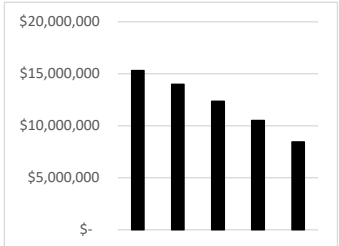
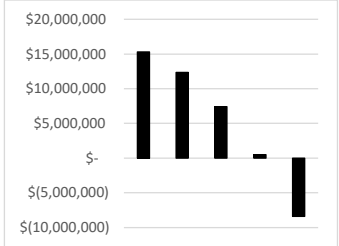
**East Penn School District  
Long Range Fiscal and Capital Plan**

	A	G	H	I	J	K	L	M	N
1	<b>Scenario Analysis of Various Tax Rate Increases</b>								
2									
3	<b>Scenario 1a</b>	2019-20	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	Ending Fund Balance
4		Budget	Estimate	Proposed	Projected	Projected	Projected	Projected	2020-21 through 2024-25
5									
6	Act 1 Index Utilized (Real Estate Tax Rate Increase)			0.00%	0.00%	0.00%	0.00%	0.00%	
7									
8	Beginning Fund Balance	\$ 15,007,767	\$ 15,771,567	\$ 15,821,367	\$ 14,150,682	\$ 10,019,525	\$ 3,886,031	\$ (4,257,762)	
9	Total Revenues	149,702,561	149,504,916	148,039,478	149,590,482	152,439,361	155,354,204	158,493,644	
10	Revenues + Fund Balance	164,710,328	165,276,483	163,860,845	163,741,164	162,458,886	159,240,235	154,235,882	
11	Total Expenditures	(158,189,781)	(149,455,116)	(157,195,663)	(161,407,721)	(166,501,498)	(171,672,897)	(177,039,193)	
12	Less: Budgetary Reserve	7,552,500	-	7,485,500	7,686,082	7,928,643	8,174,900	8,430,438	
13									
14	Ending Fund Balance	\$ 14,073,047	\$ 15,821,367	\$ 14,150,682	\$ 10,019,525	\$ 3,886,031	\$ (4,257,762)	\$ (14,372,873)	
15									
16	Scenario 1a demonstrates the impact of a 0% tax increase for 2020-21 and a 0% tax increase in subsequent years.								
17									
18									
19	<b>Scenario 1b</b>	2019-20	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	Ending Fund Balance
20		Budget	Estimate	Proposed	Projected	Projected	Projected	Projected	2020-21 through 2024-25
21									
22	Act 1 Index Utilized (Real Estate Tax Rate Increase)			0.00%	2.21%	2.21%	2.21%	2.21%	
23									
24	Beginning Fund Balance	\$ 15,007,767	\$ 15,771,567	\$ 15,821,367	\$ 14,150,682	\$ 12,202,058	\$ 10,533,920	\$ 9,236,380	
25	Total Revenues	149,702,561	149,504,916	148,039,478	151,773,015	156,904,717	162,200,457	167,797,383	
26	Revenues + Fund Balance	164,710,328	165,276,483	163,860,845	165,923,697	169,106,775	172,734,377	177,033,763	
27	Total Expenditures	(158,189,781)	(149,455,116)	(157,195,663)	(161,407,721)	(166,501,498)	(171,672,897)	(177,039,193)	
28	Less: Budgetary Reserve	7,552,500	-	7,485,500	7,686,082	7,928,643	8,174,900	8,430,438	
29									
30	Ending Fund Balance	\$ 14,073,047	\$ 15,821,367	\$ 14,150,682	\$ 12,202,058	\$ 10,533,920	\$ 9,236,380	\$ 8,425,008	
31									
32	Scenario 1b demonstrates the impact of a 0% tax increase for 2020-21 and a 2.21% tax increase in subsequent years (to achieve a 5% fund balance in 2024-25).								
33									
34									
35	<b>Scenario 1c</b>	2019-20	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	Ending Fund Balance
36		Budget	Estimate	Proposed	Projected	Projected	Projected	Projected	2020-21 through 2024-25
37									
38	Act 1 Index Utilized (Real Estate Tax Rate Increase)			0.00%	2.80%	2.00%	1.00%	1.20%	
39									
40	Beginning Fund Balance	\$ 15,007,767	\$ 15,771,567	\$ 15,821,367	\$ 14,150,682	\$ 12,786,540	\$ 11,508,466	\$ 9,333,144	
41	Total Revenues	149,702,561	149,504,916	148,039,478	152,357,497	157,294,781	161,322,675	165,804,358	
42	Revenues + Fund Balance	164,710,328	165,276,483	163,860,845	166,508,179	170,081,321	172,831,141	175,137,502	
43	Total Expenditures	(158,189,781)	(149,455,116)	(157,195,663)	(161,407,721)	(166,501,498)	(171,672,897)	(177,039,193)	
44	Less: Budgetary Reserve	7,552,500	-	7,485,500	7,686,082	7,928,643	8,174,900	8,430,438	
45									
46	Ending Fund Balance	\$ 14,073,047	\$ 15,821,367	\$ 14,150,682	\$ 12,786,540	\$ 11,508,466	\$ 9,333,144	\$ 6,528,747	
47									
48	Scenario 1c demonstrates the impact of a 0% tax increase for 2020-21 and the maximum anticipated increase under Act 1 in subsequent years.								
49									
50									



