

Investing in our Students: An Overview of CIP Needs

FY 2011- FY 2016

Alexandria City Public Schools
City Council Retreat
November 7, 2009

The ACPS Strategic Plan

MISSION

Provide the environment, resources, and commitment to ensure that each and every student succeeds — academically, emotionally, physically, and socially.

Goal 5

Provide clean, safe and conducive learning environments that utilize best practices for energy efficiency and environmental sustainability.

Agenda

CIP budget drivers

EMG facility needs assessment and results

Other CIP needs

Current and future planning activities

CIP Budget Drivers

Enrollment, programs,
and capacity

Building and site
maintenance and
repair

Major equipment
replacement and
additional purchases

City requirements
ADA compliance
requirements
Systems upgrades for
energy savings
Safety and asset
preservation upgrades

Maintenance Needs: ACPS Facility Assessment

Completed in April, 2009 by EMG Corporation
Reviewed building architectural, structural,
mechanical, and electrical systems, as well as
the site, interior finishes, and accessibility.
Developed detailed building system
replacement costs, for a 20-year period, to
maintain operation of existing buildings

EMG Recommended Investments: By Year

Year	Required Maintenance Expenditures	Year	Required Maintenance Expenditures
2011	\$ 6,445,499	2021	\$ 4,736,059
2012	23,583,726	2022	13,075,448
2013	8,186,855	2023	9,646,927
2014	4,749,537	2024	2,221,466
2015	6,403,482	2025	4,252,493
2016	2,557,619	2026	3,439,367
2017	12,660,860	2027	23,230,798
2018	8,020,573	2028	4,395,678
2019	7,852,282	2029	1,795,775
2020	8,566,139		
Total, All Years			\$155,820,583

EMG Recommended Investments: By School

School	Required Maintenance Expenditure
Charles Barrett Elementary School	\$ 5,196,375
Cora Kelly Elementary School	5,560,660
Douglas MacArthur Elementary School	4,608,007
George Mason Elementary School	4,588,133
James K. Polk Elementary School	5,110,648
Jefferson-Houston Elementary School	10,946,452
John Adams Elementary School	9,434,768
Lyles-Crouch Traditional Academy	4,170,329
Matthew Maury Elementary School	3,101,702
Mount Vernon Community School	8,879,187
Patrick Henry Elementary School	6,066,438
Samuel W. Tucker Elementary School	5,573,599
William Ramsay Elementary School	6,958,218
Francis C. Hammond Middle School	14,259,599
George Washington Middle School	15,920,149
Minnie Howard Campus/TCW	11,217,872
T.C. Williams Secondary School	31,959,649
Rowing Facility	698,631
School Maintenance and Transport Facility	1,570,267
Total, All Years	\$ 155,820,583

Building Replacement Recommendations: Worst Case – No Maintenance Done

This scenario assumes that none of the recommended maintenance has been done. Replacement occurs when deferred maintenance equals 35% of the replacement cost of the building.

School Name	Replacement Cost	Replacement Year
Jefferson-Houston Elementary School	\$ 13,299,720	2012
Patrick Henry Elementary School	12,168,000	2019
School Maintenance and Transport Facility	3,380,500	2019
George Mason Elementary School	9,932,325	2020
Cora Kelly Elementary School	13,455,000	2022
Minnie Howard Campus/TCW	25,434,825	2023
Charles Barrett Elementary School	12,238,200	2025
William Ramsay Elementary School	17,091,800	2025
John Adams Elementary School	26,783,250	2027
Mount Vernon Community School	21,982,350	2027
Douglas MacArthur Elementary School	12,308,400	2028
Samuel W. Tucker Elementary School	15,635,100	2029
Total Replacement Cost	\$ 183,709,470	

Capacity Needs

Classroom capacity projects to meet short term needs. Current CIP reflects \$2.0 million in FY 2011.

Capacity projects to meet medium term needs: two new elementary schools. Not included in FY 2010-2015 CIP

Capacity impact on transportation: additional and replacement buses. Not funded in FY 2010 or FY 2011 CIP. Currently 19 of the 98 buses are 12 years old or greater. By 2011 29 of the 98 buses will be 12 years old or greater.

Capacity Needs, cont.

Furniture, fixtures, and equipment: capacity-driven additional purchases and replacement needs. FY 2011 funding at \$95,000

Each additional classroom costs \$18,000 to equip ACPS has added about 25 elementary classrooms each year for the past two years

City Requirements and ADA Needs

Schools emergency shelters must meet OCR requirements. Estimated cost of \$1.1 million not currently in CIP

Elevator and other access projects: \$3.6 million, of which \$3.3 million was in the FY 2010-2015 CIP

Energy Conservation, Safety, and Preservation of Assets

Energy conservation projects to reduce operating costs and be better stewards of the environment: \$3.3 million in the FY 2010-2015 CIP

Modern fire alarm and sprinkler systems, which would provide faster response times and diminish fire damage to the facility: \$10.8 million in the FY 2010-2015 CIP

Current and Future Planning Activities

School Board work
session on facilities and
capacity (11/3)
CIP presented to School
Board (11/16)
Education Foundation,
conduit funding for
capital projects, and
public-private
partnerships

Superintendent's Long-
Range Facilities
Planning Group
PYPAG
Beauregard small area
planning zone

Investing in Our Students

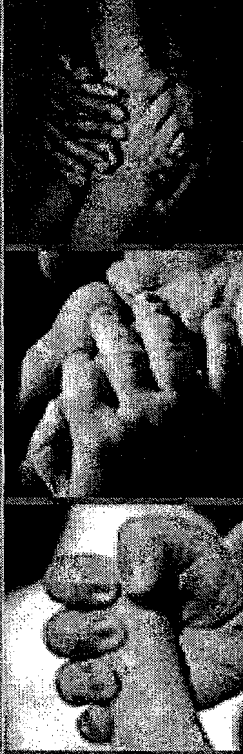
Questions?

Alexandria City Public Schools

Department of Financial Services

October 19, 2009

FISCAL FORECAST



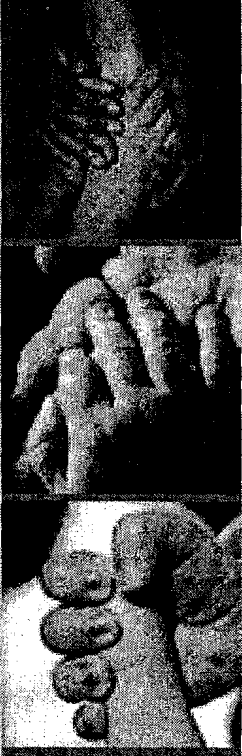
Operating Budget: Fiscal Years 2011 - 2015

AGENDA



- The context
 - Population and enrollment
 - Capacity
 - Budget trends
 - Compensation and benefits
- Methodology and revenue assumptions
- Demonstration of the forecast model
- Sample cases

Strategic Plan



VISION

Set the international standard for educational excellence, where all students achieve their potential and actively contribute to our local and global communities.

