

**Report on Muncie Community Schools
Administrator Assistance
Emergency Manager
September 12, 2017**

General Update:

- I. Budget and structural deficit

- II. Challenges facing the district
 - A. Remaining a viable school district.
 - (1) Overcoming the loss of students and the resulting financial impact. The district is expected to lose more students than originally projected, maybe as many as 500 students.
 - (2) Finding a way to maintain buildings without needed financial resources.
 - (3) Right sizing the district in terms of facilities and programs.
 - B. Presenting a positive image in the face of financial difficulties to help retain students.

- III. Actions taken to-date
 - A. Actions taken by the district
 - (1) The district has taken several cost cutting steps over the last two years but remains in deficit spending.
 - (2) The district privatized food services, custodial services, nursing services, selected a new transportation vendor and closed and sold its Administration Building to Ball State University.
 - (3) Major cost savings initiatives the school district has in place for 2017-2018 school year
 - a. Closed three buildings - Mitchell, Storer and Sutton Elementary Schools - with an estimated staffing cost reduction of over \$2.4 million.
 - aa. Eliminated 30 elementary teaching positions with an estimated savings of \$1.8 million (approximate average of \$60,000 per teacher).

- bb. Eliminated three elementary principal positions and an administrative assistant position for an estimated savings of \$428,678.
- cc. Eliminated three media specialist positions at an estimated savings of \$176,505.
- b. Made other staffing cuts beyond the three elementary schools closed
 - aa. Eliminated five administrative support staff positions for an estimated cost savings of \$185,000.
 - bb. Eliminated three additional media specialist positions for an estimated cost savings of \$176,505.
 - dd. Eliminated seven and half secondary teachers and a half-time assistant high school athletic director for an estimated cost savings of \$509,960.
- (4) The district has eliminated other staffing positions but it is difficult to get an accurate picture of the total size of the staff cuts until there is an opportunity to analyze the payroll of September 20. It will take to some time to review that payroll to arrive at an exact number of staff reductions.

B. Actions taken by the Emergency Management Team

- (1) We have been meeting with Muncie Mayor, Dennis Tyler, to explore ways the City of Muncie may be able to assist the school district. The meetings have been encouraging.
- (2) We have met with Bond Counsel, Thomas Peterson, to discuss how to address the \$10 million needed to complete the work planned through the General Obligation Bonds secured by the school district in 2014.
- (3) We have met with H.J. Umbaugh and Associates and discussed how to address the school district's debt. We will be meeting again soon to explore possible ways to restructure the school district's debt, which would be extremely beneficial for the district.
- (4) We made a request to local lenders in Muncie for a short-term loan of \$4.5 million to be secured in three monthly installments of \$1.5 million each in October, November and December if needed, with repayment of the loan in

January through a tax anticipation warrant. The school district may not have enough money to pay all of its bills in November and the short-term loan would help the district meet operation costs.

- (5) We have worked with the Muncie Teachers Association (MTA) on behalf of the school district and completed a Memorandum of Understanding for the reimbursement of teacher health insurance benefits for the past two contract years.
 - a. The teacher contract for the school district as determined through the Fact-Finding process by the Indiana Education Employment Relations Board (IEERB) resulted in the teachers having to pay higher health insurance premiums for 2015 – 2016 and 2016 – 2017.
 - b. The Emergency Management Team worked with the MTA to determine how teachers would repay the money.
 - c. This was a very successful first step with the Muncie Teachers Association and resulted in the school district being able to secure a significant reimbursement of money.
- (6) The Emergency Manager's financial advisor is working closely with the Muncie Schools' Chief Financial Officer to analyze expenses and revenue and to develop the district's 2018 budget.
- (7) Muncie Community Schools serves as the Lead Educational Agency (LEA) for the area wide special education, career and technical education, and Delaware County Youth Opportunity Center's school expulsion and suspension programs. The schools participating in these cooperatives pay their participation costs at the end of year and not upfront as services are delivered. We are working with school district leaders and the Indiana Department of Education to determine if there is a way for the school districts to pay these costs upfront during the year without increasing federally mandated maintenance of effort costs that would result from one year of double payments. This will improve the district's cash flow if it can be accomplished.
- (8) We are working with the school district to market and sell closed school buildings and unused property. Today, all facilities will be officially marketed for sale per IC 6-1.1-20.3-7.1.