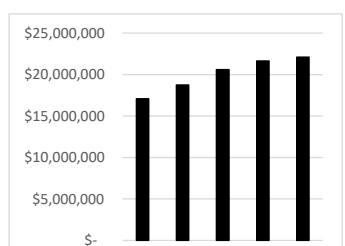
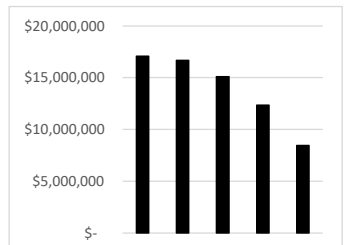
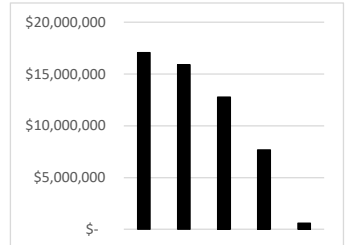
**East Penn School District  
Long Range Fiscal and Capital Plan**

	A	G	H	I	J	K	L	M	N
51	<b>Scenario Analysis of Various Tax Rate Increases</b>								
52									
53	<b>Scenario 2a</b>	2019-20	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	Ending Fund Balance
54		Budget	Estimate	Proposed	Projected	Projected	Projected	Projected	2020-21 through 2024-25
55									
56	Act 1 Index Utilized (Real Estate Tax Rate Increase)			1.20%	0.00%	0.00%	0.00%	0.00%	
57									
58	Beginning Fund Balance	\$ 15,007,767	\$ 15,771,567	\$ 15,821,367	\$ 15,321,367	\$ 12,375,844	\$ 7,441,925	\$ 510,856	
59	Total Revenues	149,702,561	149,504,916	149,210,163	150,776,116	153,638,936	156,566,928	159,716,069	
60	Revenues + Fund Balance	164,710,328	165,276,483	165,031,530	166,097,483	166,014,780	164,008,853	160,226,925	
61	Total Expenditures	(158,189,781)	(149,455,116)	(157,195,663)	(161,407,721)	(166,501,498)	(171,672,897)	(177,039,193)	
62	Less: Budgetary Reserve	7,552,500	-	7,485,500	7,686,082	7,928,643	8,174,900	8,430,438	
63									
64	Ending Fund Balance	\$ 14,073,047	\$ 15,821,367	\$ 15,321,367	\$ 12,375,844	\$ 7,441,925	\$ 510,856	\$ (8,381,830)	
65									
66	<i>Scenario 2a demonstrates the impact of a 1.2% tax increase for 2020-21 and a 0% tax increase in subsequent years.</i>								
67									
68									
69	<b>Scenario 2b</b>	2019-20	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	Ending Fund Balance
70		Budget	Estimate	Proposed	Projected	Projected	Projected	Projected	2020-21 through 2024-25
71									
72	Act 1 Index Utilized (Real Estate Tax Rate Increase)			1.20%	1.62%	1.62%	1.62%	1.62%	
73									
74	Beginning Fund Balance	\$ 15,007,767	\$ 15,771,567	\$ 15,821,367	\$ 15,321,367	\$ 13,997,016	\$ 12,369,679	\$ 10,493,551	
75	Total Revenues	149,702,561	149,504,916	149,210,163	152,397,288	156,945,518	161,621,869	166,564,978	
76	Revenues + Fund Balance	164,710,328	165,276,483	165,031,530	167,718,655	170,942,534	173,991,548	177,058,529	
77	Total Expenditures	(158,189,781)	(149,455,116)	(157,195,663)	(161,407,721)	(166,501,498)	(171,672,897)	(177,039,193)	
78	Less: Budgetary Reserve	7,552,500	-	7,485,500	7,686,082	7,928,643	8,174,900	8,430,438	
79									
80	Ending Fund Balance	\$ 14,073,047	\$ 15,821,367	\$ 15,321,367	\$ 13,997,016	\$ 12,369,679	\$ 10,493,551	\$ 8,449,774	
81									
82	<i>Scenario 2b demonstrates the impact of a 1.2% tax increase for 2020-21 and a 1.62% tax increase in subsequent years (to achieve a 5% fund balance in 2024-25).</i>								
83									
84									
85	<b>Scenario 2c</b>	2019-20	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	Ending Fund Balance
86		Budget	Estimate	Proposed	Projected	Projected	Projected	Projected	2020-21 through 2024-25
87									
88	Act 1 Index Utilized (Real Estate Tax Rate Increase)			1.20%	2.80%	2.00%	1.00%	1.20%	
89									
90	Beginning Fund Balance	\$ 15,007,767	\$ 15,771,567	\$ 15,821,367	\$ 15,321,367	\$ 15,176,197	\$ 15,155,910	\$ 14,264,811	
91	Total Revenues	149,702,561	149,504,916	149,210,163	153,576,469	158,552,568	162,606,898	167,114,377	
92	Revenues + Fund Balance	164,710,328	165,276,483	165,031,530	168,897,836	173,728,765	177,762,808	181,379,188	
93	Total Expenditures	(158,189,781)	(149,455,116)	(157,195,663)	(161,407,721)	(166,501,498)	(171,672,897)	(177,039,193)	
94	Less: Budgetary Reserve	7,552,500	-	7,485,500	7,686,082	7,928,643	8,174,900	8,430,438	
95									
96	Ending Fund Balance	\$ 14,073,047	\$ 15,821,367	\$ 15,321,367	\$ 15,176,197	\$ 15,155,910	\$ 14,264,811	\$ 12,770,433	
97									
98	<i>Scenario 2c demonstrates the impact of a 1.2% tax increase for 2020-21 and the maximum anticipated increase under Act 1 in subsequent years.</i>								
99									
100									