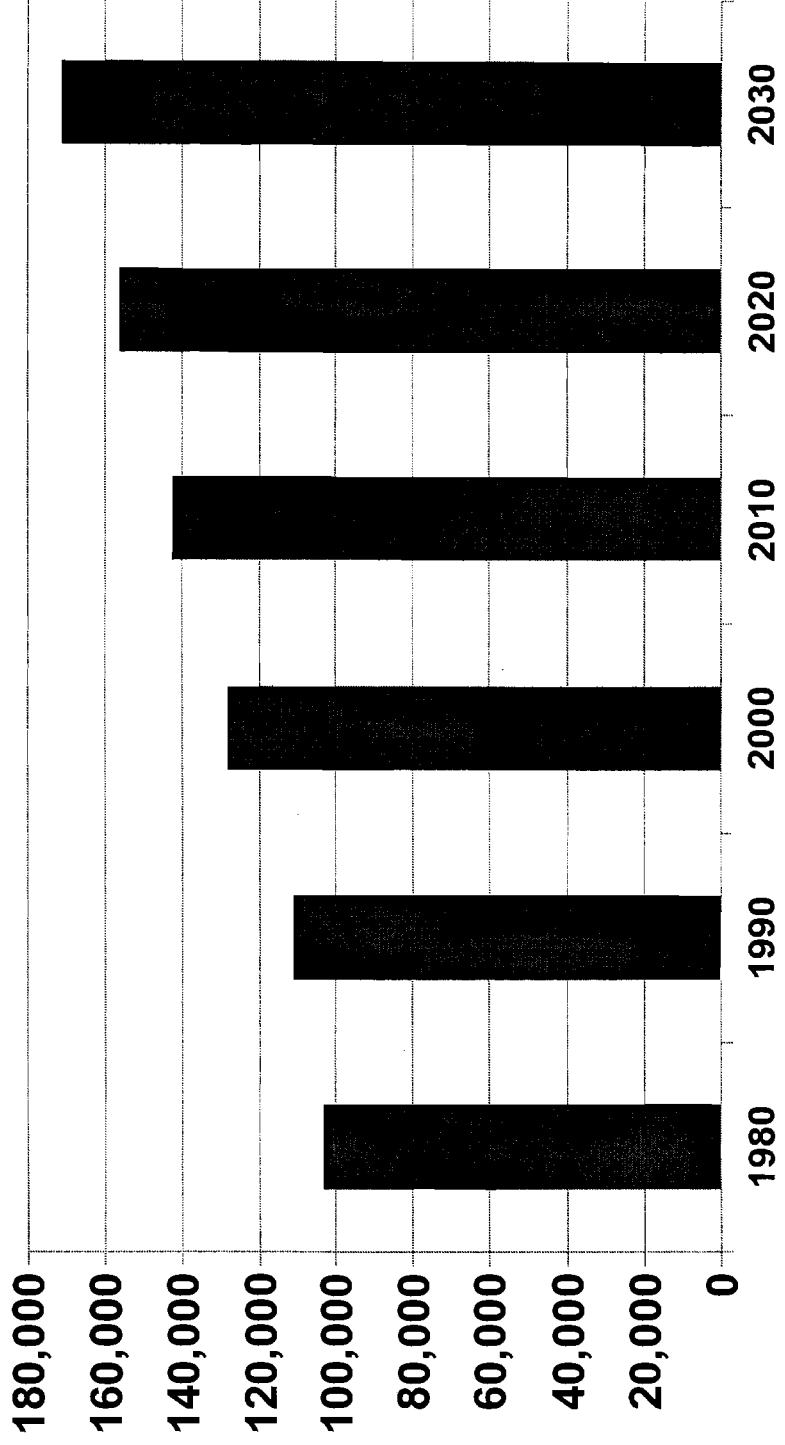
MISSION

Provide the environment, resources, and commitment to ensure that each and every student succeeds — academically, emotionally, physically, and socially.

GOALS

Equity and Excellence: Every student prepared for college, work, and life.
Each student, with support for their unique circumstances, will graduate from high school with the knowledge and skills necessary for higher education, multiple career paths and active citizenship.

**City of Alexandria:
Population forecast to
reach approx. 170,000
by 2030**



Sources: City of Alexandria Planning Department, US Census Bureau & MWCOG Cooperative Forecasts

