

# Unraveling the District Budget

**Twin Rivers Unified School District  
Presented to the Board of Trustees  
January 26, 2021**

Presented By:

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**&**

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Twin Rivers Unified School District: *Inspiring each student to extraordinary achievement every day!*



# Acronyms

- AB – Assembly Bill
- ADA – Average Daily Attendance
- AR – Administrative Regulation
- BP – Board Policy
- CB – Core Belief
- CA – California
- CalPADS - California Longitudinal Pupil Achievement Data System
- CalPERS - California Public Employees' Retirement System
- CalSTRS - California State Teachers' Retirement System
- CARES – Coronavirus Aid, Relief, and Economic Security
- COLA – Cost-of-Living Adjustment
- COVID – Coronavirus Disease
- CPI – Consumer Price Index
- CR – Coronavirus Relief
- CRF – Coronavirus Relief Fund
- CRRSA – Coronavirus Response and Relief Supplemental Appropriation
- CSEA – Classified School Employees Association
- DOF – Department of Finance
- E.C. – Education Code
- EL – English Learner
- ELA – English Language Arts
- EPA – Education Protection Account
- ESSER – Elementary and Secondary School Emergency Relief
- FTE – Full Time Equivalent
- GEER – Governor's Emergency Education Relief
- LCAP – Local Control and Accountability Plan
- LCFF – Local Control Funding Formula
- LEA – Local Educational Agency
- LLM – Learning Loss Mitigation
- MTSS - Multi-Tiered System of Supports



# Acronyms

- 🔍 MYP – Multiyear Projections
- 🔍 NSLP – National School Lunch Program
- 🔍 P2 – Second Principal Apportionment
- 🔍 PARS - Public Agency Retirement Services
- 🔍 PBIS - Positive Behavioral Interventions and Supports
- 🔍 PERS – Public Employees Retirement System
- 🔍 PSSSA – Public School System Stabilization Account
- 🔍 PY – Prior Year
- 🔍 S/C – Supplemental/Concentration
- 🔍 SACS – Standardized Account Code Structure
- 🔍 SB – Senate Bill
- 🔍 SBAC - Smarter Balanced Assessment Consortium
- 🔍 SBE – State Board of Education
- 🔍 SBP – School Breakfast Program
- 🔍 SCOE – Sacramento County Office of Education
- 🔍 SSC – School Services of California
- 🔍 STRS – State Teachers Retirement System
- 🔍 TR – Twin Rivers
- 🔍 TRAN – Tax Revenue Anticipation Note
- 🔍 TRSPA – Twin Rivers School Police Association
- 🔍 TRUE – Twin Rivers United Educators
- 🔍 TRUSD – Twin Rivers Unified School District
- 🔍 UPP – Unduplicated Pupil Percentage
- 🔍 USD – Unified School District



# Topics for the Workshop

- 🔍 The Governor's 2021-22 Budget Proposal – January 2021
- 🔍 Pandemic Funding – Past, Present and Future
- 🔍 Impact to Twin Rivers USD's Budget
- 🔍 Next Steps in Budget Development for 2021-22
- 🔍 Developing the Budget – **Reference Only**
- 🔍 Planning, Goal Setting, and Financial Policies – **Reference Only**
- 🔍 Understanding California School Finance – **Reference Only**
- 🔍 Multiyear Projections (MYPs)
- 🔍 Monitoring the District's Budget – **Reference Only**



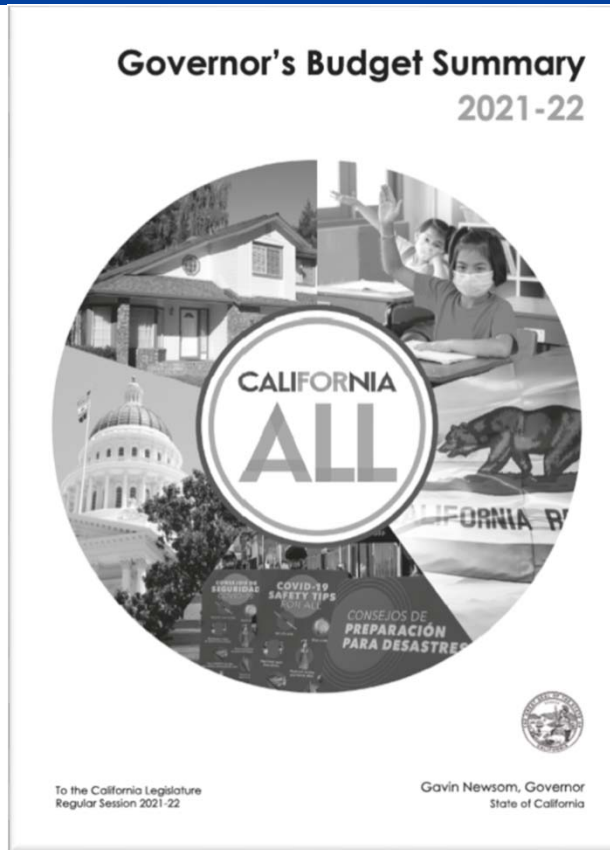
# The Governor's 2021-22 Budget Proposal

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Slide 4



# 2021-22 Governor's Budget Proposal



Twin Rivers Unified School District: *Inspiring each student to extraordinary achievement every day!*

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# U.S. Economic Outlook

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- The fundamentals of the U.S. economy paint a promising picture for continued economic growth post COVID-19

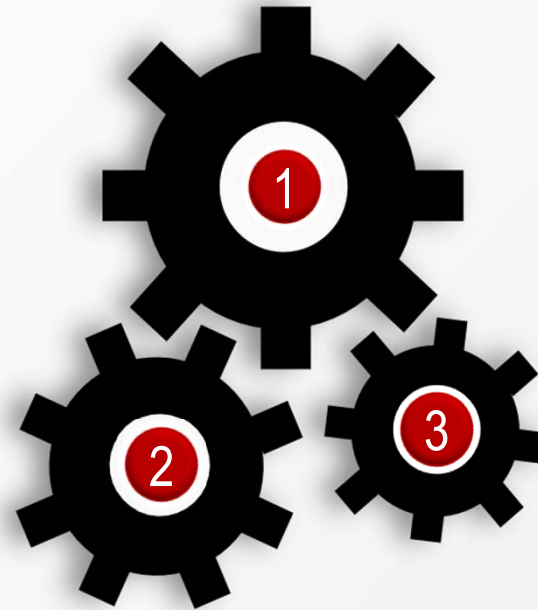
## Employment

- 4.1 million more payroll jobs in December than in April

## Housing

- Single-family permits increased by 8.5% over prior year
- Housing starts exceeded market expectations reaching 1.5 million units in November 2020, 12.8% above 2019

- Stock market set new all-time highs



## Consumer Spending

- Remains positive
- Personal consumption expenditures were flat from October 2020 to November 2020 and are 1.1% greater than last year

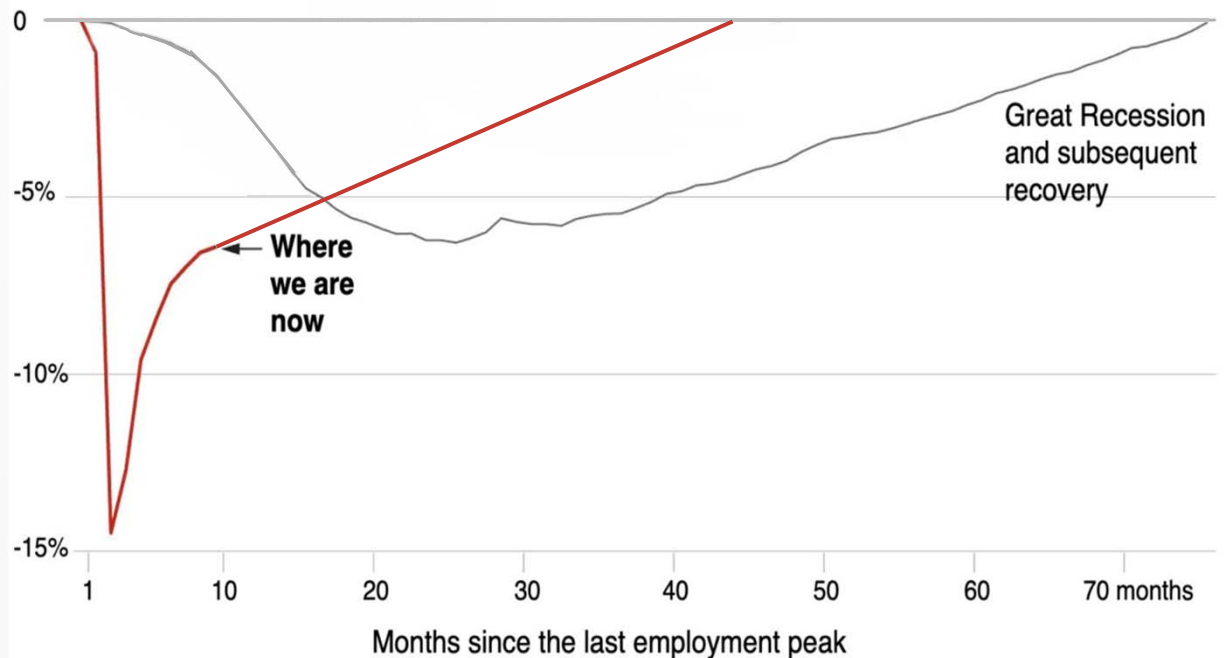
# Impacts to Unemployment

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- National Unemployment
  - Long-term unemployment (27+ weeks) rose to 3.9 million or 37.1%
  - Labor force participation is down to 61.5%, masking the true unemployment numbers
  - December unemployment declined by 140,000

## How this recession compares to previous ones

Percent change in employment since most recent peak.