**East Penn School District  
Long Range Fiscal and Capital Plan**

	A	G	H	I	J	K	L	M	N
101	<b>Scenario Analysis of Various Tax Rate Increases</b>								
102									
103	<b>Scenario 3a</b>	2019-20	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	Ending Fund Balance
104		Budget	Estimate	Proposed	Projected	Projected	Projected	Projected	2020-21 through 2024-25
105									
106	Act 1 Index Utilized (Real Estate Tax Rate Increase)			3.00%	0.00%	0.00%	0.00%	0.00%	
107									
108	Beginning Fund Balance	\$ 15,007,767	\$ 15,771,567	\$ 15,821,367	\$ 17,078,191	\$ 15,911,924	\$ 12,778,183	\$ 7,667,025	
109	Total Revenues	149,702,561	149,504,916	150,966,987	152,555,372	155,439,114	158,386,839	161,550,539	
110	Revenues + Fund Balance	164,710,328	165,276,483	166,788,354	169,633,563	171,351,038	171,165,022	169,217,564	
111	Total Expenditures	(158,189,781)	(149,455,116)	(157,195,663)	(161,407,721)	(166,501,498)	(171,672,897)	(177,039,193)	
112	Less: Budgetary Reserve	7,552,500	-	7,485,500	7,686,082	7,928,643	8,174,900	8,430,438	
113									
114	Ending Fund Balance	\$ 14,073,047	\$ 15,821,367	\$ 17,078,191	\$ 15,911,924	\$ 12,778,183	\$ 7,667,025	\$ 608,809	
115									
116	<i>Scenario 3a demonstrates the impact of a 3% (Act 1 Index) tax increase for 2020-21 and a 0% tax increase in subsequent years.</i>								
117									
118									
119	<b>Scenario 3b</b>	2019-20	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	Ending Fund Balance
120		Budget	Estimate	Proposed	Projected	Projected	Projected	Projected	2020-21 through 2024-25
121									
122	Act 1 Index Utilized (Real Estate Tax Rate Increase)			3.00%	0.75%	0.75%	0.75%	0.75%	
123									
124	Beginning Fund Balance	\$ 15,007,767	\$ 15,771,567	\$ 15,821,367	\$ 17,078,191	\$ 16,674,386	\$ 15,089,483	\$ 12,335,574	
125	Total Revenues	149,702,561	149,504,916	150,966,987	153,317,834	156,987,952	160,744,088	164,730,509	
126	Revenues + Fund Balance	164,710,328	165,276,483	166,788,354	170,396,025	173,662,338	175,833,571	177,066,083	
127	Total Expenditures	(158,189,781)	(149,455,116)	(157,195,663)	(161,407,721)	(166,501,498)	(171,672,897)	(177,039,193)	
128	Less: Budgetary Reserve	7,552,500	-	7,485,500	7,686,082	7,928,643	8,174,900	8,430,438	
129									
130	Ending Fund Balance	\$ 14,073,047	\$ 15,821,367	\$ 17,078,191	\$ 16,674,386	\$ 15,089,483	\$ 12,335,574	\$ 8,457,328	
131									
132	<i>Scenario 3b demonstrates the impact of a 3% (Act 1 Index) tax increase for 2020-21 and a 0.75% tax increase in subsequent years (to achieve a 5% fund balance in 2024-25).</i>								
133									
134									
135	<b>Scenario 3c</b>	2019-20	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	Ending Fund Balance
136		Budget	Estimate	Proposed	Projected	Projected	Projected	Projected	2020-21 through 2024-25
137									
138	Act 1 Index Utilized (Real Estate Tax Rate Increase)			3.00%	2.80%	2.00%	1.00%	1.20%	
139									
140	Beginning Fund Balance	\$ 15,007,767	\$ 15,771,567	\$ 15,821,367	\$ 17,078,191	\$ 18,762,283	\$ 20,629,761	\$ 21,666,369	
141	Total Revenues	149,702,561	149,504,916	150,966,987	155,405,731	160,440,333	164,534,605	169,081,346	
142	Revenues + Fund Balance	164,710,328	165,276,483	166,788,354	172,483,922	179,202,616	185,164,366	190,747,715	
143	Total Expenditures	(158,189,781)	(149,455,116)	(157,195,663)	(161,407,721)	(166,501,498)	(171,672,897)	(177,039,193)	
144	Less: Budgetary Reserve	7,552,500	-	7,485,500	7,686,082	7,928,643	8,174,900	8,430,438	
145									
146	Ending Fund Balance	\$ 14,073,047	\$ 15,821,367	\$ 17,078,191	\$ 18,762,283	\$ 20,629,761	\$ 21,666,369	\$ 22,138,960	
147									
148	<i>Scenario 3c demonstrates the impact of a 3% tax increase for 2020-21 and the maximum anticipated increase under Act 1 in subsequent years.</i>								
149									
150									



## Supplemental Information

The following supplemental tables are included to provide additional financial data:

- District Priorities – due to the economic circumstances cause by COVID-19, none of these are included in the budget
- Real Estate Tax Impact of Various Percentage Tax Increases and Assessed Values for 2020-21 Budget

This spreadsheet shows the tax impact at millage increases ranging from 0.00% to 3.00% and at real estate assessed values from \$100,000 to \$660,000 including the average residential assessment of \$212,001.

- Real Estate Tax Impact of Long-Range Fiscal and Capital Plan

This spreadsheet shows the real estate tax impact of the long-range plan at a millage increases (see the annual rates on the Fund Balance and Millage Impact Calculations sheet) on homes assessed at values ranging from \$100,000 to \$660,000 for each of the years in the plan.

- Current and Proposed Budget Analysis

This spreadsheet compares the 2019-20 budget and estimates with the proposed 2020-21 budget.