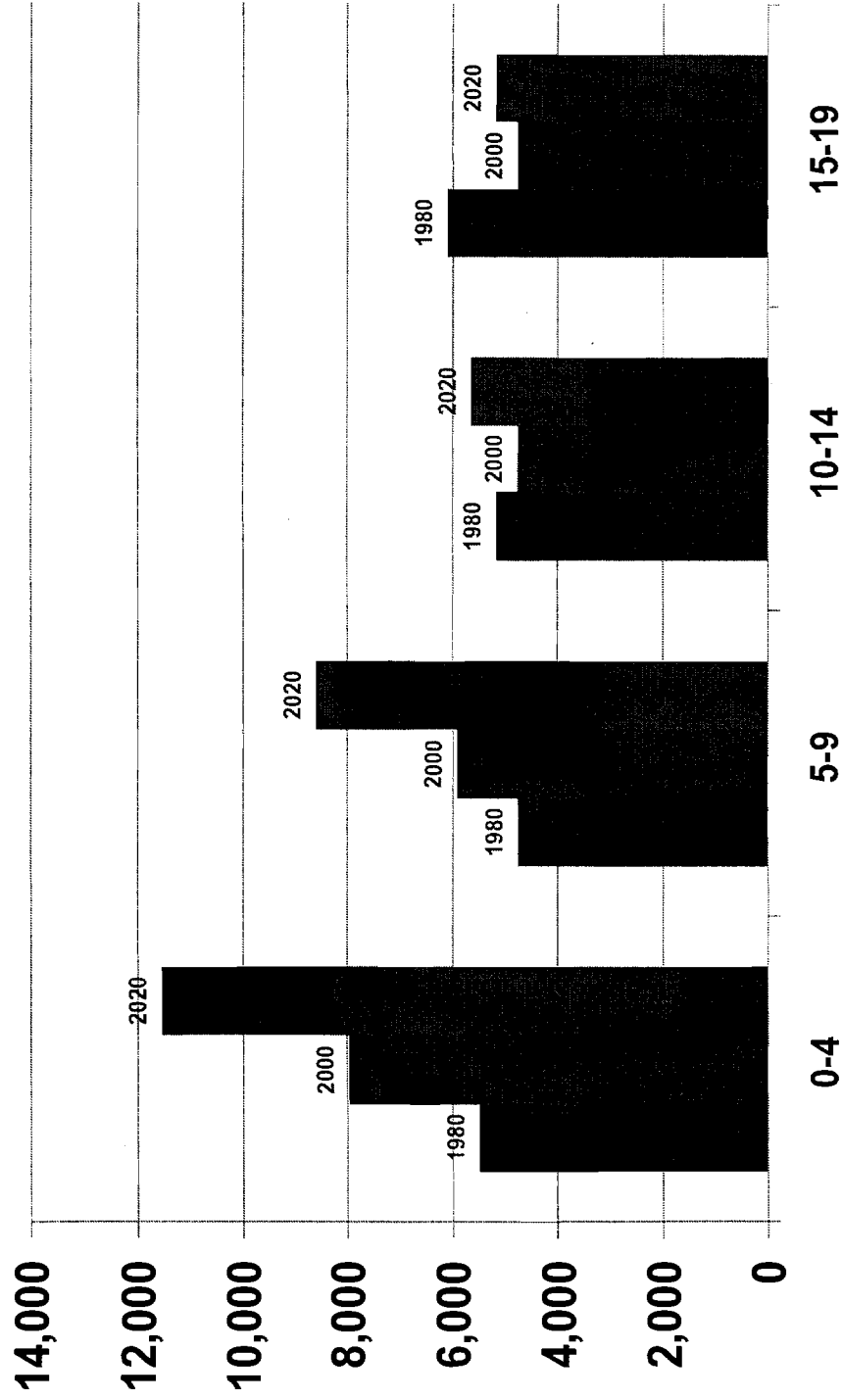
DC Region Population Change



- **None of the Washington DC region's population gain over the past 22 years can be attributed to domestic migration.**
- **Over the past two decades, nearly all of the population growth in the Washington DC region was due to international immigration and the higher fertility rates of the foreign-born population.**
- **Households that move into the Washington DC region from other parts of the U.S. tend to be smaller and have lower incomes than households moving out.**
- People moving into the region tend to be younger, and therefore have smaller household sizes and lower incomes. Out-migrants are more likely to be families and have higher incomes.

Source: Center for Regional Analysis, George Mason University School of Public Policy

Population change by age group (1980 - 2020)



Source: US Census Bureau and Virginia Employment Commission

ACPS Enrollment is Increasing

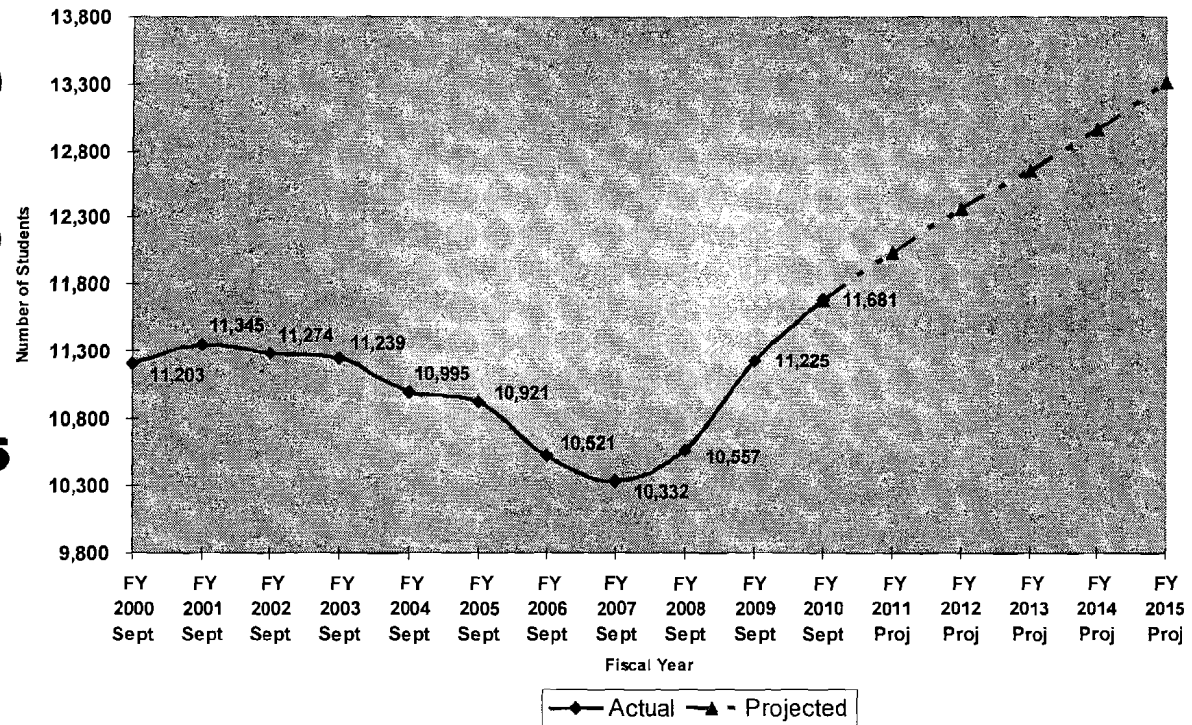


ACPS Enrollment Trends:
Actual and Preliminary Projections

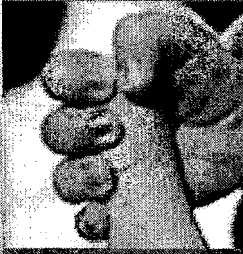
**FY07 to FY10
up 13.1%**

**FY09 to FY10
up 4.1%**

**FY 11 to FY15
up 13.9%**



Economic Constraints

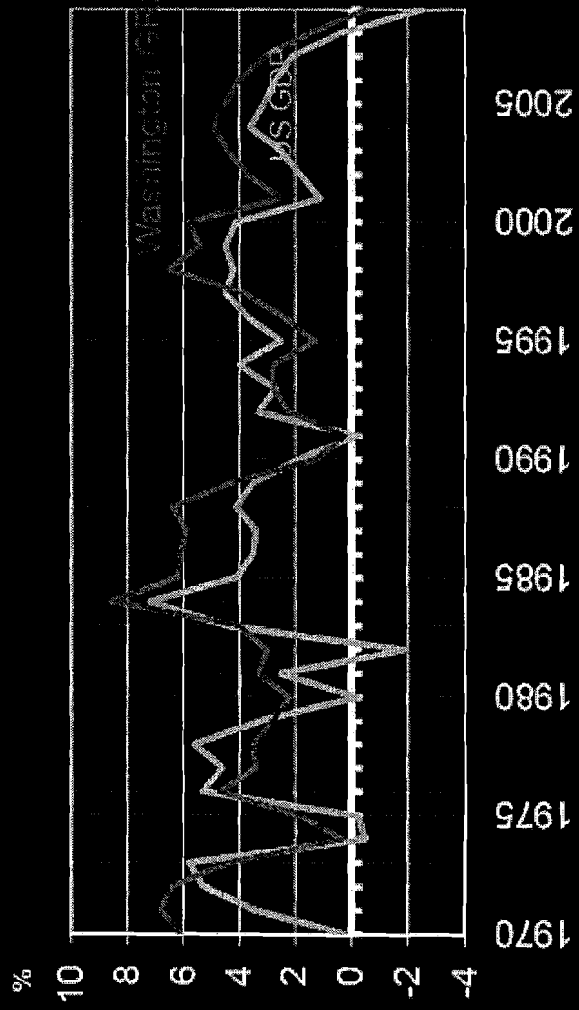


- **Macro-Economic outlook**
 - **GDP**
 - **Unemployment**
 - **Consumer confidence index**
 - **CPI and Inflation**
(CPI-Education component)
 - **Budget shortfall**
- **Revenue outlook for**
 - **Cities**
 - **Counties**
 - **Other school divisions**
 - **Other states**
- **Real estate outlook**
 - **Residential properties**
 - **Commercial properties**
- **Other factors**
 - **Income distribution**
 - **At risk factors**
 - **Etc.**