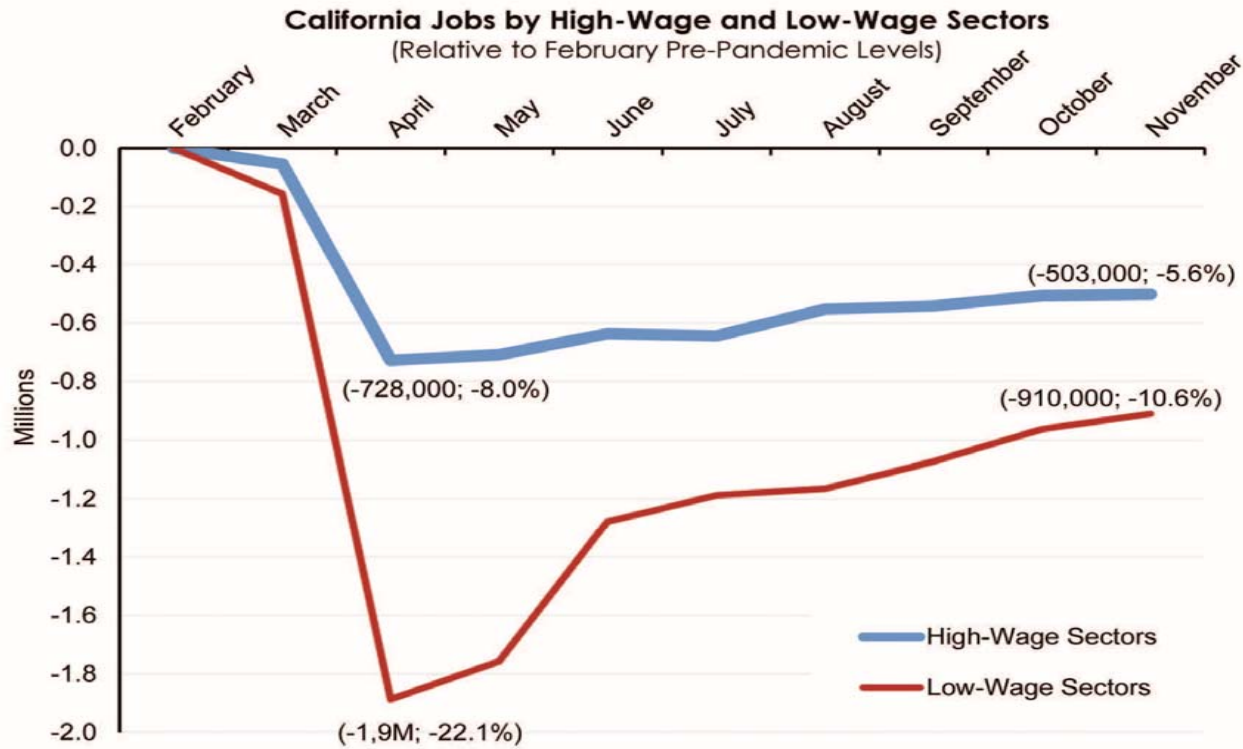


Source: Catherine Rampell, *Washington Post* and UCLA Anderson Forecast



# California Jobs by Wage Sector

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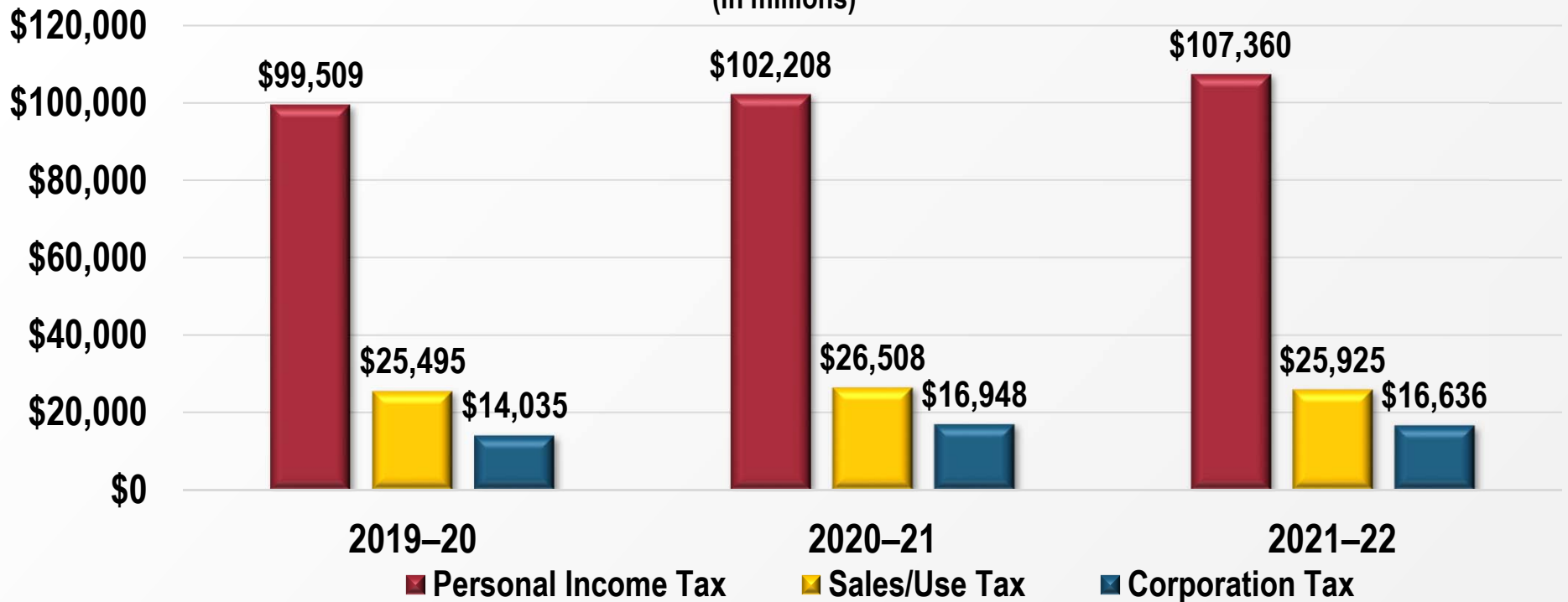
Source: CA Employment Development Department, Labor Market Information Division.

Source: 2021–22 Governor’s Budget Summary, page 229

# Estimate for the Big Three Revenues

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## Big Three Taxes (in millions)



Source: 2021-22 Governor's Budget

# General Fund Budget Summary

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## 2021–22 General Fund Budget Summary (in millions)

	2020–21	2021–22
Prior-Year Balance	\$5,359	\$12,203
Revenues and Transfers	\$162,742	\$158,370
<b>Total Resources Available</b>	<b>\$168,101</b>	<b>\$170,573</b>
Non-Proposition 98 Expenditures	\$98,956	\$103,681
Proposition 98 Expenditures	\$56,942	\$60,834
<b>Total Expenditures</b>	<b>\$155,898</b>	<b>\$164,515</b>
Fund Balance	\$12,203	\$6,058
Reserve for Liquidation of Encumbrances	\$3,175	\$3,175
Special Fund for Economic Uncertainties	\$9,028	\$2,883
Public School System Stabilization Account	\$747	\$2,988
Safety Net Reserve	\$450	\$450
Budget Stabilization Account/Rainy Day Fund	\$12,536	\$15,574

### Resources & Expenses

Total available **resources** increase 1.48% in 2021–22, while expenditures increase by 5.53%

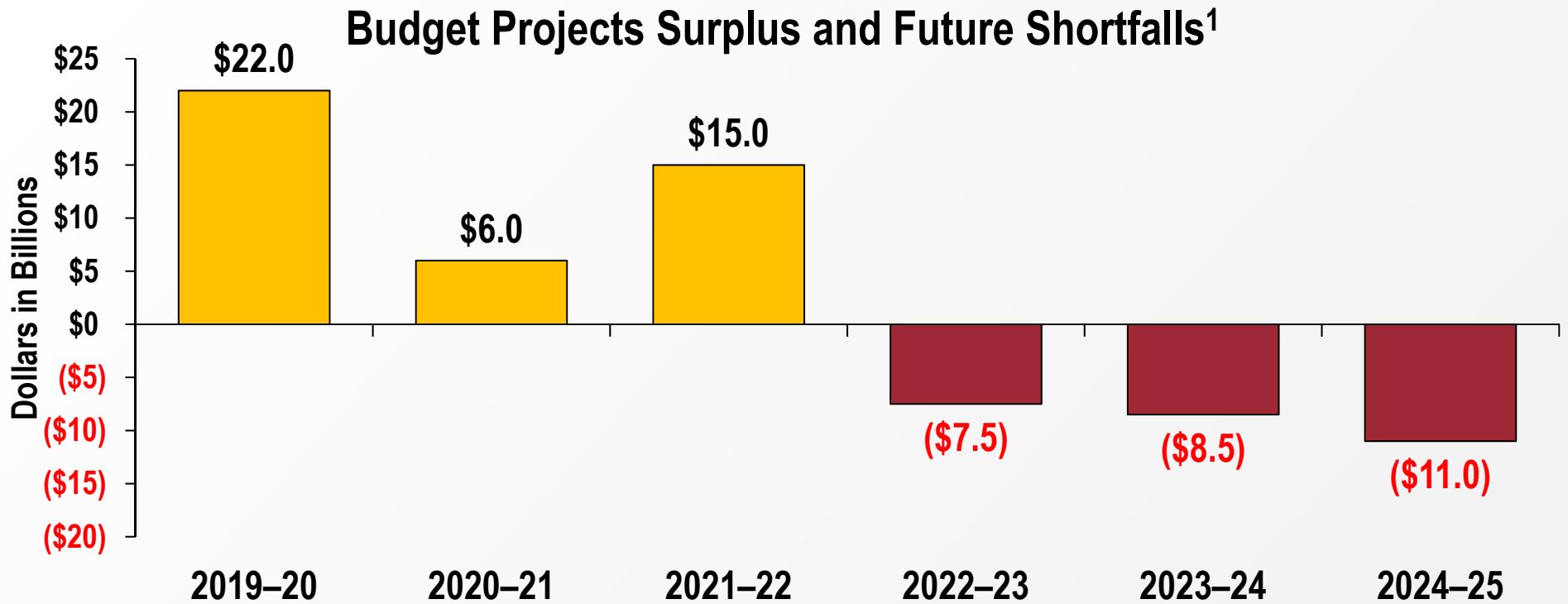
### Reserves

The “Rainy Day Fund” reaches \$16 billion, or 9.83% of revenues

Source: 2021–22 Governor’s Budget Summary, page 16

# Surplus and Shortfalls—California Budget

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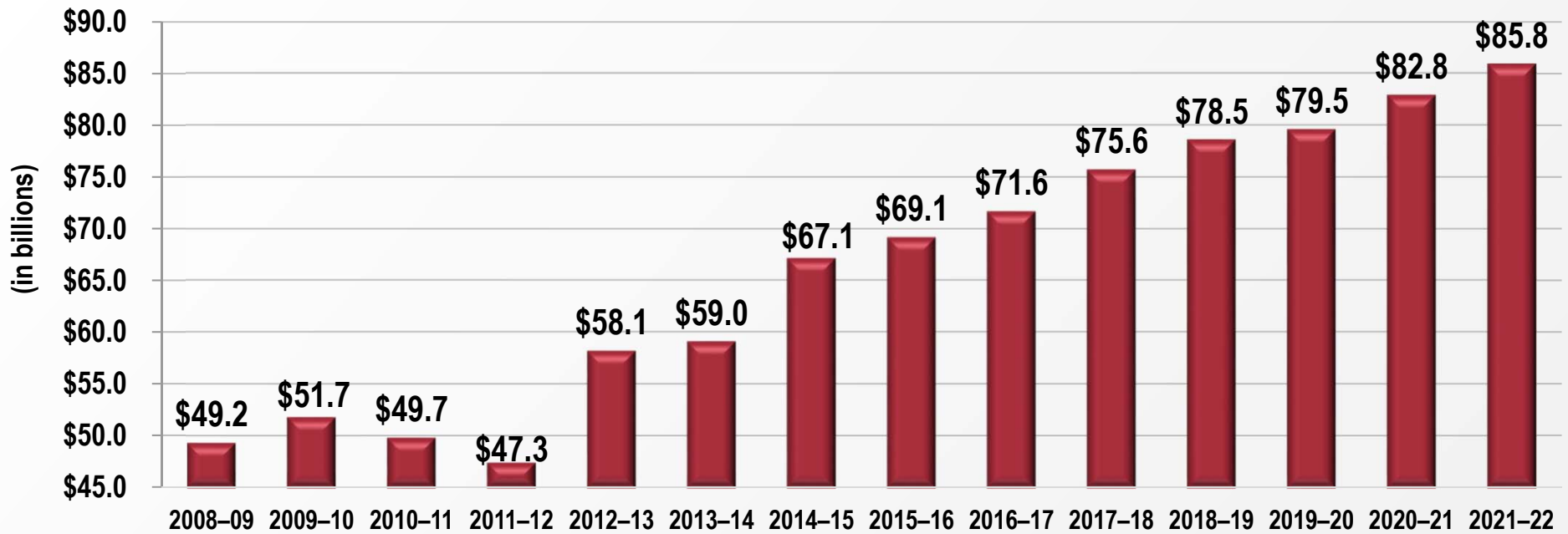