These District Priorities are not included in the 2020-2021 budget

# District Priorities

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Literacy Resources, Elementary	\$220,000
Learning Support Teacher, 0.5 Jefferson / 0.5 Lincoln	\$92,500*
Learning Support Teacher, 0.5 Macungie / 0.5 Wescosville	\$92,500*
Behavior Support Interventionist, District-wide	\$101,500*
Staff Assistant, Lower Macungie MS	\$12,300*
Technology Specialist (increase from PT to FT), Technology Department	\$43,300*
Director of Educational Alternatives, District-wide	\$175,000*
Inclusion Specialist, District-wide	<u>\$144,300*</u>
Total	\$881,400

\*Recurring costs

**East Penn School District  
Long Range Fiscal and Capital Plan**

	A	B	C	D	E	F	G	H	I	J	K	L	M
1	<b>Real Estate Tax Impact of Various Percentage Tax Increases and Assessed Values for 2020-21 Budget</b>												
2													
3													
4		% Increase	Mills	100,000	120,000	140,000	160,000	180,000	200,000	212,001	220,000	240,000	260,000
5													
6	Current Tax Bill		18.3808	\$ 1,838.08	\$ 2,205.70	\$ 2,573.31	\$ 2,940.93	\$ 3,308.54	\$ 3,676.16	\$ 3,896.75	\$ 4,043.78	\$ 4,411.39	\$ 4,779.01
7	2020-21	3.00%	18.9322	\$ 1,893.22	\$ 2,271.86	\$ 2,650.51	\$ 3,029.15	\$ 3,407.80	\$ 3,786.44	\$ 4,013.65	\$ 4,165.08	\$ 4,543.73	\$ 4,922.37
8	Increase			\$ 55	\$ 66	\$ 77	\$ 88	\$ 99	\$ 110	\$ 116.90	\$ 121	\$ 132	\$ 143
9													
10	Current Tax Bill		18.3808	\$ 1,838.08	\$ 2,205.70	\$ 2,573.31	\$ 2,940.93	\$ 3,308.54	\$ 3,676.16	\$ 3,896.75	\$ 4,043.78	\$ 4,411.39	\$ 4,779.01
11	2020-21	1.20%	18.6013	\$ 1,860.13	\$ 2,232.16	\$ 2,604.18	\$ 2,976.21	\$ 3,348.23	\$ 3,720.26	\$ 3,943.49	\$ 4,092.29	\$ 4,464.31	\$ 4,836.34
12	Increase			\$ 22	\$ 26	\$ 31	\$ 35	\$ 40	\$ 44	\$ 46.75	\$ 49	\$ 53	\$ 57
13													
14	Current Tax Bill		18.3808	\$ 1,838.08	\$ 2,205.70	\$ 2,573.31	\$ 2,940.93	\$ 3,308.54	\$ 3,676.16	\$ 3,896.75	\$ 4,043.78	\$ 4,411.39	\$ 4,779.01
15	2020-21	0.00%	18.3808	\$ 1,838.08	\$ 2,205.70	\$ 2,573.31	\$ 2,940.93	\$ 3,308.54	\$ 3,676.16	\$ 3,896.75	\$ 4,043.78	\$ 4,411.39	\$ 4,779.01
16	Increase			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
17													
18	Note: Based on the Lehigh County Property Classification Totals Report Dated 01/30/2020, the average assessed value of a residential property is 212,001.												
19	The increase in the average homeowner's tax bill would be \$117 at the Act 1 Index of 3%.												
20													
21													
22		% Increase	Mills	280,000	300,000	320,000	340,000	360,000	380,000	400,000	420,000	440,000	460,000