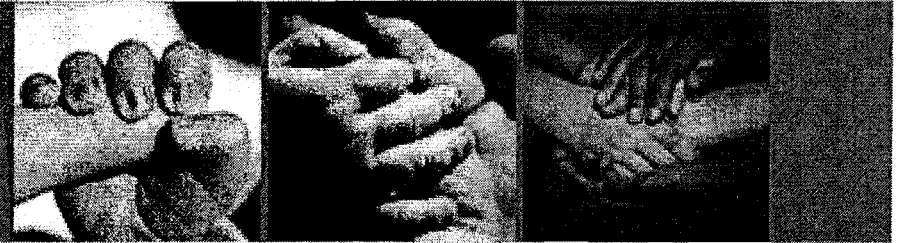
Economic Constraints



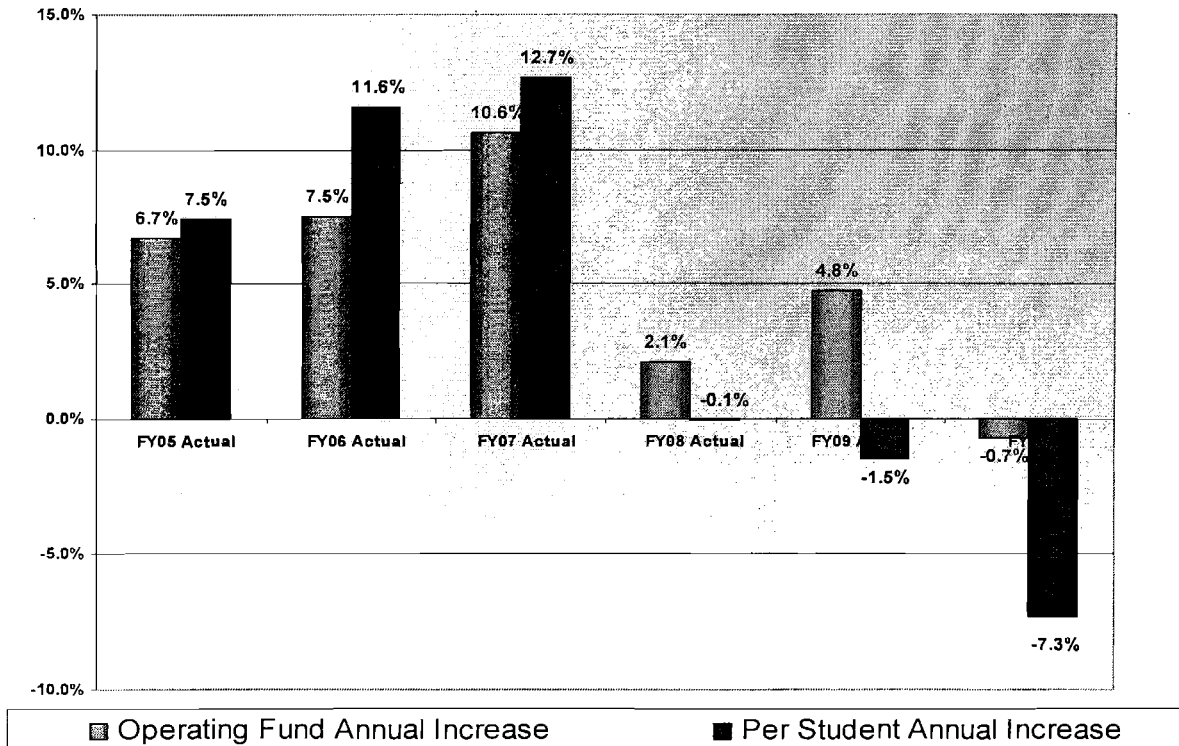
US GDP and Washington GRP



Strategic Efforts to contain expenditure growth



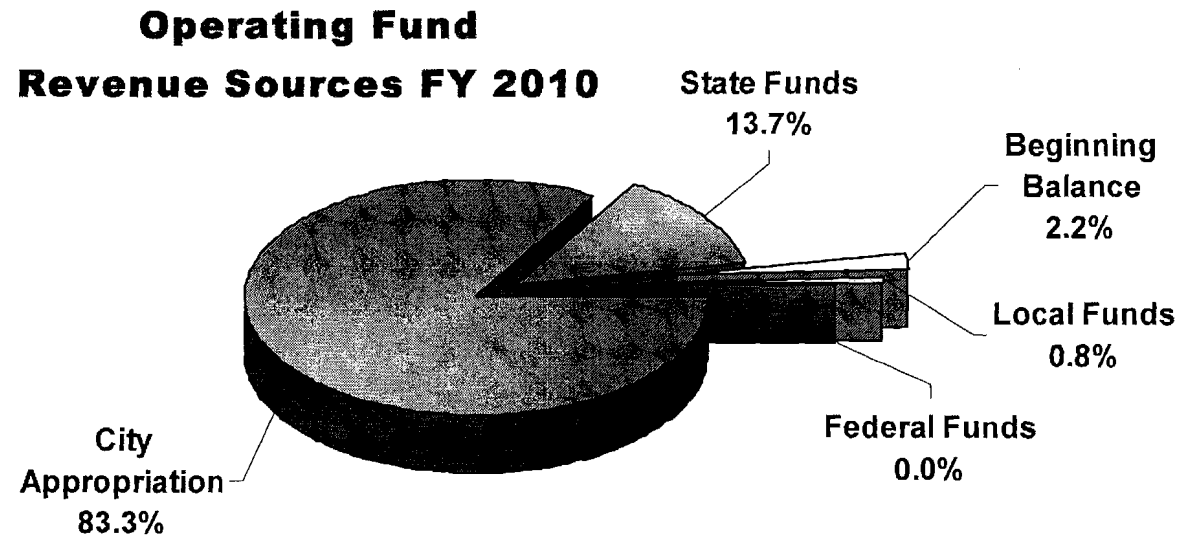
**Increase in Operating Fund Expenditures
FY 2004 Actual to FY 2010 Budgeted**