<sup>1</sup>Budget shortfalls or surplus, measured by the annual Governor's Budget  
Source: 2021–22 Governor's Budget Summary, page 3

# Proposition 98

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## Proposition 98 Funding Over Time 2008–09 to Governor’s 2021–22 Estimate





# COLA—What a Difference a Year Makes

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- The pandemic did not have the draconian financial impacts projected in June 2020, but local educational agencies (LEAs) still have not been made whole
  - The zero cost-of-living adjustment (COLA) in 2020–21 has likely fallen into a black hole as a one-time loss for the Local Control Funding Formula (LCFF), and an ongoing loss for other categorical programs

**Comparison of Statutory and Funded COLA 2020–21 and 2021–22**

	2020–21	2021–22	Applied to
Statutory COLA	2.31%	1.50%	• 3.84% applied to LCFF
Funded COLA	0.00	3.84%	• 1.50% applied to special education and other categorical programs (e.g., Mandate Block Grant)



# SSC Financial Projection Dashboard

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## LCFF PLANNING FACTORS

Factor	2020–21	2021–22	2022–23	2023–24	2024-25
DOF Estimated Statutory COLA	2.31%	1.50%	2.98%	3.05%	N/A
DOF Estimated Funded COLA	0.00%	3.84%*	2.98%	3.05%	N/A
SSC Estimated Statutory COLA	0.00%	3.84%*	1.28%	1.61%	1.90%

\*Calculated by compounding the unfunded COLA of 2.31% from 2020–21 and the estimated statutory COLA of 1.50% in 2021–22

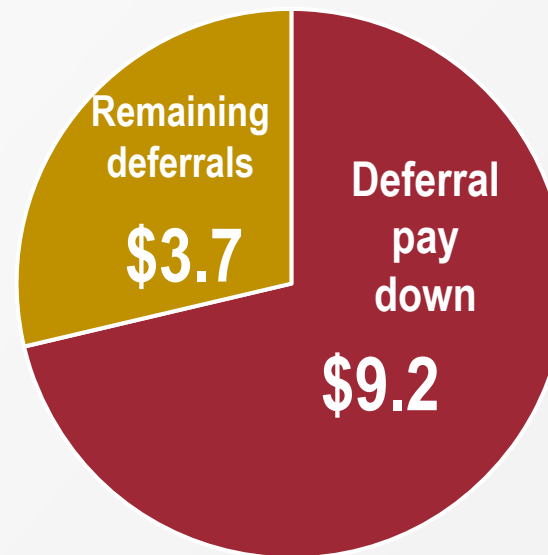
- **SSC Estimated Statutory COLA was calculated by SSC’s independent economist**
- **In most years, the SSC estimates and the Department of Finance (DOF) estimates are very close, so we only include the DOF calculation on the dashboard**
- **Due to the large difference in the estimates, we have included our estimate for your consideration**

# Deferrals

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- The 2020–21 Enacted Budget included almost \$13 billion in K–12 LCFF deferrals
- The Governor’s Budget proposes paying down a portion of the deferrals—effectively eliminating the on-going deferrals scheduled for February through May 2022
  - Note that this pay down does not impact the deferrals currently scheduled for February through June 2021!
    - The repayment schedule for these deferrals remains the same

## Deferrals (in billions)







# Special Education—Base Funding

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- Governor Newsom continues to prioritize students with disabilities, often citing his own experience with dyslexia
- The base special education funding formula, which provides \$625 per ADA for most Special Education Local Plan Areas, will receive the estimated statutory COLA of **1.5%**
  - Bringing the new base funding rate to \$634.38
    - **Unfortunately, the Newsom Administration is not proposing to make up for the 0% COLA in the current year**
  - At this time, no further structural changes are proposed to the Assembly Bill 602 funding formula



# Community Schools, Mental Health, and School Climate

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**\$264.9 Million**  
**Community Schools**

Expand existing networks of community schools and establish new community schools with priority given to those in high-poverty communities

**\$450 Million**  
**Mental Health Programs**

Investment in three mental health programs to respond to mental health needs of students and families that have been exacerbated by the COVID-19 pandemic

**\$10 Million**  
**School Climate Surveys**

A county office of education will be chosen to assist LEAs with conducting school climate surveys to assess community needs under COVID-19



# Educator Professional Development

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- Recognizing the extraordinary challenges faced by teachers, administrators, and classified staff during the COVID-19 pandemic, the Governor's Budget includes investments of more than \$540 million one-time Proposition 98 funds to support:

**Professional  
Learning**

**Teacher  
Effectiveness**

**The Teacher  
Pipeline**

- In contrast, the 2020–2021 Enacted Budget included \$900 million one-time Proposition 98 funds to invest in the educator workforce

**This year's proposal narrows the focus, addressing targeted areas which will require additional educator and student support, and subject areas or programs that are significantly impacted by the pervasive teacher shortage**



# CalPERS Employer Contribution Rates

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- The Governor does not include any new funding towards CalPERS for LEAs
  - However, previous investments reduce the employer contribution rate for CalPERS from 24.9% to 23.00% in 2021–22
- The employer contribution rates to CalPERS were modified a few times since the 2020–21 Enacted State Budget, as follows:

Year	Prior Projections per Dartboard	Adjusted by CalPERS Investment Returns	Projected Rates per Actuarial Report
2020–21 <sup>*</sup>	20.70%	20.70%	20.70%
2021–22	22.84%	23.01%	23.00%**
2022–23	25.50%	26.24%	26.30%
2023–24	26.20%	27.14%	27.30%
2024–25	26.20%	27.14%	27.80%
2025–26	26.20%	27.14%	27.80%
2026–27	N/A	N/A	27.60%

**\* Actual for 2020–21 and estimated for future years**

**\*\* Governor's Budget Summary, pgs. 64-65**

# CalSTRS Employer Contribution Rates

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- **Similar to CalPERS, the Governor does not include any new funding towards CalSTRS for LEAs**
  - **However, previous investments reduce the employer contribution rate for CalSTRS from 18.1% to 15.92%**
- **Reminder: On-Behalf Payments (expenditures in Resource Code 7690) have been excluded from the calculation for the Routine Restricted Maintenance Account contribution**

Effective Date	CalSTRS Funding Plan Increases	
	Rate	Year-over-year change
July 1, 2013	8.25%	No increase since 1986
July 1, 2014	8.88%	0.63%
July 1, 2015	10.73%	1.85%
July 1, 2016	12.58%	1.85%
July 1, 2017	14.43%	1.85%
July 1, 2018	16.28%	1.85%
July 1, 2019	17.10%	0.82%
July 1, 2020	16.15%	- 0.95%
July 1, 2021*	~ 15.92%	~ - 0.23%

\*Governor's Budget Summary, pgs. 64-65

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**Pandemic Funding—Past, Present, and Future**



# Current Federal and State Pandemic Funding

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- 2019–20 and 2020–21 resulted in historic levels of funding to combat the COVID-19 pandemic
  - Nearly \$7 billion in federal and state resources were allocated to LEAs

	ESSER <sup>1</sup>	GEER <sup>2</sup>	CR <sup>3</sup>	Senate Bill (SB) 117	Proposition 98
Resource	3210	3215	3220	7388	7420
Funding	\$1.47 billion	\$355 million	\$4.44 billion	\$100 million	\$540 million

<sup>1</sup>Elementary and Secondary School Emergency Relief (ESSER)

<sup>2</sup>Governor's Emergency Education Relief (GEER)

<sup>3</sup>Coronavirus Relief

- For contextual purposes, annual funding for special education, and Title I, Part A, are approximately \$3.7 billion and \$1.8 billion, respectively



# Current Federal and State Pandemic Funding

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- The additional funds, while welcomed, created a heightened level of urgency to ensure compliance with spending regulations and spending deadlines

## TRUSD Allocation:

## Spent/Encumbered:



\*Extended to December 31, 2021, by Coronavirus Response and Relief Supplemental Appropriations (CRRSA)





# CARES\* Act—Child Nutrition Reimbursements



Adds an additional \$0.75 per meal

**\$112.2 million  
for meal  
reimbursement**



Eligible LEAs are those who participated in the National School Lunch Program (NSLP), School Breakfast Program (SBP), Seamless Summer Option, or Summer Food Service Program



Increased reimbursement rate was in place for meals served starting March 13, 2020, through August 2020

\*Coronavirus Aid, Relief, and Economic Security



# New COVID-19 Federal Stimulus Package

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- On December 27, 2020, President Trump signed the \$2.3 trillion Consolidated Appropriations Act, 2021 into law, which includes:
  - The \$900 billion COVID-19 relief package, which earmarks \$82 billion for education, \$7 billion to expand broadband access, \$10 billion for childcare, and continued funding for school meal programs
    - The bill also includes an extension of the CARES Act Coronavirus Relief Fund expenditure deadline from December 30, 2020, to December 31, 2021
  - The \$1.4 trillion omnibus spending plan, which will keep the government funded through September 30, 2021—the end of the federal fiscal year



# New COVID-19 Federal Stimulus Package

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Funding Source	Total Amount	California's Estimated Share
ESSER <sup>1</sup> Fund	\$54.3 billion	\$6.8 billion
Higher Education Emergency Relief Fund	\$22.7 billion	\$2.9 billion
GEER <sup>2</sup> Fund	\$4.1 billion (\$2.75 billion for private schools)	\$341.4 million ( \$187.5 million for private schools)