23													
24	Current Tax Bill		18.3808	\$ 5,146.62	\$ 5,514.24	\$ 5,881.86	\$ 6,249.47	\$ 6,617.09	\$ 6,984.70	\$ 7,352.32	\$ 7,719.94	\$ 8,087.55	\$ 8,455.17
25	2020-21	3.00%	18.9322	\$ 5,301.02	\$ 5,679.66	\$ 6,058.30	\$ 6,436.95	\$ 6,815.59	\$ 7,194.24	\$ 7,572.88	\$ 7,951.52	\$ 8,330.17	\$ 8,708.81
26	Increase			\$ 154	\$ 165	\$ 176	\$ 187	\$ 199	\$ 210	\$ 221	\$ 232	\$ 243	\$ 254
27													
28	Current Tax Bill		18.3808	\$ 5,146.62	\$ 5,514.24	\$ 5,881.86	\$ 6,249.47	\$ 6,617.09	\$ 6,984.70	\$ 7,352.32	\$ 7,719.94	\$ 8,087.55	\$ 8,455.17
29	2020-21	1.20%	18.6013	\$ 5,208.36	\$ 5,580.39	\$ 5,952.42	\$ 6,324.44	\$ 6,696.47	\$ 7,068.49	\$ 7,440.52	\$ 7,812.55	\$ 8,184.57	\$ 8,556.60
30	Increase			\$ 62	\$ 66	\$ 71	\$ 75	\$ 79	\$ 84	\$ 88	\$ 93	\$ 97	\$ 101
31													
32	Current Tax Bill		18.3808	\$ 5,146.62	\$ 5,514.24	\$ 5,881.86	\$ 6,249.47	\$ 6,617.09	\$ 6,984.70	\$ 7,352.32	\$ 7,719.94	\$ 8,087.55	\$ 8,455.17
33	2020-21	0.00%	18.3808	\$ 5,146.62	\$ 5,514.24	\$ 5,881.86	\$ 6,249.47	\$ 6,617.09	\$ 6,984.70	\$ 7,352.32	\$ 7,719.94	\$ 8,087.55	\$ 8,455.17
34	Increase			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
35													
36													
37													
38		% Increase	Mills	480,000	500,000	520,000	540,000	560,000	580,000	600,000	620,000	640,000	660,000
39													
40	Current Tax Bill		18.3808	\$ 8,822.78	\$ 9,190.40	\$ 9,558.02	\$ 9,925.63	\$ 10,293.25	\$ 10,660.86	\$ 11,028.48	\$ 11,396.10	\$ 11,763.71	\$ 12,131.33
41	2020-21	3.00%	18.9322	\$ 9,087.46	\$ 9,466.10	\$ 9,844.74	\$ 10,223.39	\$ 10,602.03	\$ 10,980.68	\$ 11,359.32	\$ 11,737.96	\$ 12,116.61	\$ 12,495.25
42	Increase			\$ 265	\$ 276	\$ 287	\$ 298	\$ 309	\$ 320	\$ 331	\$ 342	\$ 353	\$ 364
43													
44	Current Tax Bill		18.3808	\$ 8,822.78	\$ 9,190.40	\$ 9,558.02	\$ 9,925.63	\$ 10,293.25	\$ 10,660.86	\$ 11,028.48	\$ 11,396.10	\$ 11,763.71	\$ 12,131.33
45	2020-21	1.20%	18.6013	\$ 8,928.62	\$ 9,300.65	\$ 9,672.68	\$ 10,044.70	\$ 10,416.73	\$ 10,788.75	\$ 11,160.78	\$ 11,532.81	\$ 11,904.83	\$ 12,276.86
46	Increase			\$ 106	\$ 110	\$ 115	\$ 119	\$ 123	\$ 128	\$ 132	\$ 137	\$ 141	\$ 146
47													
48	Current Tax Bill		18.3808	\$ 8,822.78	\$ 9,190.40	\$ 9,558.02	\$ 9,925.63	\$ 10,293.25	\$ 10,660.86	\$ 11,028.48	\$ 11,396.10	\$ 11,763.71	\$ 12,131.33
49	2020-21	0.00%	18.3808	\$ 8,822.78	\$ 9,190.40	\$ 9,558.02	\$ 9,925.63	\$ 10,293.25	\$ 10,660.86	\$ 11,028.48	\$ 11,396.10	\$ 11,763.71	\$ 12,131.33
50	Increase			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**East Penn School District  
Long Range Fiscal and Capital Plan**