**Where does the
money come from?**



ACPS Revenue Sources



Methodology



- **Grouped expenditures into several categories**
- **Fully budgeted for all items needed (completeness rule)**
- **Identified other mandatory increases**
- **Used data-driven allocations**
- **Used historical trends (adjusted) for other non-personnel items and benefits rates**
- **Collaborated with City, state and other stakeholders**
- **Forecasted revenues based on City and state projections, adjusted for economic outlook**

Revenue Assumptions:



FY2011 compared to FY2010

- **City appropriation: -2% to +2% change**
- **State sales tax: 5% decrease**
- **State basic aid is enrollment-driven**
- **ARRA funding: SFSF (State Fiscal Stabilization Fund) may no longer be available**
- **Beginning fund balance: an increase of \$1.2 million compared to beginning balance for FY 2010 budget (see FY2009 year-end fund balance report)**

5-Year Revenue Assumptions



City Appropriation

City appropriation accounts for about 83% of ACPS operating revenue

FY 11	2.0%
FY 12	2.5%
FY 13	3.0%
FY 14	3.5%
FY 15	4.0%

State sales tax revenue

Sales tax accounts for about 4.7% of ACPS operating revenue

FY 11	-5.0%
FY 12	-1.0%
FY 13	+1.0%
FY 14	+1.5%
FY 15	+1.5%

State basic aid revenue (9% of ACPS operating revenue)

Change is based on enrollment. No modifications to state legislature approved funding formulas are assumed.

Expenditure Assumptions

(Preliminary subject to change)



- **Student growth: based on preliminary budget projections. The key variable here is “absorptive capacity”, the number of students who can be absorbed with existing staffing.**

The preliminary forecast assumes 20% absorption rate.

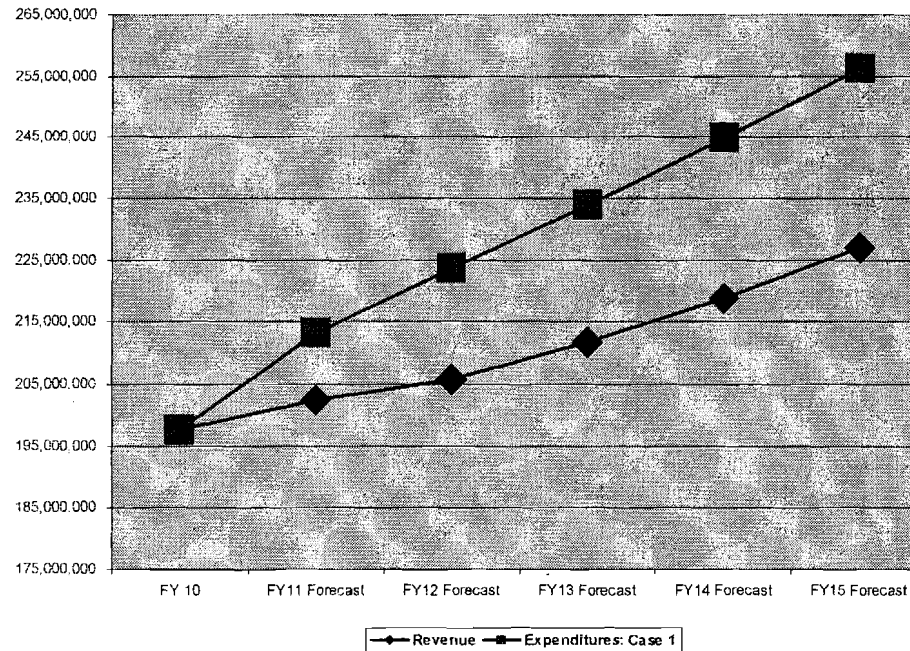
- **Modified zero-based budgeting**
- **Data-driven resource allocations**
- **Step: the preliminary forecast includes the cost of step.**
- **Student-teacher ratio: staff is reviewing best use of capacity and will report results to the Board in November**
- **Strategic plan implementation might require reallocation or redirection of resources**
- **ARRA (SFSF) expenditures expected to come off of ARRA funding and returned to the operating fund in FY 2012**
- **17.91% VRS contribution rate, compared to 13.81% in FY 2010**
- **ACPS supplemental retirement: 2.70% compared to 2.25% in FY 2010**
- **13% annual health insurance increase based on the history of paid claims.**