- **At least 90% of the ESSER funding needs to be allocated to LEAs in proportion to their 2020–21 Title I, Part A funding, expiring September 30, 2023**
  - **The Governor's Budget proposal does not specify how the state will spend the remaining 10%**
- **Governor Newsom has the discretion to spend GEER dollars on LEAs or institutions of higher education that have been “most significantly impacted by coronavirus”**
  - **The Governor has not yet detailed how he plans to spend this round of GEER funding**

<sup>1</sup>Elementary and Secondary School Emergency Relief

<sup>2</sup>Governor's Emergency Education Relief

# Funding for Reopening Schools

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- Governor Newsom is calling for swift and early action by lawmakers to appropriate at least \$2 billion in one-time Proposition 98 funds to aid in the safe reopening and operation of in-person instruction for K–12 students

## Funding Formula (per ADA)

**Base Grants = \$450.00 (February reopening)  
= \$337.50 (March reopening)**

**Additional grants above base grant based  
on LEA's relative share of LCFF**

**Funding based on TOTAL ADA less students enrolled in independent study**





# Proposed State Expanded Learning Time and Academic Intervention Grants

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- Finally, the Governor calls on the Legislature to take early action to address learning loss with a one-time Proposition 98 infusion of \$4.6 billion
- Few details provided with the 2021-22 Governor's Budget

**TRUSD = \$21.8 million**

## Who?

- Low-income students
- English learners
- Foster and homeless youth

## What?

- Expanded learning time or summer school
- Targeted strategies and academic interventions to address learning loss

# IMPACT TO TWIN RIVERS UNIFIED SCHOOL DISTRICT'S BUDGET

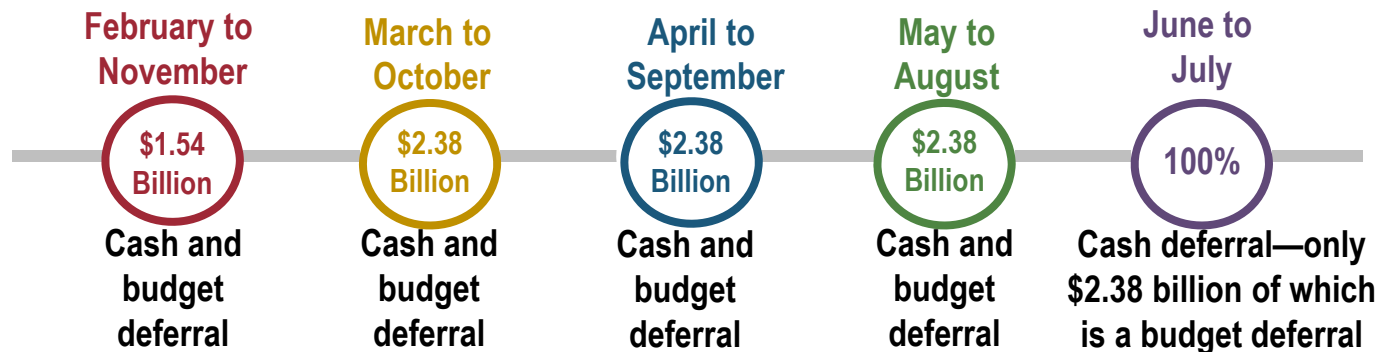
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# Cash Flow and Deferrals

- 🔍 Next month, the deferrals called for in the 2020–21 Enacted Budget begin in earnest
- 🔍 The pay down included in the Governor’s Budget proposal, does NOT impact these deferrals
  - However, if the proposal is enacted, the February through May deferrals would be one time, leaving only the June to July deferral as ongoing



# Cash Flow and Deferrals

 The following illustrates the effects of these cash deferrals on the typical apportionment schedule for February through June 2021:

Month	Normal Share of Annual Apportionment <sup>1</sup>	Proportion Deferred	Resulting Share of Annual Apportionment
February 2021	9%	53%	4.23%
March 2021	9%	82%	1.62%
April 2021	9%	82%	1.62%
May 2021	9%	82%	1.62%
June 2021	Balance	100%	0%

Estimated based on the 2020–21 Principal Apportionment amounts

<sup>1</sup>Per EC § 14041(a)(2)-(4)

 TRUSD will not need a Tax Revenue Anticipation Note (TRAN) for cash flow





# Proposition 98 Reserve Deposit

- 🔍 When voters passed Proposition 2 (2014), the state created the PSSSA that requires the state to make a deposit into education's rainy-day fund when four conditions are met
- 🔍 The Governor proposes deposits of \$747 million for 2020–21 and \$2.2 billion for 2021–22, for an account total of \$3.0 billion



## Maintenance

### Factor

**Met**

Proposition 98  
Maintenance Factor prior  
to 2014–15 is fully paid



## Test 1

**Met**

Minimum Guarantee is  
determined by Test 1



## ADA and COLA

**Met**

Proposition 98 Minimum Guarantee  
is sufficient to fund ADA and the  
higher of LCFF COLA or the  
Minimum Guarantee COLA



## Capital Gains

**Met**

Capital gains exceed  
8% of General Fund  
revenues



# Cap on District Reserves

- 🔍 Proposition 2 also created a policy tying deposits into the PSSSA to maximum amounts local school districts could maintain in their reserves
- 🔍 The proposed deposits into the education rainy day fund amount to approximately 3.9% of the K–12 portion of Proposition 98, which would trigger the cap on district reserves for the 2022–23 fiscal year



# Local Agency Reserves

- 🔍 Reserves provide local school agency governance teams with the ability to be more strategic in reducing expenditures when faced with a financial crisis
  - Reserves protect students, employees, and the public
- 🔍 Current state financial projections show a deficit beginning in 2022–23, and the Public School System Stabilization Account balance will not last long
  - LEAs with higher reserves are better equipped to protect the community they serve



# Statewide Average Reserve Levels

🔍 The latest statewide data available on school district reserves is from 2018–19:

2018–19 Average Unrestricted General Fund, Plus Fund 17; Net Ending Balances <sup>1</sup>	
Unified School Districts	17.26%
Elementary School Districts	20.47%
High School Districts	15.64%

<sup>1</sup>As a percentage of total General Fund expenditures, transfers, and other uses

🔍 Local school agencies were prepared coming into this recession

- Almost all school types were at the percentage of reserves recommended by the Government Finance Officers Association of 17%—or two months—of expenditures

See *Fiscal Report* article “2018–19 Reserve Levels” in the Workshop Resources.



# Reserve Cap Implications

- 🔍 **Current financial projections would trigger the reserve cap beginning in 2022–23**
  - **What is the impact on school districts?**

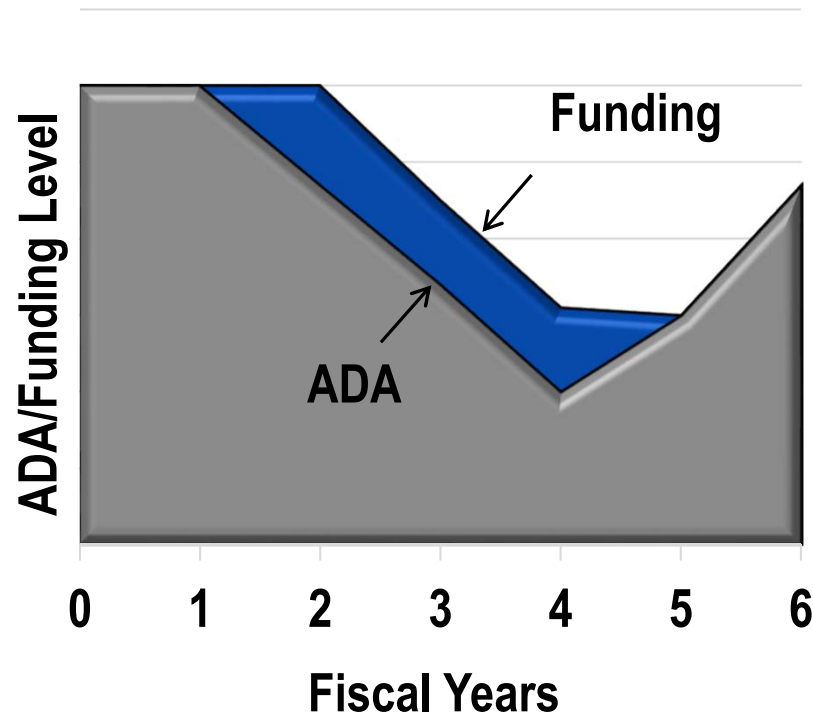
Limits combined assigned and unassigned ending balance, in the General Fund (01) and the Special Reserve Fund for Other Than Capital Outlay (17) to 10% of those funds



Requires the State Superintendent of Public Instruction to notify districts and COEs when these conditions are met and when they are no longer met



# Declining Enrollment



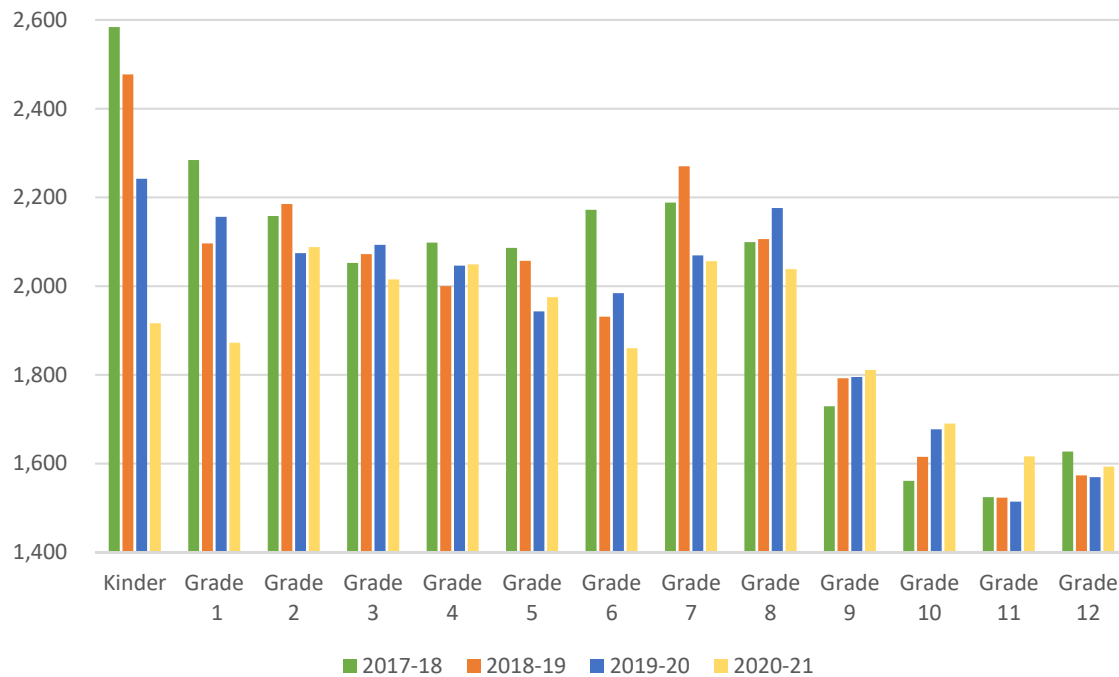
## Impact of ADA Decline

- Declining enrollment funding only delays – it doesn't relieve – the need for budget reductions
- Compensation increases will be lost in years of decline unless there are budget reductions equal to the revenue loss
- A budgeting crisis will also occur at the turnaround: more students, no more dollars