	A	B	C	D	E	F	G	H	I	J	K	L
1	<b>Real Estate Tax Impact of Long-Range Budget Plan</b>											
2												
3												
4					<b>Assessed Value</b>							
5	<b>Tax Year</b>	<b>Projected Mills</b>	<b>100,000</b>	<b>120,000</b>	<b>140,000</b>	<b>160,000</b>	<b>180,000</b>	<b>200,000</b>	<b>212,001</b>	<b>220,000</b>	<b>240,000</b>	<b>260,000</b>
6												
7	Current Tax Bill	18.3808	\$ 1,838.08	\$ 2,205.70	\$ 2,573.32	\$ 2,940.93	\$ 3,308.55	\$ 3,676.17	\$ 3,896.76	\$ 4,043.78	\$ 4,411.40	\$ 4,779.02
8	2020-21	18.6013	\$ 1,860.13	\$ 2,232.16	\$ 2,604.19	\$ 2,976.21	\$ 3,348.24	\$ 3,720.27	\$ 3,943.50	\$ 4,092.29	\$ 4,464.32	\$ 4,836.35
9	2021-22	19.1221	\$ 1,912.21	\$ 2,294.66	\$ 2,677.10	\$ 3,059.54	\$ 3,441.98	\$ 3,824.43	\$ 4,053.91	\$ 4,206.87	\$ 4,589.31	\$ 4,971.75
10	2022-23	19.5045	\$ 1,950.45	\$ 2,340.54	\$ 2,730.63	\$ 3,120.73	\$ 3,510.82	\$ 3,900.91	\$ 4,134.98	\$ 4,291.00	\$ 4,681.09	\$ 5,071.18
11	2023-24	19.6995	\$ 1,969.95	\$ 2,363.94	\$ 2,757.93	\$ 3,151.93	\$ 3,545.92	\$ 3,939.91	\$ 4,176.32	\$ 4,333.90	\$ 4,727.89	\$ 5,121.88
12	2024-25	19.9358	\$ 1,993.58	\$ 2,392.30	\$ 2,791.02	\$ 3,189.73	\$ 3,588.45	\$ 3,987.17	\$ 4,226.42	\$ 4,385.88	\$ 4,784.60	\$ 5,183.32
13												
14												
15	Note: Based on the Lehigh County Property Classification Totals Report Dated 01/30/2020, the average assessed value of a residential property is 212,001.											
16												
17												
18												
19												
20												
21	<b>Tax Year</b>	<b>Projected Mills</b>	<b>280,000</b>	<b>300,000</b>	<b>320,000</b>	<b>340,000</b>	<b>360,000</b>	<b>380,000</b>	<b>400,000</b>	<b>420,000</b>	<b>440,000</b>	<b>460,000</b>
22												
23	Current Tax Bill	18.3808	\$ 5,146.63	\$ 5,514.25	\$ 5,881.87	\$ 6,249.48	\$ 6,617.10	\$ 6,984.72	\$ 7,352.33	\$ 7,719.95	\$ 8,087.57	\$ 8,455.18