5-Year Projected Budget Gap

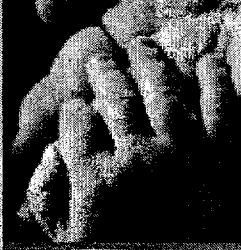


Impact on five-year budget forecast

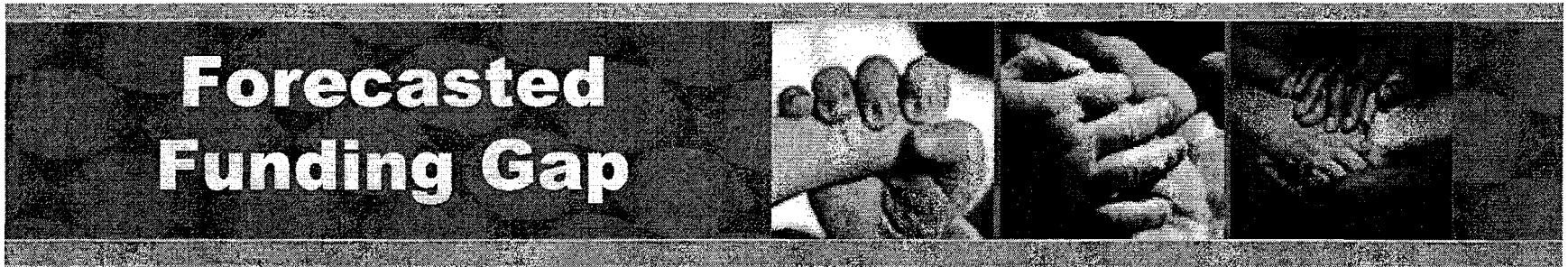
FY 2011 - FY 2015 Forecast



The forecast model



Demonstration



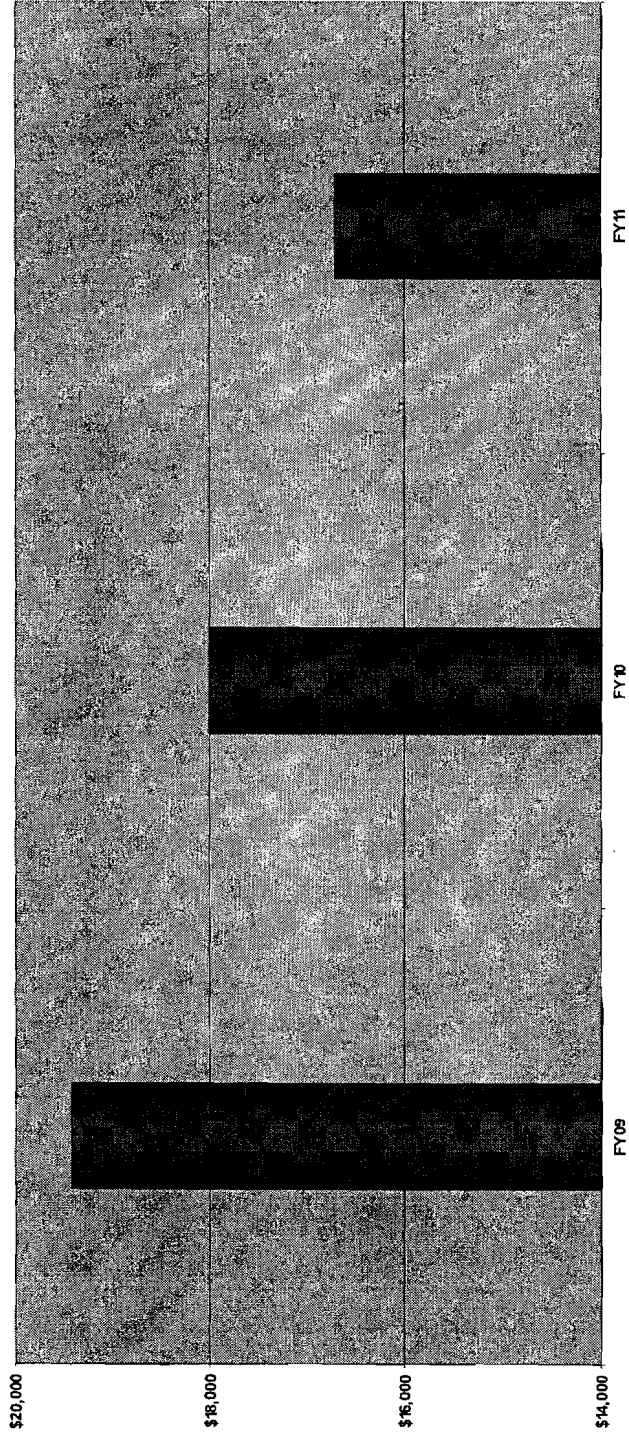
Funding Gap
Based on a 2% Increase to the City Appropriation

	FY11 Forecast	FY12 Forecast	FY13 Forecast	FY14 Forecast	FY15 Forecast
Funding Gap	(10,925,306)	(7,002,581)	(4,334,358)	(3,834,360)	(3,190,495)

Impact on Cost per Student



Impact of Five Year Forecast on Cost per Student
Assumes 2% Increase in City Appropriation in FY 2011



Other Cost Variables



- **\$11 million gap represents almost 100% of the total budget for utilities, leases, educational supplies, and textbooks**
- **\$11 million gap equals also to 77% of the employer's share of health care benefit**
- **\$11 million is also the equivalent of:**
 - **254 FTE's on Support Scale (35% of all support employees) or**
 - **116 FTE's on Teacher Scale (9% of all teachers) or**
 - **76 FTE's on Administrator Scale (79% of all administrators)**

Other Revenue Variables



- **Value of one-cent on the real property tax rate: approx. \$3.0 million**
- **1% change in City appropriation: \$1.6 million**
- **1% change in state sales tax: approx. \$0.1 million**
- **1% change in state aid: approx. \$0.17 million.**

Summary



Our Challenges

- **Closing the “A B C Gap”**
 - **Achievement**
 - **Budget**
 - **Capacity**
- **Educating More students**
- **Greater pressure on school facilities due to population growth**
- **Revenue constraints and uncertain economic environment**
- **Expenditure: cost drivers and cost structure**

ACPS Commitment



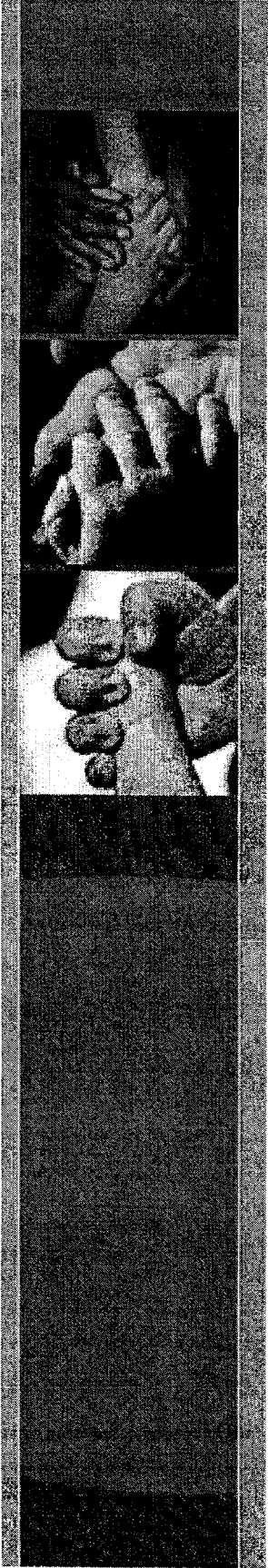
Our Commitment

- **To meet the division goal of higher achievement for each and every student**
- **To attract and retain the best and highest performing employees**
- **To think creatively about how to reach our goals**
- **To be careful stewards of the public funds**
- **To work collaboratively with the City, Board, staff, state, and all other organizations and stakeholders.**

Next Steps?



- **November 1, Sunday: School Board retreat**
- **November 3, Tuesday: CIP long-range plan**
- **November 7, Saturday: City budget retreat**



Your Questions ?