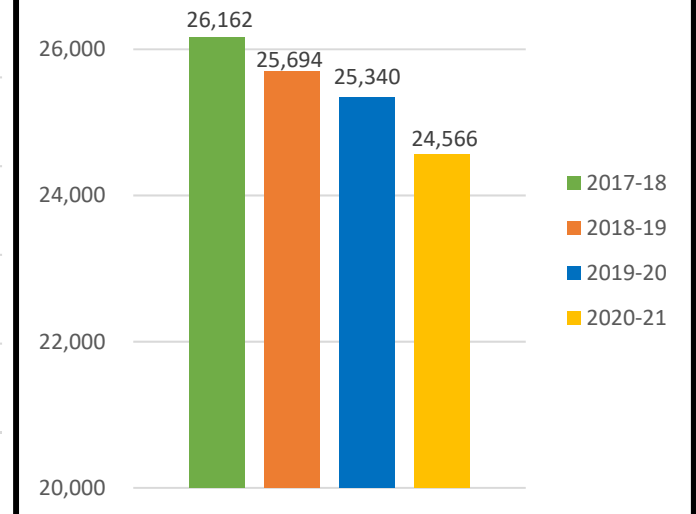


# Student Decline – By Grade

Twin Rivers Unified School District Enrollment by Grade

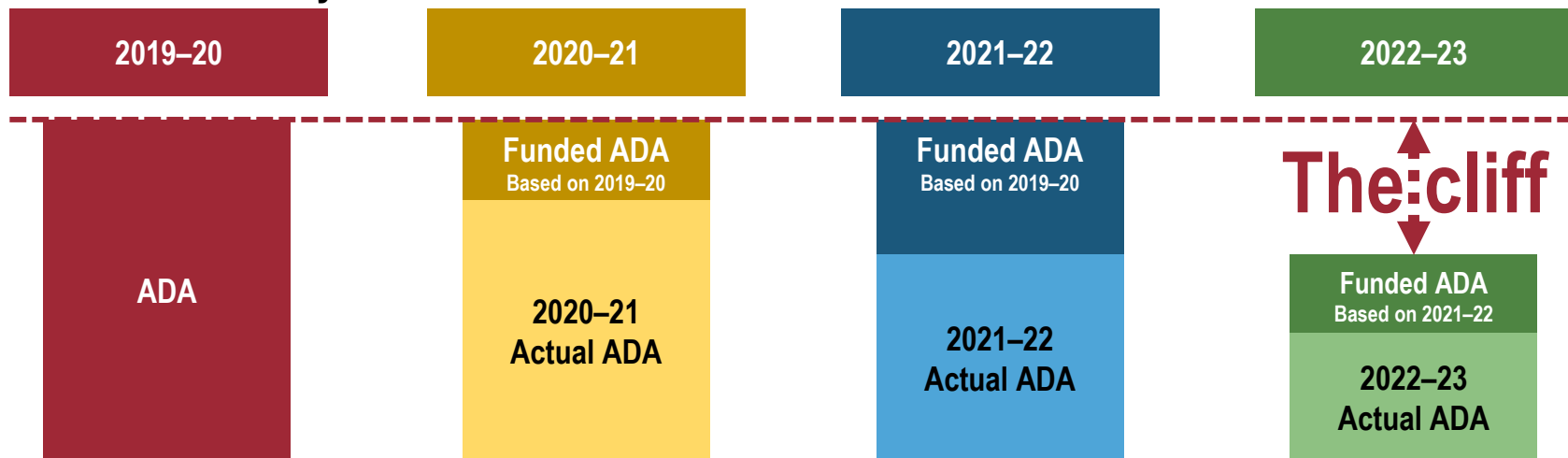


Twin Rivers Unified School District  
Total Enrollment



# 2021–22 ADA Impacts

- 🔍 The adage “There is no such thing as a free lunch” applies to the current-year ADA hold harmless provision—that is to say, many school districts will experience a funding cliff at some point in the future if they are experiencing natural attendance declines exacerbated by COVID-19



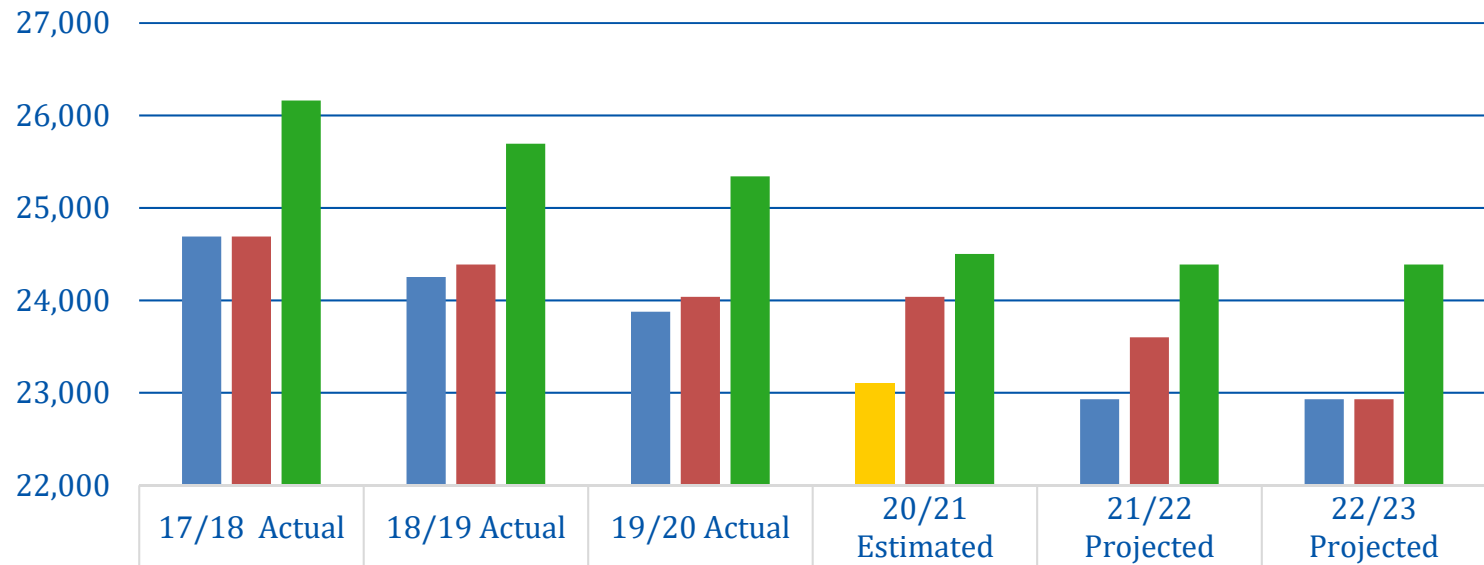
- 🔍 Significant drops in LEAs’ LCFF unduplicated pupil counts, which were not held harmless, and enrollment loss from COVID-19 will determine the full cliff effect





# LCFF ADA vs P2 ADA

## (Includes Charters)



	17/18 Actual	18/19 Actual	19/20 Actual	20/21 Estimated	21/22 Projected	22/23 Projected
■ P-2 ADA (Not Including SCOE)	24,690	24,252	23,876	N/A	22,930	22,930
■ LCFF ADA (Not Including SCOE)	24,690	24,387	24,037	24,037	23,600	22,930
■ Enrollment (CalPADS date)	26,162	25,694	25,340	24,501	24,387	24,387



# LCFF Revenue 2021-22 Change from Prior Year

(January  
Governor's  
Proposal)

 **LCFF revenue increase \$6.6 million**

- **Base revenue increase \$4.9 million**
- **Supplemental/Concentration revenue increase \$1.7 million**

**Note: 2021-22 LCFF revenue includes 3.84% increase, decrease in “funded” ADA of 233 and TRUSD unduplicated pupil percentage of 89.78%.**



# Revenue Sources

## 2020-21 First Interim

LCFF Base	LCFF S/C	Federal	State	Local & Other
<ul style="list-style-type: none"> <li>Salaries</li> <li>Statutory taxes</li> <li>Health benefits</li> <li>Retiree health benefits</li> <li>Department budgets</li> <li>School budgets</li> <li>Instructional Materials</li> <li>Utilities</li> <li>Property and Liability Insurance</li> <li>PARS Early Retirement Payment</li> <li>Routine Restricted Maintenance</li> <li>Special Education</li> </ul>	<ul style="list-style-type: none"> <li>Supplemental/ Concentration LCAP actions and services</li> <li>Visual and Performing Arts</li> <li>Activities Directors</li> <li>Additional Counselors</li> <li>Additional Vice Principals</li> <li>Student Engagement</li> <li>PBIS</li> <li>Facilities/Custodians</li> <li>Class Size Reduction</li> <li>Yard and Duty</li> <li>Career and Technical Education</li> <li>English Learner Program</li> <li>And more</li> </ul>	<ul style="list-style-type: none"> <li>Title I, Part A, Basic</li> <li>Special Education</li> <li>Title II, Education Quality</li> <li>Title III English Learner Program</li> <li>Career and Technical Education</li> <li>Learning Loss Mitigation – CRF</li> <li>Learning Loss Mitigation – GEER</li> <li>CARES - ESSER</li> <li>Other Federal Programs</li> </ul>	<ul style="list-style-type: none"> <li>Special Education</li> <li>CalSTRS</li> <li>Mandated Cost</li> <li>After School Education and Safety</li> <li>Lottery</li> <li>Career and Technical Education</li> <li>Learning Loss Mitigation – Prop. 98</li> <li>Other State Programs</li> </ul>	<ul style="list-style-type: none"> <li>Transfers In (Indirect from other funds)</li> <li>One-time Insurance Reimbursement</li> <li>Interest</li> <li>Electric Bus Award</li> <li>Other Local Revenue</li> </ul>
<b>\$214 million</b>	<b>\$71.5 million</b>	<b>\$83.1million</b>	<b>\$52.6 million</b>	<b>\$7.3 million</b>

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# Increased Cost Step/Column

Increase in salaries	2021-22 Step/Column	2021-22 Unrestricted	2021-22 less subs & stipends	2021-22 Net Unrestricted Salary	Increase x Salary
Certificated	1.40%	\$111,630,315	\$ 8,000,000	\$103,630,315	\$ 1,450,824
Classified	2.20%	\$ 35,111,197	\$ 500,000	\$ 34,611,197	\$ 761,446
Statutory Benefits (no health)					\$ 509,398
Total		\$146,741,512			\$ 2,721,668

