



# CHESTER UPLAND SCHOOL DISTRICT GUIDE TO THE 2010-2011 BUDGET

So, how are the children?



# So, how are the children?

## Chester Upland School District

### OUR BELIEFS

- It is a community's sacred responsibility to take care of its children.
- All students can learn, regardless of zip code, poverty or home circumstances.
- Each student is a valued individual with unique intellectual, physical, social, and emotional needs.
- Student learning is our schools' chief priority.
- Clear goals and high expectations for student achievement are required for our success.

### OUR MISSION

Our mission is to facilitate optimal learning for all students to enable them to lead fulfilling and productive lives in a rapidly changing and increasingly complex society.

### OUR VISION

A community that joins together to ensure a high-quality, rigorous and relevant education for every Chester-Upland student leading to academic achievement, choices for higher education and the opportunity to contribute meaningfully as citizens and workers in the global economy.



### EMPOWERMENT BOARD

C. Marc Woolley, Esquire Chairman  
Kathy Schultz, Ph.D., Vice Chairman  
Juan R. Baughn, Ed.D. Secretary/Treasurer

### ELECTED SCHOOL BOARD

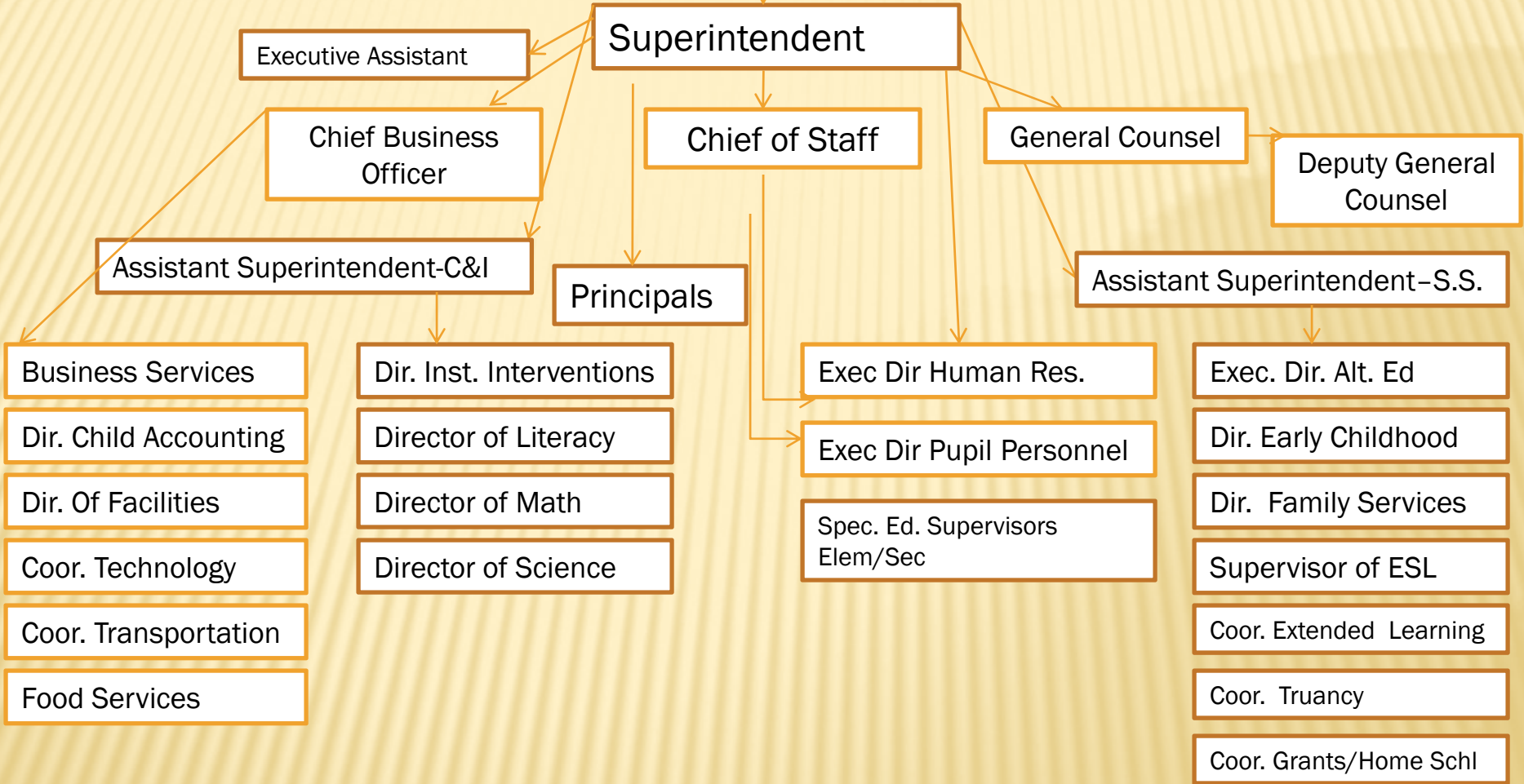
Wanda J. Mann, President  
Vanessa Griffith, Vice President  
Lakisha E. S. Blackwell  
Donna Davis  
Shonda DeShields  
Ulysses Ginn  
Joseph Hollman  
Francis E. Kamp  
Virginia Pilkington  
Baltazar Rubio