24	2020-21	18.6013	\$ 5,208.37	\$ 5,580.40	\$ 5,952.43	\$ 6,324.45	\$ 6,696.48	\$ 7,068.51	\$ 7,440.53	\$ 7,812.56	\$ 8,184.59	\$ 8,556.61
25	2021-22	19.1221	\$ 5,354.20	\$ 5,736.64	\$ 6,119.08	\$ 6,501.53	\$ 6,883.97	\$ 7,266.41	\$ 7,648.85	\$ 8,031.30	\$ 8,413.74	\$ 8,796.18
26	2022-23	19.5045	\$ 5,461.27	\$ 5,851.36	\$ 6,241.45	\$ 6,631.54	\$ 7,021.63	\$ 7,411.72	\$ 7,801.81	\$ 8,191.90	\$ 8,581.99	\$ 8,972.09
27	2023-24	19.6995	\$ 5,515.87	\$ 5,909.86	\$ 6,303.85	\$ 6,697.84	\$ 7,091.83	\$ 7,485.82	\$ 7,879.81	\$ 8,273.80	\$ 8,667.79	\$ 9,061.79
28	2024-25	19.9358	\$ 5,582.03	\$ 5,980.75	\$ 6,379.47	\$ 6,778.18	\$ 7,176.90	\$ 7,575.62	\$ 7,974.33	\$ 8,373.05	\$ 8,771.77	\$ 9,170.48
29												
30												
31												
32												
33												
34												
35	<b>Tax Year</b>	<b>Projected Mills</b>	<b>480,000</b>	<b>500,000</b>	<b>520,000</b>	<b>540,000</b>	<b>560,000</b>	<b>580,000</b>	<b>600,000</b>	<b>620,000</b>	<b>640,000</b>	<b>660,000</b>
36												
37	Current Tax Bill	18.3808	\$ 5,146.63	\$ 5,514.25	\$ 5,881.87	\$ 6,249.48	\$ 6,617.10	\$ 6,984.72	\$ 7,352.33	\$ 7,719.95	\$ 8,087.57	\$ 8,455.18
38	2020-21	18.6013	\$ 5,208.37	\$ 5,580.40	\$ 5,952.43	\$ 6,324.45	\$ 6,696.48	\$ 7,068.51	\$ 7,440.53	\$ 7,812.56	\$ 8,184.59	\$ 8,556.61
39	2021-22	19.1221	\$ 5,354.20	\$ 5,736.64	\$ 6,119.08	\$ 6,501.53	\$ 6,883.97	\$ 7,266.41	\$ 7,648.85	\$ 8,031.30	\$ 8,413.74	\$ 8,796.18
40	2022-23	19.5045	\$ 5,461.27	\$ 5,851.36	\$ 6,241.45	\$ 6,631.54	\$ 7,021.63	\$ 7,411.72	\$ 7,801.81	\$ 8,191.90	\$ 8,581.99	\$ 8,972.09
41	2023-24	19.6995	\$ 5,515.87	\$ 5,909.86	\$ 6,303.85	\$ 6,697.84	\$ 7,091.83	\$ 7,485.82	\$ 7,879.81	\$ 8,273.80	\$ 8,667.79	\$ 9,061.79
42	2024-25	19.9358	\$ 5,582.03	\$ 5,980.75	\$ 6,379.47	\$ 6,778.18	\$ 7,176.90	\$ 7,575.62	\$ 7,974.33	\$ 8,373.05	\$ 8,771.77	\$ 9,170.48
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**East Penn School District  
Long Range Fiscal and Capital Plan**