IV. Goals for Muncie Community Schools

A. Reduce General Fund Budget to \$38 million over the next two years.

- (1) Goal would be to reduce spending by \$4 – 6 million
- (2) Reductions in expenditures would come from
 - a. Staffing reductions
 - b. Program modifications and elimination
 - c. Closing facilities to right size the district to a district of eventually 4,000 students
 - d. Significant cuts in teacher health insurance costs

Projected Cashflow 2017 - General Fund														
	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	TOTALS	2016
Cash Balance													Actual	
Income														
Interest	\$ 1,049	\$ 406	\$ 267	\$ 392	\$ 238	\$ 434	\$ 2,875	\$ 2,340	\$ 350	\$ 350	\$ 350	\$ 350	\$ 9,401	\$ 9,494
Non Revenue Rec.	\$ 19,584	\$ 4,735	\$ 800	\$ -	\$ (40)	\$ -	\$ 16	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 27,095	\$ 18,086
Restitution/Refunds	\$ 1,962	\$ 790	\$ 1,654	\$ 3,439	\$ 197	\$ -	\$ 5,614	\$ 39,959	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 57,615	\$ 17,204
ROTC	\$ 5,302	\$ 10,768	\$ 5,456	\$ 5,456	\$ 5,456	\$ 5,456	\$ 5,460	\$ 5,250	\$ 5,250	\$ 5,250	\$ 5,250	\$ -	\$ 64,564	\$ 55,055
Basic Grant (State)	\$ 3,540,164	\$ 3,522,588	\$ 3,447,086	\$ 3,447,086	\$ 3,447,086	\$ 3,458,271	\$ 3,475,247	\$ 3,475,247	\$ 3,425,000	\$ 3,425,000	\$ 3,225,000	\$ 3,225,000	\$ 41,188,273	\$ 42,030,756
Sale/Rent of Property	\$ 17,819	\$ 17,611	\$ 17,611	\$ 441	\$ 441	\$ 3,567	\$ 1,240	\$ 48,115	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 115,383	\$ 170,064
Student Fees	\$ 835	\$ 1,094	\$ 1,094	\$ 1,109	\$ 1,109	\$ 1,952	\$ 305	\$ 1,007	\$ 750	\$ 750	\$ 750	\$ 750	\$ 11,393	\$ 11,480
Grants/Transfers/Loans	\$ -	\$ 2,666,000	\$ 199,962	\$ 5,000	\$ (2,183,645)	\$ -	\$ 23,766	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 511,121	\$ 1,067,551
Other Misc	\$ 27,260	\$ 382	\$ 70	\$ 140	\$ 154	\$ 191	\$ 8,110	\$ 8,695	\$ 1,250	\$ 100	\$ 100	\$ 1,250	\$ 73,173	\$ 492,318
Remediation	\$ 112	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 182	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 61,210	\$ 72,036
Total Revenue	\$ 3,614,087	\$ 6,227,896	\$ 3,539,820	\$ 3,476,779	\$ 1,274,487	\$ 3,482,973	\$ 3,522,815	\$ 3,578,921	\$ 3,436,700	\$ 3,436,700	\$ 3,236,700	\$ 3,291,350	\$ 42,119,228	\$ 43,944,044