**Rounded Total \$2,700,000**



# Increased Cost Contribution to Restricted

🔍 **Routine Restricted Maintenance Account and Special Education (restricted programs) require an additional contribution from unrestricted for step/column increases; \$438 thousand for 2021-22.**

🔍 **Total Step/Column \$3.1 million**



# Increased Cost STRS & PERS

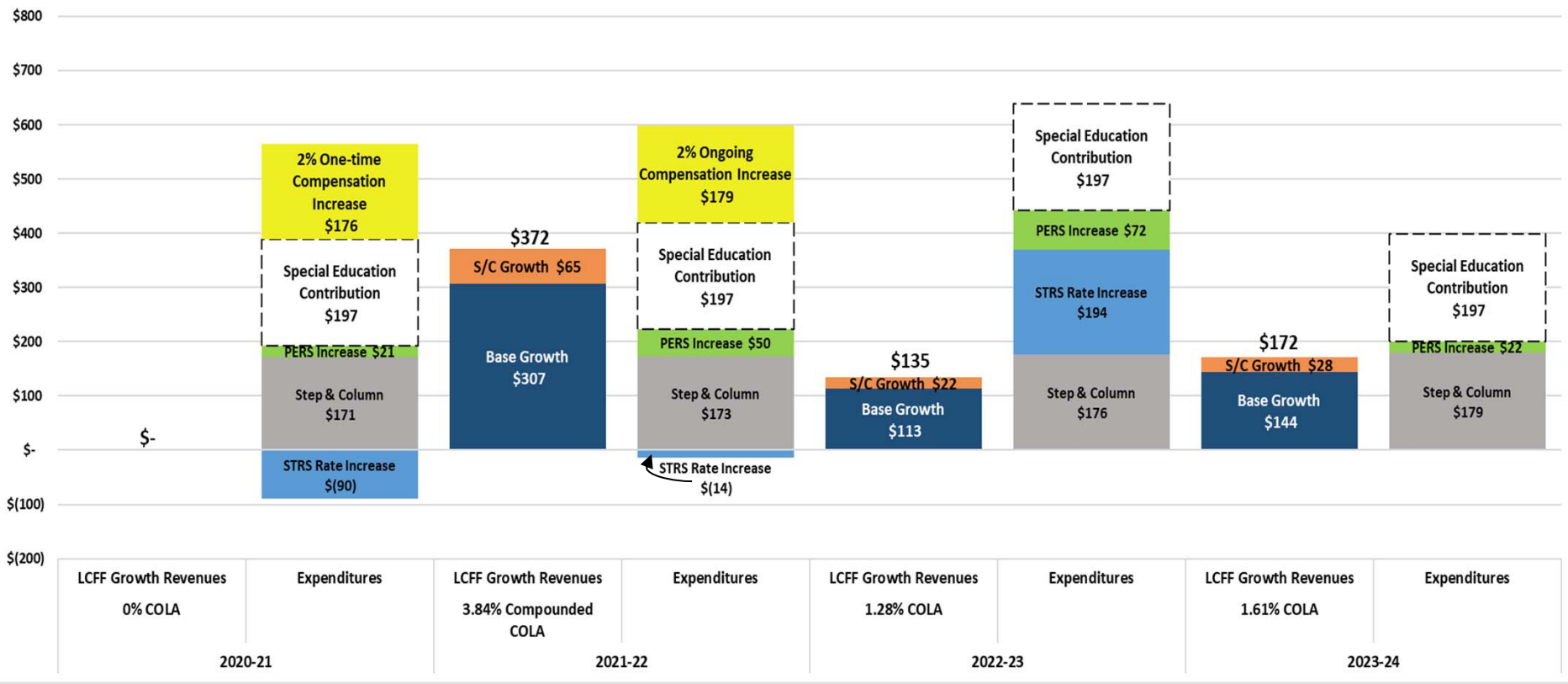
Increase in STRS/PERS	2020-21 Rate	2021-22 Proposed Rate	Change	2021-22 Unrestricted Salary	Increase x Salary
STRS	16.15%	15.92%	(0.23)%	\$111,630,315	\$ (256,750)
PERS	20.70%	23.00%	2.30%	\$ 35,111,197	\$ 807,558
Total				\$146,741,512	\$ 550,808

**Rounded Total \$550,000**



# LCFF Per ADA

## Growth in Revenues and Expenditures



# Cost of 1% Salary Increase

**TWIN RIVERS UNIFIED SCHOOL DISTRICT**  
**COST OF 1%**  
**General Fund**  
**2020/21**

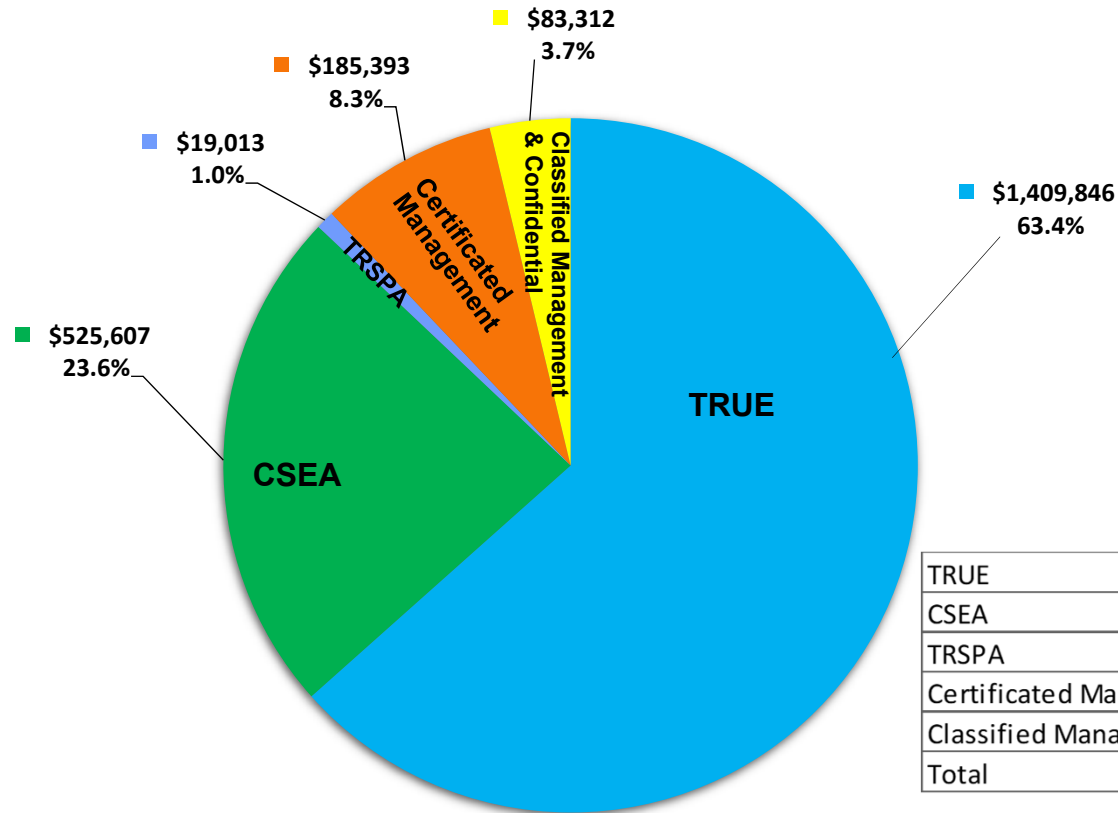
Statutory Benefits	TRUE 21.580%	CSEA 32.180%	TRSPA 33.767%	All Other Cert. 21.580%	All Other Class. 32.180%	TOTAL
Total Salaries (w/o stat. ben.)	<u>\$115,960,327</u>	<u>\$39,764,482</u>	<u>\$1,421,361</u>	<u>\$15,248,664</u>	<u>\$6,302,938</u>	<u>\$178,697,772</u>
TOTAL FTE	1,398.390	948.430	22.000	118.350	60.250	2,547.420
Average Salary (Base) (statutory benefits not incl.)	\$82,924	\$41,927	\$64,607	\$128,844	\$104,613	\$70,149
<b>TOTAL 1%</b>						
SALARIES ONLY	\$1,159,603	\$397,645	\$14,214	\$152,487	\$63,029	\$1,786,978
SALARIES PLUS STAT BENEFITS	\$1,409,846	\$525,607	\$19,013	\$185,393	\$83,312	\$2,223,171

**Rounded Total \$2,225,000**





# Cost of 1% Salary Increase



TRUE	\$	1,409,846
CSEA	\$	525,607
TRSPA	\$	19,013
Certificated Management	\$	185,393
Classified Management & Confidential	\$	83,312
<b>Total</b>	<b>\$</b>	<b>2,223,171</b>



# Cost Reductions due to Declining Enrollment - Fewer Teachers

2020-21 Additional student decline	642	
2021-22 Projected student decline	82	
<b>Total student decline</b>	<b>724</b>	
Assume average class size is 28 (K-12)	26 FTE	724/28
2021-22 Assumption	<b>15 FTE</b>	
Average savings	\$ 117,000	
<b>Teacher salary/benefit savings</b>	<b>\$ 1,755,000</b>	



# 2021-22 Structural Deficit – 2020-21 First Interim

## Unrestricted:

- \$3.5 million New Base Revenue
- \$3.0 million Step/Column
- \$0.7 million STRS & PERS
- \$1.0 million Cost of 2% CSEA
- + \$1.8 million Fewer Teachers (Declining Enrollment)
- + \$1.3 million Technology Project Complete
- + \$2.2 million PY Surplus

**(\$2.9 million) Structural Deficit**



# 2021-22 Structural Deficit – with Governor’s January Proposal

## Unrestricted:

<b>+ \$4.9 million</b>	<b>New Base Revenue</b>
<b>- \$3.1 million</b>	<b>Step/Column</b>
<b>- \$0.6 million</b>	<b>STRS &amp; PERS</b>
<b>- \$1.0 million</b>	<b>Cost of 2% CSEA</b>
<b>+ \$1.8 million</b>	<b>Fewer Teachers (Declining Enrollment)</b>
<b>+ \$1.3 million</b>	<b>Technology Project Complete</b>
<b>+ \$2.2 million</b>	<b>PY Surplus</b>

**\$5.5 million**



# 2022-23 Structural Deficit – 2020-21 First Interim

- \$7.9 million	Base Revenue
- \$3.1 million	Step/Column
- \$3.7 million	STRS & PERS
+\$1.0 million	Capital Lease Ends
<u>- \$2.9 million</u>	PY Deficit Spending
<b>(\$16.6 million)</b>	<b>Deficit Spending</b>