### SCHOOL ADMINISTRATION

Gregory E. Thornton, Ed.D.  
*Superintendent*  
Naomi P. Gubernick  
*Chief of Staff*  
Sharon P. Hunter  
*Assistant Superintendent of Curriculum and Instruction*  
Joyce A. Wells, Ed.D.  
*Assistant Superintendent for Family and Student Services*  
Craig A. Butler  
*Chief Business Manager*  
Chester Upland School District  
1720 Melrose Avenue  
Chester, PA 19013

Education Empowerment Board

Elected School Board



Education Empowerment Board

Elected School Board

Superintendent, G. E. Thornton

Exec. Asst. K Posey

Chief Business Officer C. Butler

Chief of Staff N. Gubernick

General Counsel R. Bush

Deputy Counsel F. Fattah

Asst Supt. S. Hunter Cur/Instr.

Principals

Asst. Supt. J. Wells Student Serv.

Business Serv-Foundations

Dir. Inst. Interv . J. Russello

Exec Dir HR. M. Chapman

EXEC Dir. Alt. Ed. D. Davis

Dir. Child Acct. S. Vaughn

Dir. Literacy L. Miller

Exec Dir Pupil Serv. G..Porter

Dir. Early Child C. Smith

Dir. Of Facilities K. Caulk

Dir. Math C. Pitt

Spec. Ed. Supervisors  
H. Shelton Elem; M .Payne Sec

Dir. Family D. King

Coor. Tech R.Weaver

Dir. Science R. Foster

Supervisor ESL, L. Bender

Coor. Transp N.Carabeta

Coor. Ext Learn E. Barnes

Food Service Imordino

Coor. of Truancy T. Yarbray

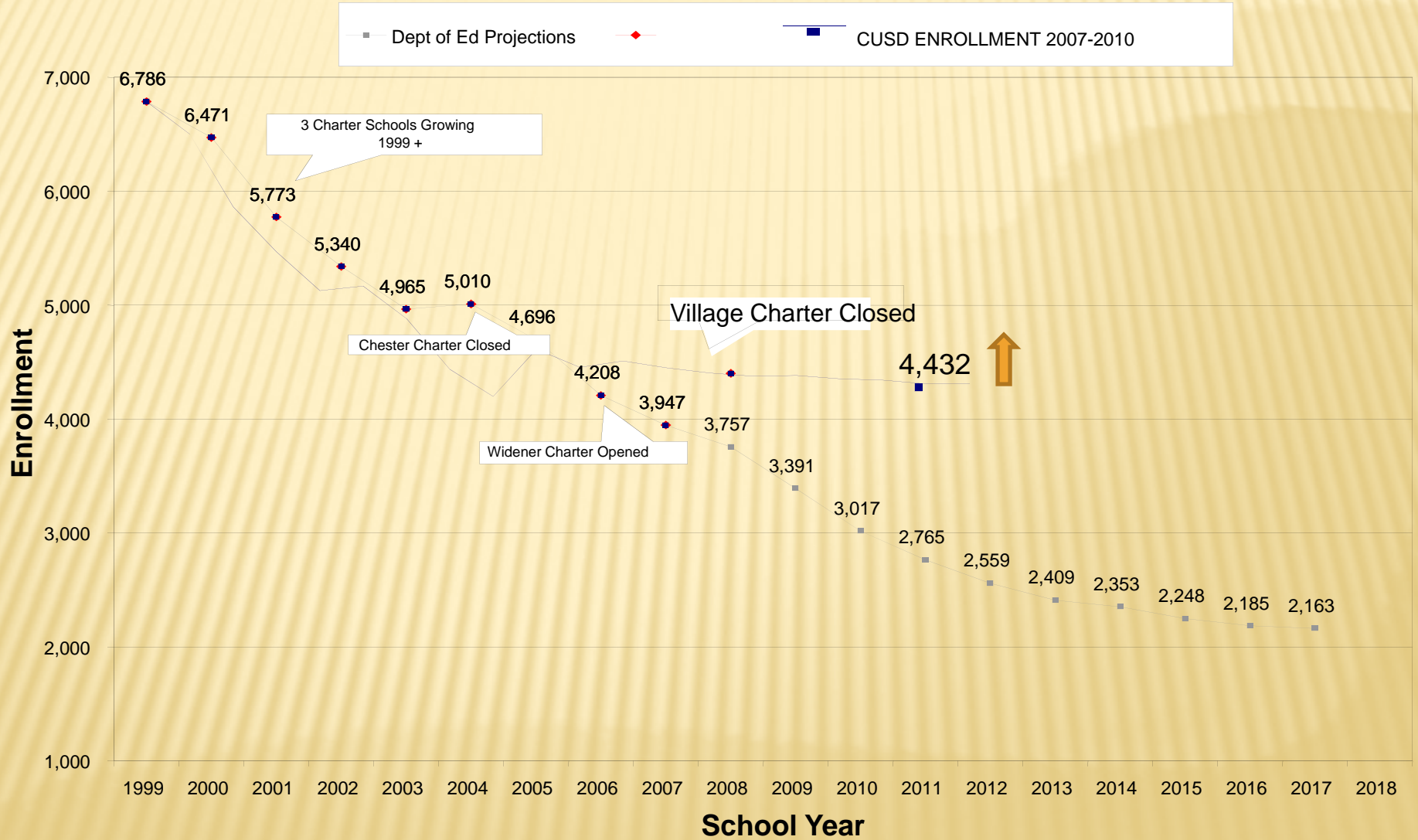
Grants/Home School  
D. Arthur

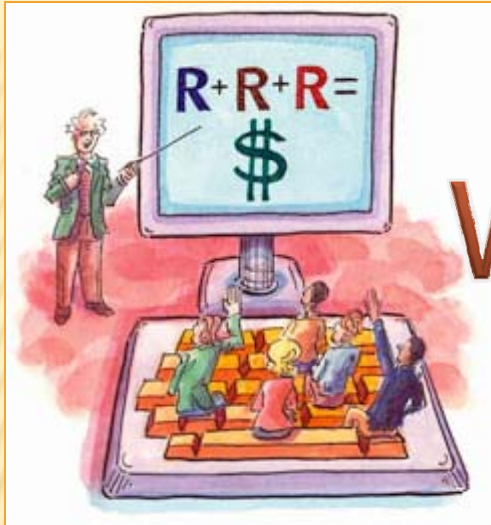


CHESTER UPLAND SCHOOL DISTRICT CENTRAL OFFICE ORGANIZATIONAL CHART

# Chart 1: CUSD Historic and Future Enrollment

PA DOE and Calculated Enrollment Projections for Chester Upland School District





# What is the budget?

The budget is an organizational spending plan based upon the estimate of all available revenues from local, state and federal sources. The budget covers all direct and indirect expenses of educating our students. For the 2010-2011 school year, the Education Empowerment Board will be asked to approve a budget of **\$114,695,510** to support our children.