Cum Tot Rev.	\$ (6,523,738)	\$ (295,842)	\$ 3,243,978	\$ 6,720,757	\$ 7,995,244	\$ 11,478,217	\$ 15,001,032	\$ 18,579,953	\$ 22,016,653	\$ 25,453,353	\$ 28,690,053	\$ 31,981,403		
Expenses														
Payroll/SS/Medicare	\$ 1,724,649	\$ 1,729,173	\$ 1,704,610	\$ 1,645,409	\$ 1,698,338	\$ 2,368,851	\$ 727,461	\$ 1,599,830	\$ 1,550,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 19,248,321	\$ 22,400,985
Employee Benefits	\$ 787,181	\$ 385,125	\$ 472,082	\$ 429,016	\$ 337,904	\$ 901,540	\$ 176,108	\$ 566,055	\$ 650,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 6,505,911	\$ 11,240,387
Sp Ed/Voc Ed Payouts	\$ 2,020,876	\$ 523,730	\$ 393,105	\$ 438,305	\$ 275,405	\$ 1,407,037	\$ 937,777	\$ 189,805	\$ 600,000	\$ 600,000	\$ 650,000	\$ 700,000	\$ 8,736,040	\$ 20,663,368
Tax Anticip. Warrant	\$ 4,532,706	\$ 2,638,028	\$ 2,569,797	\$ 2,512,730	\$ 2,311,647	\$ 4,677,428	\$ 1,841,346	\$ 2,356,590	\$ 2,800,000	\$ 2,700,000	\$ 2,750,000	\$ 2,665,778	\$ 2,665,778	\$ 43,656,050
Total Expense	\$ (11,056,444)	\$ (7,466,576)	\$ (6,496,553)	\$ (5,532,504)	\$ (6,569,664)	\$ (7,764,119)	\$ (6,082,650)	\$ (4,860,319)	\$ (4,223,819)	\$ (3,486,919)	\$ (3,000,219)	\$ (11,674,647)	\$ (1,536,822)	
Cash Balance	\$ 42,554,179	\$ 4,532,706	\$ 38,000,000	\$ 33,467,273	\$ 27,907,583	\$ 20,143,464	\$ 14,060,815	\$ 11,704,496	\$ 7,483,677	\$ 3,996,757	\$ 996,538	\$ (203,297)	\$ (1,536,822)	\$ 54,304,760
Encumbrances	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2017 Appropriation	\$ 42,554,179	\$ 4,532,706	\$ 38,000,000	\$ 33,467,273	\$ 27,907,583	\$ 20,143,464	\$ 14,060,815	\$ 11,704,496	\$ 7,483,677	\$ 3,996,757	\$ 996,538	\$ (203,297)	\$ (1,536,822)	\$ 54,304,760
Cum Tot Exp.	\$ 38,021,473	\$ 33,489,179	\$ 30,784,569	\$ 28,272,553	\$ 26,964,648	\$ 25,557,611	\$ 24,149,796	\$ 23,453,299	\$ 22,903,622	\$ 22,396,622	\$ 21,896,325	\$ 21,693,028	\$ 43,656,050	\$ 43,656,050
Remain Approp	\$ 4,532,706	\$ 1,143,527	\$ 7,215,431	\$ 5,194,720	\$ 1,242,935	\$ 4,585,853	\$ 3,911,019	\$ 3,351,297	\$ 2,979,855	\$ 2,496,757	\$ 2,200,213	\$ 2,093,647	\$ 2,093,647	\$ 10,648,710
% Approp Remain	89.35%	83.15%	77.11%	71.21%	65.77%	54.78%	50.45%	44.92%	38.34%	31.99%	25.53%	3.68%		
ADM		ADM												
5553		5553												
Enrollment		Enrollment												
5041		5041												
Sept 1 - 2017														