ACPS Forecast: Five Scenarios for FY 2011						
		Scenario 1	Scenario 2	Scenario 3	Scenario 4	Scenario 5
Remaining funding (gap)/surplus		(17,509,093)	(15,863,146)	(14,217,199)	(12,571,253)	(10,925,306)
(Gap)/surplus as percent of prior year		-8.86%	-8.03%	-7.20%	-6.36%	-5.53%
Annual expenditure change including stimulus funds		7.94%	7.94%	7.94%	7.94%	7.94%
Balancing reduction as % of city revenue		-10.85%	-9.74%	-8.64%	-7.56%	-6.51%
Forecasting Assumption Details						
Item	Element	Scenario 1	Scenario 2	Scenario 3	Scenario 4	Scenario 5
1	Maintain 2010 half-year step?	Y	\$ 1,848,047	\$ 1,848,047	\$ 1,848,047	\$ 1,848,047
2	MRA		0.00%	0.00%	0.00%	0.00%
	\$ impact (salaries only)		\$ -	\$ -	\$ -	\$ -
3	Step	Full Year	2.60%	2.60%	2.60%	2.60%
	\$ impact (salaries only)		\$ 2,983,661	\$ 2,983,661	\$ 2,983,661	\$ 2,983,661
4	New Lapse Savings Rate		1.50%	1.50%	1.50%	1.50%
	Change in Lapse Savings		\$ (265,345)	\$ (265,345)	\$ (265,345)	\$ (265,345)
5	Benefits Cost Increase		16.20%	16.20%	16.20%	16.20%
	Benefits cost increase \$ impact		\$ 7,645,941	\$ 7,645,941	\$ 7,645,941	\$ 7,645,941
6	Enrollment growth		3.70%	3.70%	3.70%	3.70%
7	Absorption		20.00%	20.00%	20.00%	20.00%
	New students		432	432	432	432
	Homeroom FTE teachers		29.00	29.00	29.00	29.00
	Special education, ELL, art, music, PE		14.11	14.11	14.11	14.11
	\$ impact (salaries and benefits)		\$ 3,375,176	\$ 3,375,176	\$ 3,375,176	\$ 3,375,176
<i>Other operating expenditures</i>						
8	Outside services		0.70%	0.70%	0.70%	0.70%
	\$ impact		\$ 50,117	\$ 50,117	\$ 50,117	\$ 50,117
9	Cost of contracted transportation		10.00%	10.00%	10.00%	10.00%
	\$ impact		\$ 91,629	\$ 91,629	\$ 91,629	\$ 91,629
10	Other		1.67%	1.67%	1.67%	1.67%
	\$ impact		\$ 255,520	\$ 255,520	\$ 255,520	\$ 255,520
11	Utilities		0.00%	0.00%	0.00%	0.00%
	\$ impact		\$ -	\$ -	\$ -	\$ -
12	Fuel		0.00%	0.00%	0.00%	0.00%
	\$ impact		\$ -	\$ -	\$ -	\$ -
13	New expenditures		\$ -	\$ -	\$ -	\$ -
14	ARRA funded-projects returned to operating		\$ -	\$ -	\$ -	\$ -
2010 City appropriation						
15	City Appropriation Change		-2.00%	-1.00%	0.00%	1.00%
16	State Sales Tax Rate of Change		-5.00%	-5.00%	-5.00%	-5.00%
	\$ impact		\$ (461,135)	\$ (461,135)	\$ (461,135)	\$ (461,135)
	Sales tax estimate		\$ 8,761,565	\$ 8,761,565	\$ 8,761,565	\$ 8,761,565

***revised October 19, 2009

ACPS 5-year forecast: Results						
	FY11	FY12	FY13	FY14	FY15	
Remaining funding (gap)/surplus	(10,925,306)	(7,002,581)	(4,334,358)	(3,834,360)	(3,190,495)	
(Gap)/surplus as percent of prior year	-5.3%	-3.2%	-1.9%	-1.6%	-1.3%	
Annual expenditure change including stimulus funds	7.9%	4.9%	4.5%	4.5%	4.6%	
Forecasting Assumption Details (figures in blue may be modified)**						
Item	Element	FY11 Forecast	FY12 Forecast	FY13 Forecast	FY14 Forecast	FY15 Forecast
1	Maintain 2010 half-year step?	\$ 1,848,047	\$ 1,848,047	\$ 1,848,047	\$ 1,848,047	\$ 1,848,047
2	MRA	0.00%	0.00%	0.00%	0.00%	0.00%
3	\$ impact (salaries only)	\$ -	\$ -	\$ -	\$ -	\$ -
3	Step	2.60%	2.60%	2.60%	2.60%	2.60%
3	\$ impact (salaries only)	\$ 2,983,661	\$ 3,099,524	\$ 3,180,112	\$ 3,262,795	\$ 3,347,628
4	New Lapse Savings Rate	1.50%	1.50%	1.50%	1.50%	1.50%
4	Change in Lapse Savings	\$(265,345)	\$(381,454)	\$(500,972)	\$(625,159)	\$(753,068)
5	Benefits Cost Increase	16.20%	5.39%	5.17%	5.31%	5.47%
5	Benefits cost increase \$ impact	\$ 7,645,941	\$ 3,001,672	\$ 3,084,057	\$ 3,384,424	\$ 3,721,267
6	Enrollment growth	3.70%	3.70%	3.70%	3.70%	3.70%
7	Absorption	20.00%	20.00%	20.00%	20.00%	20.00%
7	New students	432	448	455	482	500
7	Homeroom FTE teachers	29.00	30.00	31.00	33.00	34.00
7	Special education, ELL, art, music, PE	14.11	14.63	15.13	15.66	16.34
8	Other operating expenditures	\$ 3,375,176	\$ 3,494,218	\$ 3,611,152	\$ 3,809,072	\$ 3,941,020
8	Outside services	0.70%	0.70%	0.70%	0.70%	0.70%
8	\$ impact	\$ 50,117	\$ 50,468	\$ 50,821	\$ 51,177	\$ 51,535
9	Cost of contracted transportation	10.00%	10.00%	10.00%	10.00%	10.00%
9	\$ impact	\$ 91,629	\$ 100,792	\$ 110,871	\$ 121,958	\$ 134,154
10	Other	1.67%	1.67%	1.67%	1.67%	1.67%
10	\$ impact	\$ 255,520	\$ 259,794	\$ 264,140	\$ 268,559	\$ 273,052
11	Utilities	0.00%	0.00%	0.00%	0.00%	0.00%
11	\$ impact	\$ -	\$ -	\$ -	\$ -	\$ -
12	Fuel	0.00%	0.00%	0.00%	0.00%	0.00%
12	\$ impact	\$ -	\$ -	\$ -	\$ -	\$ -
13	New expenditures	\$ -	\$ -	\$ -	\$ -	\$ -
14	ARFA funded-projects returned to operating	\$ 546,736	\$ -	\$ -	\$ -	\$ -
15	2010 City appropriation	2.00%	2.50%	3.00%	3.50%	4.00%
15	City Appropriation Change	-5.00%	-1.00%	1.00%	1.50%	1.50%
16	State Sales Tax Rate of Change	\$(461,135)	\$(87,616)	\$ 86,739	\$ 131,410	\$ 133,381
	\$ impact	\$ 8,761,565	\$ 8,673,949	\$ 8,760,689	\$ 8,892,099	\$ 9,025,481
	Sales tax estimate					