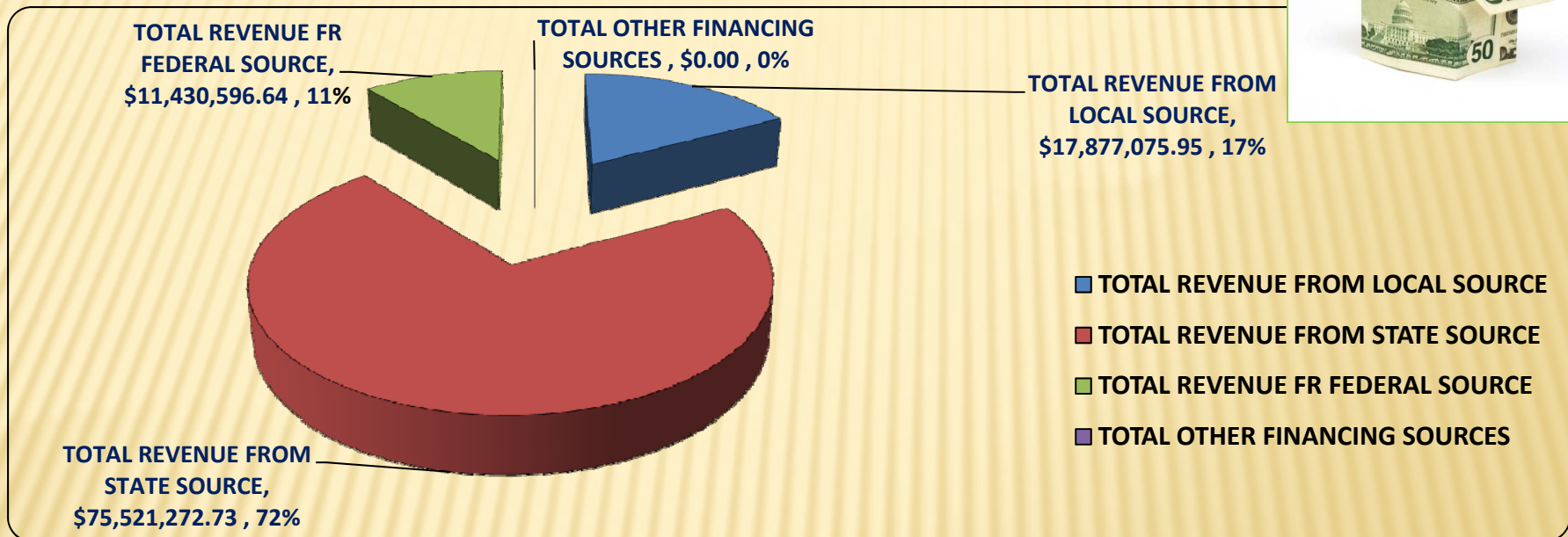
The budget is divided into five main sections:

1. Instructional Services
2. Support Services
3. Non-Instructional Services
4. Student Activities and Community Services
5. Debt Service/Budget Reserve

# WHERE DO WE GET THE MONEY TO SUPPORT OUR SCHOOLS?

The School District's money comes from three main sources: local taxes, state revenues and federal funding.