Projected Cashflow 2017 - Debt Service Fund

	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	TOTALS
Cash Balance	\$ (3,516,051)												\$ 783,657
Income													
Local Property Tax					\$ 3,322,648	\$ 3,090,012						\$ 5,087,340	\$ 11,500,000
License Excise Tax						\$ 225,650						\$ 54,350	\$ 280,000
CVET						\$ 21,310						\$ 26,690	\$ 48,000
FIT						\$ 94,285						\$ 80,715	\$ 175,000
PTRC													
Transfers													
Other Misc					\$ 3,771,457								\$ 3,771,457
Loan		\$ 3,393,000											\$ 3,393,000
Total Revenue	\$ -	\$ 3,393,000	\$ -	\$ -	\$ 7,094,105	\$ 3,431,257	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,249,095	\$ 19,167,457
Cum Tot Rev.	\$ (3,516,051)	\$ (123,051)	\$ (123,051)	\$ (123,051)	\$ 6,971,054	\$ 10,402,311	\$ 10,402,311	\$ 10,402,311	\$ 10,402,311	\$ 10,402,311	\$ 10,402,311	\$ 15,651,406	
Expenses													
GO Bonds 2014	\$ 328,744					\$ 327,769							\$ 656,513
1st Mort. Refund. 2015A						\$ 2,542,500						\$ 2,542,500	\$ 5,085,000
2nd Mort. Refund. 2015B						\$ 807,000						\$ 803,000	\$ 1,610,000
Interest on Loans	\$ 127,236											\$ 150,000	\$ 277,236
Unreimbursed Textbook												\$ 75,000	\$ 75,000
Tax Anticip. Warrant										\$ 3,771,000		\$ 3,393,000.0	\$ 7,164,000
Total Expense	\$ 455,980	\$ -	\$ -	\$ -	\$ -	\$ 3,677,269	\$ -	\$ -	\$ -	\$ 3,771,000	\$ -	\$ 6,963,500	\$ 14,867,749
Cash Balance	\$ (3,972,031)	\$ (579,031)	\$ (579,031)	\$ (579,031)	\$ 6,515,074	\$ 6,269,062	\$ 6,269,062	\$ 6,269,062	\$ 6,269,062	\$ 2,498,062	\$ 2,498,062	\$ 783,657	\$ 4,299,708
Encumbrances	\$ -												Rev-Exp-
2017 Appropriation	\$ 7,742,392												
Cum Tot Exp.	\$ 455,980	\$ 455,980	\$ 455,980	\$ 455,980	\$ 455,980	\$ 4,133,249	\$ 4,133,249	\$ 4,133,249	\$ 4,133,249	\$ 7,904,249	\$ 7,904,249	\$ 11,474,749	
Remain Approp	\$ 7,286,412	\$ 7,286,412	\$ 7,286,412	\$ 7,286,412	\$ 7,286,412	\$ 3,609,143	\$ 3,609,143	\$ 3,609,143	\$ 3,609,143	\$ (161,857)	\$ (161,857)	\$ (83,732,357)	
% Approp Remain	94.11%	94.11%	94.11%	94.11%	94.11%	45.62%	45.62%	45.62%	45.62%	-2.09%	-2.09%	-48.21%	

Paul:
From CPF \$2,222,014
Trans. \$1,527,448
Bus Rep. \$21,996
by SBOA

Projected Cashflow 2017 - Capital Projects Fund

	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	TOTALS
Cash Balance	\$ 746,178												\$ (2,034,034)
Income													
Local Property Tax					\$ 125,280	\$ 59,565						\$ 65,435	\$ 250,280
License Excise Tax						\$ 113,564						\$ 26,436	\$ 140,000
CVET						\$ 10,725						\$ 13,275	\$ 24,000
FIT						\$ 47,451						\$ 42,549	\$ 90,000
Loan		\$ 1,621,000											\$ (601,014)
Other Misc		\$ 224	\$ 11		\$ (2,222,014)	\$ 1,983,683				\$ 2,222,000			\$ 4,205,918
Other Misc					\$ 3,949								\$ 3,949
Total Revenue	\$ 746,178	\$ 2,367,402	\$ 2,367,413	\$ 2,367,413	\$ (109,102)	\$ 2,489,616	\$ 2,489,616	\$ 2,489,616	\$ 2,489,616	\$ 4,711,616	\$ 4,711,616	\$ 4,859,311	\$ 4,113,133
Cum Tot Rev.	\$ 746,178	\$ 2,367,402	\$ 2,367,413	\$ 2,367,413	\$ 2,258,311	\$ 2,489,616	\$ 2,489,616	\$ 2,489,616	\$ 2,489,616	\$ 4,711,616	\$ 4,711,616	\$ 4,859,311	\$ 4,859,311
Expenses													
Payroll/SS/Medicare Benefits					\$ 37,641		\$ 17,532						\$ 55,173
CLAIMS	\$ 464,919	\$ 466,650	\$ 457,451	\$ 511,815	\$ 18,492	\$ 727,849	\$ 393,316	\$ 260,793	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 5,184,131
Tax Anticip. Warrant					\$ 301,338								\$ 1,621,223
Total Expense	\$ 464,919	\$ 466,650	\$ 457,451	\$ 511,815	\$ 357,471	\$ 727,849	\$ 425,174	\$ 260,793	\$ 400,000	\$ 400,000	\$ 400,000	\$ 2,021,223	\$ 6,893,345
Cash Balance	\$ 281,259	\$ 1,435,833	\$ 978,393	\$ 466,578	\$ 5	\$ (496,539)	\$ (921,713)	\$ (1,182,506)	\$ (1,582,506)	\$ 239,494	\$ (160,506)	\$ (2,034,034)	\$ (2,780,212)
Encumbrances													
2017 Appropriation	\$ 3,921,487												
Cum Tot Exp.	\$ 464,919	\$ 931,569	\$ 1,389,020	\$ 1,900,835	\$ 2,258,306	\$ 2,986,155	\$ 3,411,329	\$ 3,672,122	\$ 4,072,122	\$ 4,472,122	\$ 4,872,122	\$ 5,272,122	\$ 5,272,122
Remain Approp	\$ 3,456,568	\$ 2,989,918	\$ 2,532,467	\$ 2,020,652	\$ 1,663,181	\$ 935,332	\$ 510,158	\$ 249,365	\$ (150,635)	\$ (550,635)	\$ (950,635)	\$ (1,350,635)	\$ (1,350,635)
% Approp Remain	88.14%	76.24%	64.58%	51.53%	42.41%	23.85%	13.01%	6.36%	-3.84%	-14.04%	-24.24%	-34.44%	