Revised October 19, 2009

**FY 2011 - 2015 Fiscal Forecast
Five Year Outlook**

ACPS 5-year forecast: Results							
			FY11	FY12	FY13	FY14	FY15
Remaining funding (gap)/surplus			(10,925,306)	(7,002,581)	(4,334,358)	(3,834,360)	(3,190,495)
(Gap)/surplus as percent of prior year			-5.53%	-3.28%	-1.94%	-1.64%	-1.30%
Annual expenditure change including stimulus funds			7.94%	4.91%	4.59%	4.65%	4.66%
Balancing reduction as % of city revenue			-6.51%	-4.07%	-2.45%	-2.09%	-1.67%
Forecasting Assumption Details (figures in blue may be modified)***							
Item	Element		FY11 Forecast	FY12 Forecast	FY13 Forecast	FY14 Forecast	FY15 Forecast
1	Maintain 2010 half-year step?	Y	\$ 1,848,047	\$ 1,848,047	\$ 1,848,047	\$ 1,848,047	\$ 1,848,047
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	\$ impact (salaries only)		\$ 2,983,661	\$ 3,099,524	\$ 3,180,112	\$ 3,262,795	\$ 3,347,628
4	New Lapse Savings Rate		1.50%	1.50%	1.50%	1.50%	1.50%
	Change in Lapse Savings		\$ (265,345)	\$ (381,454)	\$ (500,972)	\$ (625,159)	\$ (753,068)
5	Benefits Cost Increase		16.20%	5.39%	5.17%	5.31%	5.47%
	Benefits cost increase \$ impact		\$ 7,645,941	\$ 3,001,672	\$ 3,084,057	\$ 3,384,424	\$ 3,721,267
6	Enrollment growth		3.70%	3.70%	3.70%	3.70%	3.70%
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	Homeroom FTE teachers		29.00	30.00	31.00	33.00	34.00
	Special education, ELL, art, music, PE		14.11	14.63	15.13	15.66	16.34
	\$ impact (salaries and benefits)		\$ 3,375,176	\$ 3,494,218	\$ 3,611,152	\$ 3,809,072	\$ 3,941,020
	<i>Other operating expenditures</i>						
8	Outside services		0.70%	0.70%	0.70%	0.70%	0.70%
	\$ impact		\$ 50,117	\$ 50,468	\$ 50,821	\$ 51,177	\$ 51,535
9	Cost of contracted transportation		10.00%	10.00%	10.00%	10.00%	10.00%
	\$ impact		\$ 91,629	\$ 100,792	\$ 110,871	\$ 121,958	\$ 134,154
10	Other		1.67%	1.67%	1.67%	1.67%	1.67%
	\$ impact		\$ 255,520	\$ 259,794	\$ 264,140	\$ 268,559	\$ 273,052
11	Utilities		0.00%	0.00%	0.00%	0.00%	0.00%
	\$ impact		\$ -	\$ -	\$ -	\$ -	\$ -
12	Fuel		0.00%	0.00%	0.00%	0.00%	0.00%
	\$ impact		\$ -	\$ -	\$ -	\$ -	\$ -
13	New expenditures		\$ -	\$ -	\$ -	\$ -	\$ -
14	ARRA funded-projects returned to operating			\$ 546,736			
	2010 City appropriation						
15	City Appropriation Change		2.00%	2.50%	3.00%	3.50%	4.00%
16	State Sales Tax Rate of Change		-5.00%	-1.00%	1.00%	1.50%	1.50%
	\$ impact		\$ (461,135)	\$ (87,616)	\$ 86,739	\$ 131,410	\$ 133,381
	Sales tax estimate		\$ 8,761,565	\$ 8,673,949	\$ 8,760,689	\$ 8,892,099	\$ 9,025,481

Revised October 19, 2009

ACPS Forecast: Five Scenarios for FY 2011

	Scenario 1	Scenario 2	Scenario 3	Scenario 4	Scenario 5
Remaining funding (gap)/surplus	(17,509,093)	(15,863,146)	(14,217,199)	(12,571,253)	(10,925,306)
(Gap)/surplus as percent of prior year	-8.86%	-8.03%	-7.20%	-6.36%	-5.53%
Annual expenditure change including stimulus funds	7.94%	7.94%	7.94%	7.94%	7.94%
Balancing reduction as % of city revenue	-10.85%	-9.74%	-8.64%	-7.56%	-6.51%

Forecasting Assumption Details

Item	Element		Scenario 1	Scenario 2	Scenario 3	Scenario 4	Scenario 5
1	Maintain 2010 half-year step?	Y	\$ 1,848,047	\$ 1,848,047	\$ 1,848,047	\$ 1,848,047	\$ 1,848,047
2	MRA		0.00%	0.00%	0.00%	0.00%	0.00%
	\$ impact (salaries only)		\$ -	\$ -	\$ -	\$ -	\$ -
3	Step	Full Year	2.60%	2.60%	2.60%	2.60%	2.60%
	\$ impact (salaries only)		\$ 2,983,661	\$ 2,983,661	\$ 2,983,661	\$ 2,983,661	\$ 2,983,661
4	New Lapse Savings Rate		1.50%	1.50%	1.50%	1.50%	1.50%
	Change in Lapse Savings		\$ (265,345)	\$ (265,345)	\$ (265,345)	\$ (265,345)	\$ (265,345)
5	Benefits Cost Increase		16.20%	16.20%	16.20%	16.20%	16.20%
	Benefits cost increase \$ impact		\$ 7,645,941	\$ 7,645,941	\$ 7,645,941	\$ 7,645,941	\$ 7,645,941
6	Enrollment growth		3.70%	3.70%	3.70%	3.70%	3.70%
7	Absorption		20.00%	20.00%	20.00%	20.00%	20.00%
	New students		432	432	432	432	432
	Homeroom FTE teachers		29.00	29.00	29.00	29.00	29.00
	Special education, ELL, art, music, PE		14.11	14.11	14.11	14.11	14.11
	\$ impact (salaries and benefits)		\$ 3,375,176	\$ 3,375,176	\$ 3,375,176	\$ 3,375,176	\$ 3,375,176
	<i>Other operating expenditures</i>						
8	Outside services		0.70%	0.70%	0.70%	0.70%	0.70%
	\$ impact		\$ 50,117	\$ 50,117	\$ 50,117	\$ 50,117	\$ 50,117
9	Cost of contracted transportation		10.00%	10.00%	10.00%	10.00%	10.00%
	\$ impact		\$ 91,629	\$ 91,629	\$ 91,629	\$ 91,629	\$ 91,629
10	Other		1.67%	1.67%	1.67%	1.67%	1.67%
	\$ impact		\$ 255,520	\$ 255,520	\$ 255,520	\$ 255,520	\$ 255,520
11	Utilities		0.00%	0.00%	0.00%	0.00%	0.00%
	\$ impact		\$ -	\$ -	\$ -	\$ -	\$ -
12	Fuel		0.00%	0.00%	0.00%	0.00%	0.00%
	\$ impact		\$ -	\$ -	\$ -	\$ -	\$ -
13	New expenditures		\$ -	\$ -	\$ -	\$ -	\$ -
14	ARRA funded-projects returned to operating		\$ -	\$ -	\$ -	\$ -	\$ -
	2010 City appropriation						
15	City Appropriation Change		-2.00%	-1.00%	0.00%	1.00%	2.00%
16	State Sales Tax Rate of Change		-5.00%	-5.00%	-5.00%	-5.00%	-5.00%
	\$ impact		\$ (461,135)	\$ (461,135)	\$ (461,135)	\$ (461,135)	\$ (461,135)
	Sales tax estimate		\$ 8,761,565	\$ 8,761,565	\$ 8,761,565	\$ 8,761,565	\$ 8,761,565

***revised October 19, 2009