## Revenues by Source



**Local Sources - 17%:** The second largest portion of the School District's budget comes from local taxes. For the 2010-2011 school year, the residents of the Chester Upland School District will contribute **\$17,877,076**. Most of this money is collected through property taxes. The amount each property owner pays is determined by the millage level, which is set by the Elected School Board each year. The current millage level is 51.336 mills for Chester City and 23.662 mills for Chester Township and Upland Borough for the 2008-2009 school year. The millage levels will remain the same for the 2009-2010 fiscal year

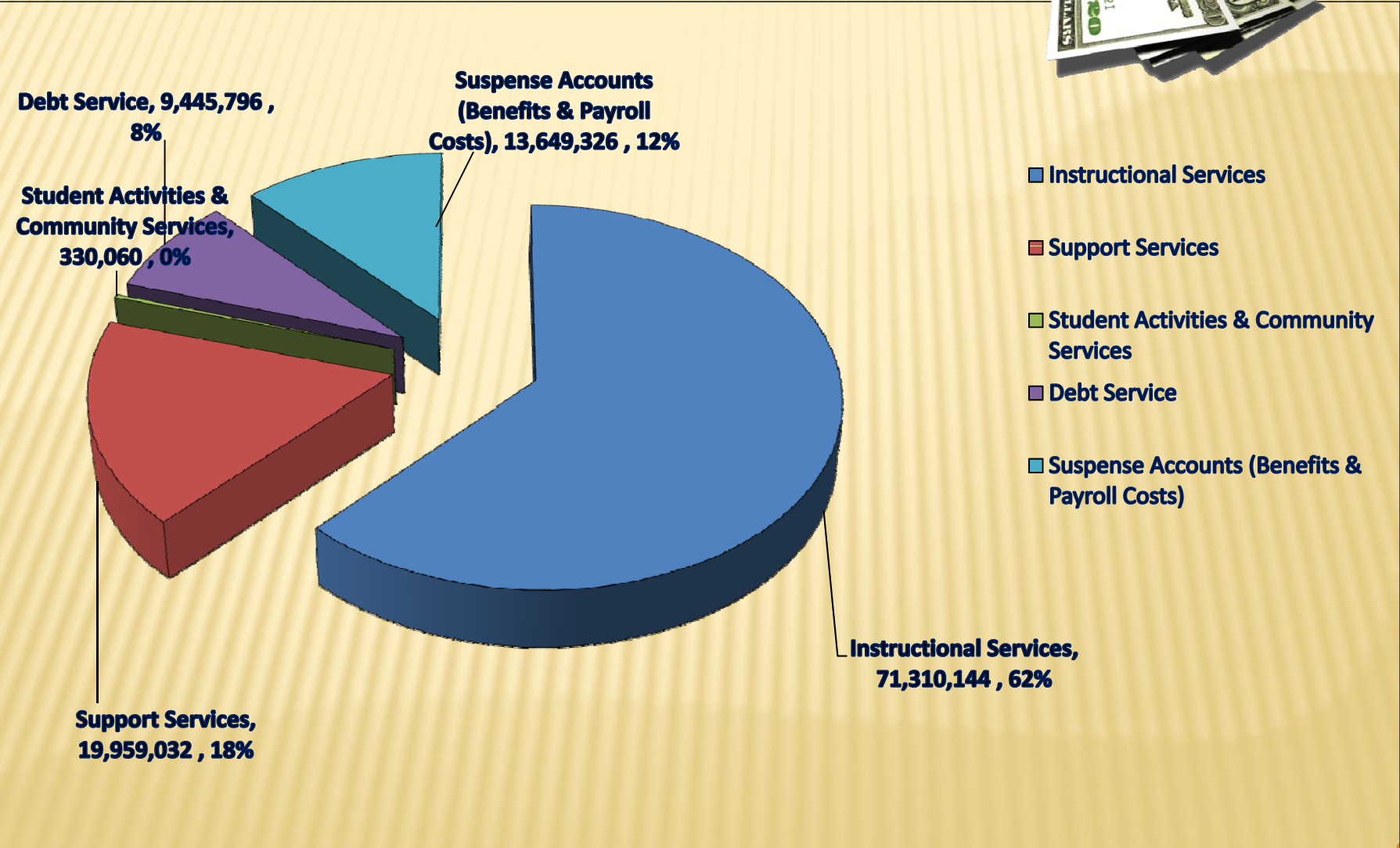
Example:  $Assessment (times) Millage Level (Divided) by 1,000 = Tax Bill$