Projected Cashflow 2017 - Transportation Fund

	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	TOTALS
Cash Balance	\$ 2,225,481												\$ 664,703
Income													
Local Property Tax					\$ 93,222	\$ 44,314						\$ 82,464	\$ 220,000
License Excise Tax						\$ 84,509						\$ 15,491	\$ 100,000
CVET						\$ 7,981						\$ 10,019	\$ 18,000
FIT						\$ 35,311						\$ 29,689	\$ 65,000
PTRC													\$ 199,962
Misc.					\$ 199,962					\$ 1,530,000			\$ 2,725
Other ECA Receipts	\$ 2,251	\$ 2,947	\$ 2,702	\$ 4,590	\$ 5,893	\$ 2,708	\$ 1,015	\$ 658	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 30,764
Misc.	\$ 2,251	\$ 2,947	\$ 2,702	\$ 4,590	\$ (1,228,371)	\$ 174,823	\$ 1,188	\$ 658	\$ 2,000	\$ 1,532,000	\$ 2,000	\$ 139,663	\$ 636,451
Total Revenue	\$ 2,227,732	\$ 2,230,679	\$ 2,233,381	\$ 2,237,971	\$ 1,009,600	\$ 1,184,423	\$ 1,185,611	\$ 1,186,269	\$ 1,188,269	\$ 2,720,269	\$ 2,722,269	\$ 2,861,932	\$
Expenses													
Payroll/SS/Medicare					\$ 2,718	\$ 3,627							\$ 6,345
Employee Benefits					\$ 1,519	\$ 2,008							\$ 3,527
Driver Contracts													\$
CLAIMS	\$ 117,243	\$ 219,673	\$ 112,090	\$ 302,924	\$ 251,138	\$ 13,142	\$ 130,130	\$ 61,017	\$ 245,000	\$ 245,000	\$ 245,000	\$ 245,000	\$ 2,187,357
Transfers													\$
Total Expense	\$ 117,243	\$ 219,673	\$ 112,090	\$ 302,924	\$ 255,375	\$ 18,777	\$ 130,130	\$ 61,017	\$ 245,000	\$ 245,000	\$ 245,000	\$ 245,000	\$ 2,197,229
Cash Balance	\$ 2,110,489	\$ 1,893,763	\$ 1,784,375	\$ 1,486,041	\$ 2,295	\$ 156,341	\$ 29,399	\$ (30,960)	\$ (273,960)	\$ 1,013,040	\$ 770,040	\$ 664,703	\$ (1,560,778)
Encumbrances													
2017 Appropriation	\$ 1,813,406												
Cum Tot Exp.	\$ 117,243	\$ 336,916	\$ 449,006	\$ 751,930	\$ 1,007,305	\$ 1,026,082	\$ 1,156,212	\$ 1,217,229	\$ 1,462,229	\$ 1,707,229	\$ 1,952,229	\$ 2,197,229	
Remain Approp	\$ 1,696,163	\$ 1,476,490	\$ 1,364,400	\$ 1,061,476	\$ 806,101	\$ 787,324	\$ 657,194	\$ 596,177	\$ 351,177	\$ 106,177	\$ (138,823)	\$ (383,823)	
% Approp Remain	93.53%	81.42%	75.24%	58.58%	44.45%	43.42%	36.24%	32.88%	19.37%	5.86%	-7.66%	-21.17%	