# 2022-23 Structural Deficit – with Governor’s January Proposal

- \$3.8 million	Base Revenue
- \$3.1 million	Step/Column
- \$3.7 million	STRS & PERS
+\$1.0 million	Capital Lease Ends
<u>+ \$5.5 million</u>	PY Surplus
<b>(\$4.1 million)</b>	<b>Deficit Spending</b>



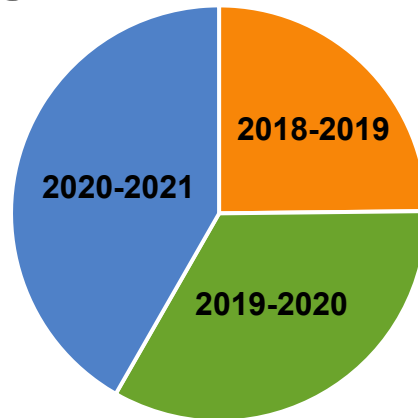
# Budget Reductions of Twin Rivers Unified School District

🔍 2018-2019 Budget Reductions \$ 7.2 million

🔍 2019-2020 Budget Reductions \$ 9.7 million

🔍 2020-2021 Budget Reductions \$12.1 million

\$29 million



# Next Steps in Budget Development for 2021-22

- 🔍 **Finish staffing meetings with the sites and departments**
- 🔍 **Incorporate Governor's January Budget Proposal to MYP (2020-21 Second Interim Report)**
- 🔍 **Obtain sites' and departments' detailed budgets**
- 🔍 **Incorporation of the LCAP**
- 🔍 **Updates from the Governor's May Revise Budget**
- 🔍 **2021-22 TRUSD Adopted Budget (June)**





# DEVELOPING THE BUDGET

Twin Rivers Unified School District: *Inspiring each student to extraordinary achievement every day!*

Slide 56



# What is a Budget?

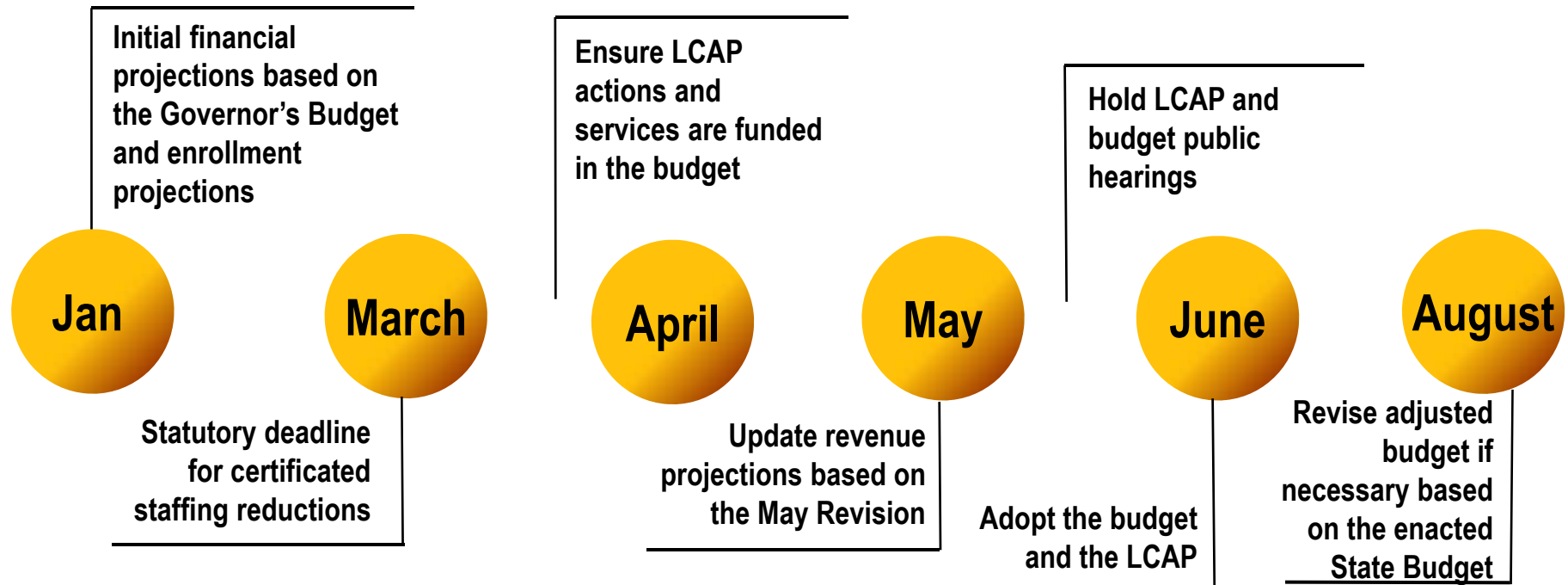
## In optimum form:

- A policy document – to reflect the philosophy of the board, the administration, the education community
- A financial plan – to show where you've been and where you're going
- An operations guide – to guide administrative decisions and actions throughout the year
- A communications device – to share with the community the strengths and challenges of the instructional program through integration with the LCAP



# Budget Development

- 🔍 Budget development can vary significantly from district to district, but would include critical milestones such as:



# Budget Development

TRUSD's Budget Development Calendar

Refer to handout in

**Appendix**

**A**



# Budget Development

- 🔍 **For each budget development and revision**
  - **Revenue assumptions**
    - **Initially based on the Governor's Budget**
      - **Then updated with each revision of the State Budget**
  - **Expenditure assumptions**
    - **Staffing levels reviewed and updated for current conditions**
    - **Inflationary increases for supplies and services**
    - **Additional actions and services from LCAP**
    - **Scheduled capital outlay or debt service obligations**
  - **The condition indicated will set the tone for future financial decisions**



# PLANNING, GOAL SETTING, AND FINANCIAL POLICIES

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Slide 61



# Overview – Planning, Goal Setting, and Financial Policies

**Planning and Goal Setting**

**Financial Policies**

**Local Reserve Policy**

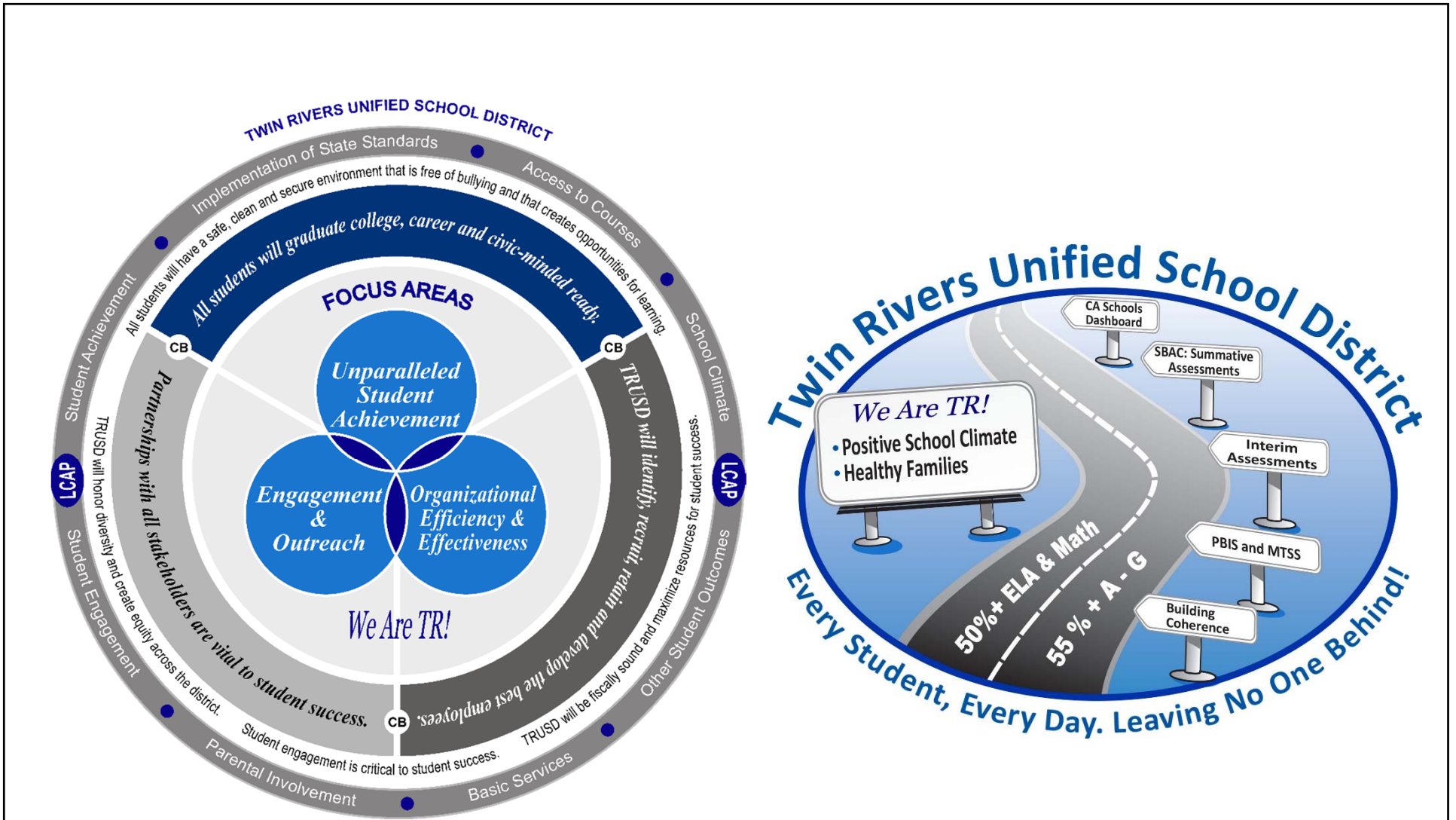


# Planning and Goal Setting

- 🔍 **Starts with the district's vision**
  - *An unwavering focus on powerful and engaging learning experiences that prepare students for college, career and life successes*
- 🔍 **Long-term priorities based on vision**
  - TRUSD Core Beliefs
- 🔍 **Strategic goals developed from priorities**
  - TRUSD Focus Areas ➡ 50/50/55
    - **There is enough money to do anything you need to do**
    - **But not everything you want to do**
    - **Wants and needs must be prioritized**







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Slide 64



# Planning and Goal Setting

- 🔍 **Short-term (one year) operational goals to implement strategic goals for next year**
  - Each management team member has an annual goal for each of the three Focus Areas
- 🔍 **Instructional priorities and goals embodied in the annual Local Control and Accountability Plan (LCAP)**
  - Needs assessment based upon data
  - Input from stakeholders
  - Actions and services year by year for three years
- 🔍 **Ensure actions, services, and goals for the year are included in the budget**