Chester City -  $35,000 \times 51.336 / 1,000 = \$1,796.75$

Chester Township and Upland Borough -  $\$85,000 \times 23.662 / 1000 = \$2,011.27$

# How is CUSD's Money Spent?

## 2010-2011 GENERAL FUND BUDGET Budget by Function Category





# How is CUSD's Money Spent?

## 2010-2011 GENERAL FUND BUDGET

### Budget by Function Category



**Instructional Services— 62% of Budget:** The instructional section of the budget covers the direct day-to-day costs of educating children. The main expenses of these programs include teacher salaries, support staff salaries, equipment, and supply costs used in the classroom. The instructional services section also pays for special education for children with IEPs both inside and outside the District and vocational education for children attending Aston and Folcroft Vocational Technical Schools.

**Support Services — 18.0% of Budget:** This portion of the budget provides services needed to support instructional services. Budget areas within this section include: activities provided for students under the guidance and supervision of the school district, student health services, building/facilities maintenance, student transportation, and central administrative services.

**Student Activities and Community Services — 0% of Budget:** This section covers activities provided for students involved in community services, staff or other community participants of the school district.

**Debt Service and Budgetary Reserve — 8% of Budget:** This section covers school district debts.

**Suspense Accounts (Benefits & Payroll Costs) — 12% of Budget:** The retirement increased from 4.78% to 8.22% which amount to \$770,000. This category covers employee benefits and payroll costs related to compensation, such as athletic programs and school crossing guards.

<b>BUDGET SUMMARY INFORMATION</b>	<b>PROJECTED BUDGET as of 03/31/10</b>	<b>Projected 2009-10 v. Projected 2010-11</b>	<b>2010-11 Projected</b>
<b>Account Title</b>			
<i>BEGINNING FUND BALANCE</i>			
<b>REVENUE FROM LOCAL SOURCES</b>			
CURRENT REAL ESTATE TAX	\$12,610,383.44	(\$154,376.00)	\$12,456,007.44
PUBLIC UTILITY REALTY TAX	24,882.67	0.00	24,882.67
PAYMENTS IN LIEU OF TAXES	10,500.00	0.00	10,500.00
REAL ESTATE TRANSFER	366,716.01	(22,570.00)	344,146.01
DELINQUENT TAXES	3,141,278.52	0.00	3,141,278.52
EARNINGS ON INVESTMENTS	22,426.95	0.00	22,426.95
INTERMEDIATE SOURCES	1,128,209.92	0.00	1,128,209.92
OTHER REVENUE FROM LOCAL	1,772,678.44	1,650,000.00	3,422,678.44
<b>TOTAL REVENUE FROM LOCAL SOURCES</b>	<b>\$19,077,075.95</b>	<b>\$1,473,054.00</b>	<b>\$20,550,129.95</b>
<b>REVENUE FROM STATE SOURCES</b>			
BASIC INS/OPER SUBSIDY	\$57,942,628.75	\$4,531,618.76	\$62,474,247.51
SUBSIDY FOR SPECIFIC ED	7,292,950.90	(27,468.00)	7,265,482.90
SUBSIDY/NON-ED PROGRAMS	5,211,430.52	0.00	5,211,430.52
EXTRA GRANTS	2,832,844.74	0.00	2,832,844.74
SUBSIDIES STATE PD BENEF	2,241,417.82	471,618.34	2,713,036.16
<b>TOTAL REVENUE FROM STATE SOURCES</b>	<b>\$75,521,272.73</b>	<b>\$4,975,769.10</b>	<b>\$80,497,041.83</b>
<b>REVENUE FROM FEDERAL SOURCES</b>			
RESTRICTED GRANTS IN AID	\$10,580,596.64	(\$250,000.00)	\$10,330,596.64
MEDICAL ASSISTANCE REIMB	850,000.00	(400,000.00)	450,000.00
<b>TOTAL REVENUE FR FEDERAL SOURCES</b>	<b>\$11,430,596.64</b>	<b>(\$650,000.00)</b>	<b>\$10,780,596.64</b>
<b>TOTAL OTHER FINANCING SOURCES</b>	<b>\$0.00</b>	<b>\$2,867,742.29</b>	<b>\$2,867,742.29</b>
		0.00	0.00
<b>TOTAL REVENUE</b>	<b>\$106,028,945.32</b>	<b>\$8,666,565.39</b>	<b>\$114,695,510.71</b>
<b>EXPENDITURES BY MAJOR OBJECT</b>			
Salaries (100)	\$36,197,297.86	(\$431,307.35)	\$35,765,990.51
Benefits (200)	11,652,053.19	2,115,805.52	13,767,858.71
Professional Services (300)	6,466,175.98	85.33	6,460,047.45
Pruchased Property Services (400)	3,426,579.66	0.00	3,426,579.66
Other Purchased Services (500)	39,128,100.81	960,377.85	40,088,478.66
Supplies (600)	5,061,052.70	105,800.22	5,166,852.92
Equipment (700)	300,335.24	(90,708.40)	177,785.92
Other Expenses (800)	336,700.11	0.00	368,466.03
Transfers and Debt Service (800) (900)	8,495,790.34	977,660.50	9,473,450.84
<b>TOTAL EXPENDITURES</b>	<b>\$111,064,085.89</b>	<b>\$3,637,713.69</b>	<b>\$114,695,510.71</b>
<i>ENDING FUND BALANCE</i>			<b>(\$0.00)</b>