	A	B	C	D	E	F	G	H	I	J	K
	<b>Current and Proposed Budget Analysis</b>										
	<b>2019-20 Budget vs. 2019-20 Estimated</b>					<b>2019-20 Budget vs. 2020-21 Budget</b>					
		Budget	Estimated	Variance	Percentage	Budget	Budget	Variance	Percentage		
	Description	2019-20	2019-20	Bud vs. Est	Variance	2019-20	2020-21	Bud vs. Bud	Variance		
1											
2											
3											
4											
5											
6											
7											
8											
9	Local Revenue	112,941,485	112,065,116	(876,369)	(0.78%)	112,941,485	111,164,263	(1,777,222)	(1.57%)		
10	State Revenue	35,175,476	35,822,161	646,685	1.84%	35,175,476	35,810,311	634,835	1.80%		
11	Federal Revenue/Other Sources	1,585,600	1,617,639	32,039	2.02%	1,585,600	2,235,589	649,989	40.99%		
12	District Priorities (Revenue)	-	-	-	0.00%	-	-	-	0.00%		
13											
14	Total Fund Balance and Revenue	<u>\$149,702,561</u>	<u>\$149,504,916</u>	<u>(\$197,645)</u>	<u>(0.13%)</u>	<u>\$149,702,561</u>	<u>\$149,210,163</u>	<u>(\$492,398)</u>	<u>(0.33%)</u>		
15											
16											
17											
18	Salaries	\$ 65,467,651	\$ 65,086,347	(\$381,304)	(0.58%)	\$ 65,467,651	\$ 64,612,448	\$ (855,203)	(1.31%)		
19	Benefits	\$ 39,958,379	\$ 39,625,011	(\$333,368)	(0.83%)	\$ 39,958,379	\$ 40,173,557	215,178	0.54%		
20	D/W Instructional Services	\$ 17,425,140	\$ 17,515,497	\$90,357	0.52%	\$ 17,425,140	\$ 18,635,683	1,210,543	6.95%		
21	D/W Non-Instructional Services	\$ 23,574,701	\$ 14,784,648	(\$8,790,053)	(37.29%)	\$ 23,574,701	\$ 23,571,298	(3,403)	(0.01%)		
22	District Priorities (Expense)	\$ -	\$ -	\$0	0.00%	\$ -	\$ -	-	0.00%		
23	Fund Transfers	\$ 1,640,000	\$ 2,799,013	\$1,159,013	70.67%	\$ 1,640,000	\$ 1,140,000	(500,000)	(30.49%)		
24	Debt Service	\$ 10,123,910	\$ 9,644,600	(\$479,310)	(4.73%)	\$ 10,123,910	\$ 9,062,677	(1,061,233)	(10.48%)		
25											
26	Total Expenditures	<u>\$ 158,189,781</u>	<u>\$ 149,455,116</u>	<u>(\$8,734,665)</u>	<u>(5.52%)</u>	<u>\$ 158,189,781</u>	<u>\$ 157,195,663</u>	<u>\$ (994,118)</u>	<u>(0.63%)</u>		
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