Paul: Waiver Transfer from DSF

Paul: To DSF by SBOA

Paul: From GF by SBOA

\$ 199,962
\$ (1,527,448)

August 1-----HEALTH COST SAVINGS-Appendix A

ANNUAL COST FOR THE SCHOOL VS STATE PLAN-CERTIFIED STAFF

CURRENT MUNCIE PLAN

COVERAGE	CURRENT MUNCIE PLAN	# of Participants	Total Annual Cost
<u>UNION</u>			
Single	\$ 10,540.08 X	200	= \$ 2,108,016.00
Emp+1	\$ 21,079.58 X	67	= \$ 1,412,331.86
Family	\$ 26,499.87 X	<u>117</u>	= \$ 3,100,484.79
		384	\$ 6,620,832.65

CDHP-1

COVERAGE	STATE MUNCIE PLAN	# of Participants	Total Annual Cost
<u>UNION</u>			
Single	\$ 7,090.20 X	200	= \$ 1,418,040.00
Emp+1	\$ 20,195.76 X	67	= \$ 1,353,115.92
Family	\$ 20,195.76 X	<u>117</u>	= \$ 2,362,903.92
		384	\$ 5,134,059.84

MCS COST OF CURRENT PLAN

COVERAGE	CURRENT MUNCIE PLAN	# of Participants	Total Annual Cost
<u>UNION</u>			
Single	\$ 10,115.40 X	200	= \$ 2,023,080.00
Emp+1	\$ 17,285.26 X	67	= \$ 1,158,112.42
Family	\$ 21,729.89 X	<u>117</u>	= \$ 2,542,397.13
		384	\$ 5,723,589.55

MCS COST OF GOING TO STATE PLAN CDHP-1

COVERAGE	STATE MUNCIE PLAN	# of Participants	Total Annual Cost
<u>UNION</u>			
Single	\$ 6,333.60 X	200	= \$ 1,266,720.00
Emp+1	\$ 17,877.60 X	67	= \$ 1,197,799.20
Family	\$ 17,877.60 X	<u>117</u>	= \$ 2,091,679.20
		384	\$ 4,556,198.40

September 1-----HEALTH COST SAVINGS-Appendix A

CURRENT MUNCIE PLAN

COVERAGE	CURRENT MUNCIE PLAN	# of Participants	Total Annual Cost
<u>UNION</u>			
Single	\$ 10,540.08 X	184	= \$ 1,939,374.72
Emp+1	\$ 21,079.58 X	52	= \$ 1,096,138.16
Family	\$ 26,499.87 X	<u>94</u>	= \$ 2,490,987.78
		330	\$ 5,526,500.66

CDHP-1

COVERAGE	STATE MUNCIE PLAN	# of Participants	Total Annual Cost
<u>UNION</u>			
Single	\$ 7,090.20 X	184	= \$ 1,304,596.80
Emp+1	\$ 20,195.76 X	52	= \$ 1,050,179.52
Family	\$ 20,195.76 X	<u>94</u>	= \$ 1,898,401.44
		330	\$ 4,253,177.76

MCS COST OF CURRENT PLAN

COVERAGE	CURRENT MUNCIE PLAN	# of Participants	Total Annual Cost
<u>UNION</u>			
Single	\$ 9,591.47 X	184	= \$ 1,764,831.00
Emp+1	\$ 16,231.28 X	52	= \$ 844,026.38
Family	\$ 20,404.90 X	<u>94</u>	= \$ 1,918,060.59
		330	\$ 4,526,917.97

MCS COST OF GOING TO STATE PLAN CDHP-1

COVERAGE	STATE MUNCIE PLAN	# of Participants	Total Annual Cost
<u>UNION</u>			
Single	\$ 6,333.60 X	184	= \$ 1,165,382.40
Emp+1	\$ 17,877.60 X	52	= \$ 929,635.20
Family	\$ 17,877.60 X	<u>94</u>	= \$ 1,680,494.40
		330	\$ 3,775,512.00