# WHAT ARE THE BUDGET COST DRIVERS ?



## Charter Schools

Charter and cyber schools are voluntary state approved alternative educational programs for both regular and special education students. If a child chooses to attend a charter or cyber school, payment must come from the school district's operating fund. Chester Upland has budgeted **\$34,434,112** for these school. This represents 30 percent of the district's budget.

## Special Education

Special Education costs in the Chester Upland School District are influenced by state and federal special education mandates. Regulations, documentation and compliance requirements continue to increase while Government support for special education has not kept pace with the mandates. Educating a special needs child can cost between **\$8,000 to \$81,000** per year, due to their specialized learning requirements. Chester Upland is experiencing what school districts across the country experience, special education requirements have become more stringent and costly to implement.

## Debt Service

The Education Empowerment Board inherited a debt of **over \$80 million** which costs the district approximately **\$ 8.2 million yearly**. Debt Service payments represent 8 % of the District's overall budget.

# BUDGET ASSUMPTIONS 2010-2011

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- ❑ Full Funding of the Governor's Budget
- ❑ Full Funding of all Federal Grants
- ❑ Sale of identified District owned Real Estate
- ❑ Sale of Delinquent Tax Parcel/Liens
- ❑ Collection of Current Real Estate Taxes
- ❑ Receipt of Tax Increment Financing (TIF) *Note: this is a public financing method which is used for redevelopment and community improvement projects*

# BUDGET UNKNOWNNS 2010-2011

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- ❑ Outcome of Collective Bargaining Unit  
Negotiations for three (3) bargaining units
- ❑ Reduction of cost associated with contracting out Student Transportation Services (District-wide)
- ❑ Charter School enrollments

# **THE BUDGET INCLUDES FUNDING TO CONTINUE THE FOLLOWING PROGRAMS:**

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## **CURRICULUM & INSTRUCTION**

- ❑ **Instructional Resources:** Literacy, Mathematics, and Science Curriculum Maps
- ❑ **Supplemental Resources:** Achieve 3000, Apangea, First in Math, Tech Path, and Field Trips PK-12
- ❑ **Professional Development:** Philadelphia Writing Project, and Teacher Mentor Training
- ❑ **Advanced Placement Courses:** AP American History and AP Statistics, and History of Chester Course

# CURRICULUM & INSTRUCTION

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- ❑ **School Reform Models:**  
Project GRAD and Talent Development
- ❑ **Staff Resources:**  
Literacy, Mathematics, Science Directors and  
Reading Recovery Teachers

# STUDENT SUPPORT SERVICES

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- ❑ **Extended Learning Programs :**  
Pre College and Dual Enrollment: Jr./Sr. Challenge  
Eastern University, DCCC, Project Forward Leap  
Millersville, Del County Community College;  
After, Summer and Clubs: SES Tutoring, Soccer,  
Reading Olympics and Freedom Schools K-8,  
Athletics: soccer, cheerleading, basketball;  
Music expansion: band, instruments and repairs
- ❑ **College Access:**  
College Tours and SAT/ACT preparation
- ❑ **ELL Program:**  
Parent Advisory, Professional Development, and  
Curricular Materials



# STUDENT SUPPORT SERVICES

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- ❑ **Parent Involvement:**  
Parent Summits, Title I Conferences, Community and Special Education Advisory
- ❑ **Truancy Outreach:** Attendance Improvement Center Programs
- ❑ **The Arts :**  
Music textbooks and materials, Violete de Mazia, professional development
- ❑ **Library Upgrades:**  
Destiny System, professional development, books, supplies, and furniture

# STUDENT SUPPORT SERVICES

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- ❑ **Early Childhood :** Furniture, Playground Equipment Assessment Materials and Professional Development
- ❑ **Special Education Programs:** Autistic classrooms, New Pathways Program, Apartment Living for Life Skills students, Health Resource Center, Behavior Liaison
- ❑ **Alternative Education:** Result Tech, Accelerated Learning Academy grades 6-12; Ombudsman grades 9-12; YouthBuild grades 6-12
- ❑ **Career and Tech. Ed :** Program Upgrades

# EFFECTIVE & EFFICIENT OPERATIONS

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- ❑ Facilities: school maintenance
- ❑ Technology: '*Scholarchip*' & security upgrades
- ❑ Business: Transportation & food services efficiencies

# PROPOSED BUDGET 2010-2011 INCLUDES

- ❑ APEX Learning
- ❑ Baking Program
- ❑ Dental Program
- ❑ Early Childhood Program (1 additional program)
- ❑ Expansion of Youth Court
- ❑ Instruments Program Expansion
- ❑ Library upgrades for CUSA and Allied
- ❑ School Reform Initiatives
- ❑ Special Education Expansion



# Transforming our Schools With School Improvement Dollars



## Talent Development: Chester High School Reform Model

- ④ 9<sup>th</sup> Grade Academy
- ④ 4x4 90 minute Block Schedule
- ④ Freshman Seminar 1<sup>st</sup> / American History 2<sup>nd</sup>
- ④ Strategic Reading 1<sup>st</sup> / English 1 2<sup>nd</sup>
- ④ Transitional Math 1<sup>st</sup> / Algebra I 2<sup>nd</sup>

## Project GRAD: Columbus Elementary Reform Model

- ④ Achievement Supports in Literacy and Math
- ④ 8<sup>th</sup> Grade Bridge to High School
- ④ Path to College
- ④ Scholarships for qualifying students

# How Will Chester Upland Spend Our EETT Funds?

[ Enhancing Education Through Technology ]

- ❑ Interactive White Boards
- ❑ Elementary Technology Coach
- ❑ Director of Educational Technology



# WHAT'S IN JEOPARDY IF FUNDING FALLS SHORT

- ❑ Class Size
- ❑ Reduction of Force
- ❑ Alternative Education
- ❑ Expanded Walk Zones
- ❑ Middle Grade Sports
- ❑ Instrumental Music
- ❑ Materials, Book, Supplies
- ❑ Deferred Maintenance
- ❑ Library Upgrades



So, how are the children?