# Financial Policies

## Adopt sound financial policies

- Balancing the operating budget (BP 3100 & 3460)
- Issuing and managing debt (AR 3460 coming soon)
- Using one-time revenues for one-time purposes (BP 3100)
- General Fund reserves (BP 3100)
  - Prudent level
- Contingency Planning (BP 3460)
- Maintenance and replacement of capital assets (BP 3517 & 7214)

## Budget review and approval should be through the lens of these policies



# Local Reserves Policy

- 🔍 **Understanding the definition of reserves: key to budget credibility**
  - Assigned/unassigned General Fund (01) and Special Reserve for Other Than Capital Outlay Fund (17)
- 🔍 **The Reserve for Economic Uncertainties is the minimum established by the State Board of Education (SBE)**
  - Set aside from unassigned reserves
  - Based upon district size ( enrollment ) – TRUSD is 3% of expenditures
  - Remember this is a minimum
    - All districts need to have higher reserves than this SBE minimum



# Local Reserves Policy

 Reserves higher than the SBE minimum are needed to protect against:

- Economic downturns and state-level budget cuts
- Declining enrollment and loss of funding
- Unplanned expenses (the “broken boiler” scenario)
- Carryover balances for schools and departments
- Cash shortages
- Layoffs and program reductions by providing lead time to make budget adjustments



# Local Reserves Policy

## 🔍 TRUSD 2020-21 First Interim General Fund reserves:

Ending Balance, June 30	\$ 42,265,236
Nonspendable: Revolving Cash and Stores	\$ 671,813
Restricted	\$ 2
Committed	\$ 0
Assigned	\$ 20,511,101
Unassigned: Reserve for Economic Uncertainties	\$ 13,103,063
Unassigned: Reserve above SBE 3%	\$ 5,896,936
Unassigned	\$ 2,082,320

} 4.35%



# Local Reserves Policy

## It's a delicate balance:

- Spend today's dollars on today's children
  - But not at the expense of tomorrow's children
  - We are doing this; projected \$4.1 million on-going deficit spending for 2022-23



# UNDERSTANDING CALIFORNIA SCHOOL FINANCE

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Slide 71





# Overview – Understanding California School Finance

**State Standardized  
Account Code Structure  
(SACS) reports**

**Revenues**

**Expenditures**

**Other Funds**





ADOPTED  
JUNE 30, 2020



# 2020-2021 ADOPTED BUDGET



FISCAL SERVICES  
5115 DUDLEY BLVD.  
MCLELLAN, CA 95652  
SACRAMENTO COUNTY  
WWW.TWINRIVERSUSD.ORG

TO INSPIRE EACH STUDENT TO EXTRAORDINARY ACHIEVEMENT EVERY DAY



This Meritorious Budget Award is presented to

## TWIN RIVERS UNIFIED SCHOOL DISTRICT

for excellence in the preparation and issuance of its budget  
for the Fiscal Year 2020-2021.

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



Claire Hertz, SFO  
President

David J. Lewis  
Executive Director

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Slide 73



# State Standardized Account Code Structure (SACS) reports

- 🔍 Financial reports in the SACS format must be adopted and submitted to the COE at least four times per year:

Report	Period Covered	Due Date
Adopted Budget	New fiscal year	July 1*
First Interim	July 1 – October 31	December 15
Second Interim	July 1 – January 31	March 15
Estimated Actuals	July 1 – June 30	July 1*
Unaudited Actuals	July 1 – June 30	September 15

\*Adopted budget for the next year includes Estimated Actuals for the current year



# Revenues



# LCFF Entitlement

- 🔍 **The LCFF was designed to close the achievement gap**
- 🔍 **LCFF components**
  - **Base grants per pupil by four grade spans – the per pupil amount is the same for all school districts and charter schools**
  - **Supplemental and concentration grants based on the Unduplicated Pupil Percentage (UPP)**
    - **UPP is based on three pupil characteristics (English Language (EL), low income and/or foster youth)**
- 🔍 **All funds received through the LCFF are unrestricted**



# LCFF Revenue 2020-21 First Interim

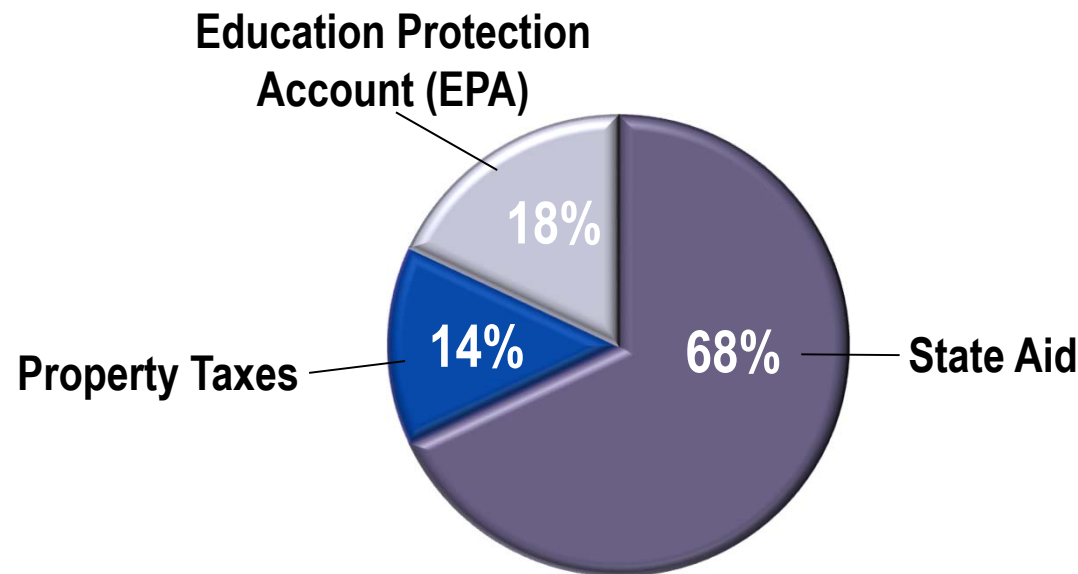
	Twin Rivers Estimated 2020/21	Creative Connections Estimated 2020/21	Smythe Academy Estimated 2020/21	Westside Prep Charter Estimated 2020/21	Total
20/21 Estimated LCFF Entitlement	\$262,171,951	\$7,238,853	\$12,258,385	\$4,577,267	\$286,246,456
Base Funding	\$196,240,998	\$5,846,743	\$9,015,242	\$3,614,450	\$212,629,632
Supplemental/Concentration	\$ 65,930,953	\$1,392,110	\$3,243,143	\$962,817	\$ 71,529,023
Estimated Unduplicated pupil % (3 year rolling average) (EL, low income and/or foster youth)	89.84%	73.30%	92.77%	77.34%	



# LCFF Entitlement

## 2020-21 First Interim

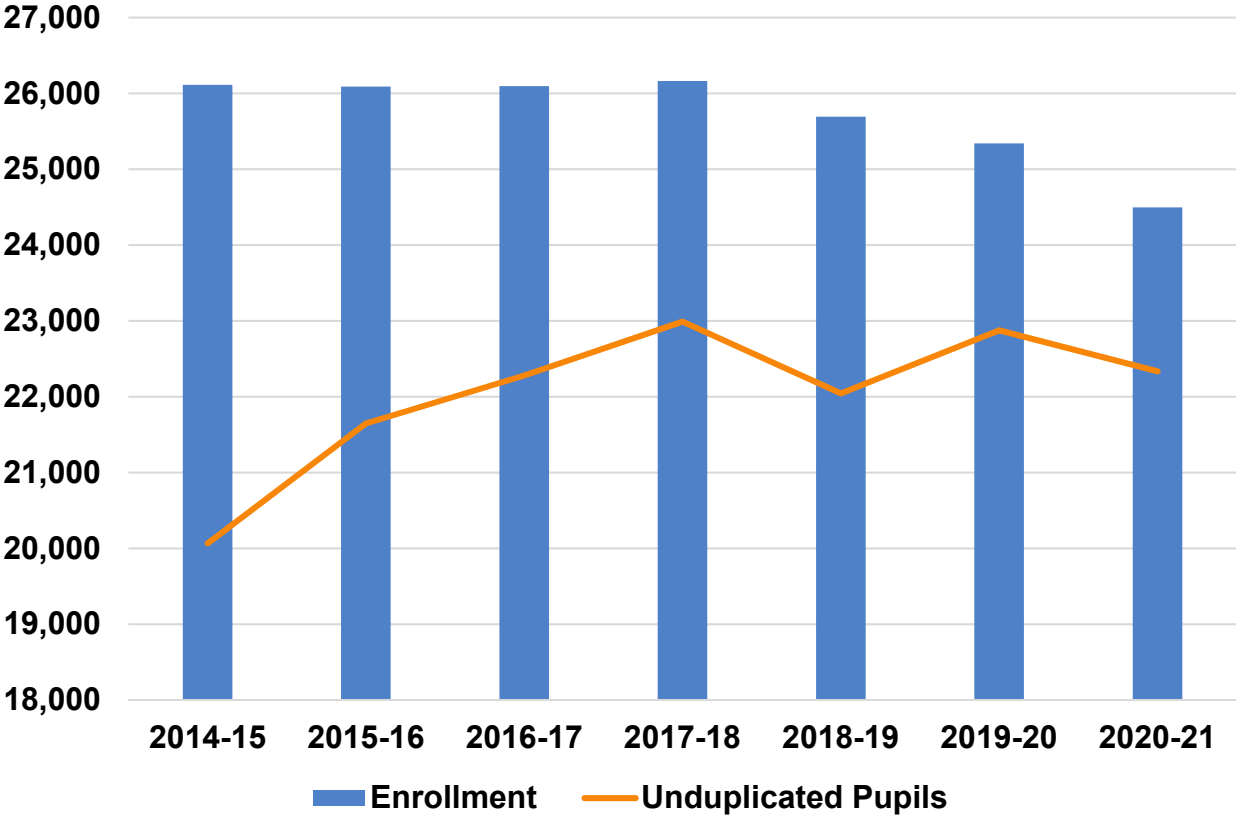
🔍 LCFF entitlement is made up of three components:



🔍 Exact proportions are unique to each LEA; above is TRUSD 2020-21 First Interim



# Enrollment History



*2020-21  
UPP est.  
91.5%*





# Know Your Revenue Sources

🔍 Is the source one time or ongoing?

🔍 Restricted or unrestricted?

	One Time	Ongoing
Restricted	Use <i>first</i>	Use next
Unrestricted	Use if restricted funds are not applicable	Use <i>last</i>

🔍 Supplemental/Concentration funds are for!

Demonstrate increased or improved actions/services, above the District's base/core programs, "principally directed toward and effective in meeting the District's goals for unduplicated pupils"



# Know Your Revenue Sources

## Just Remember Two Major Principles:

1

- Don't use one-time funds to pay for "things that eat"
  - Fund balance dollars are one time

2

- Budget restricted dollars first, if they apply



# Revenue Sources

## 2020-21 First Interim

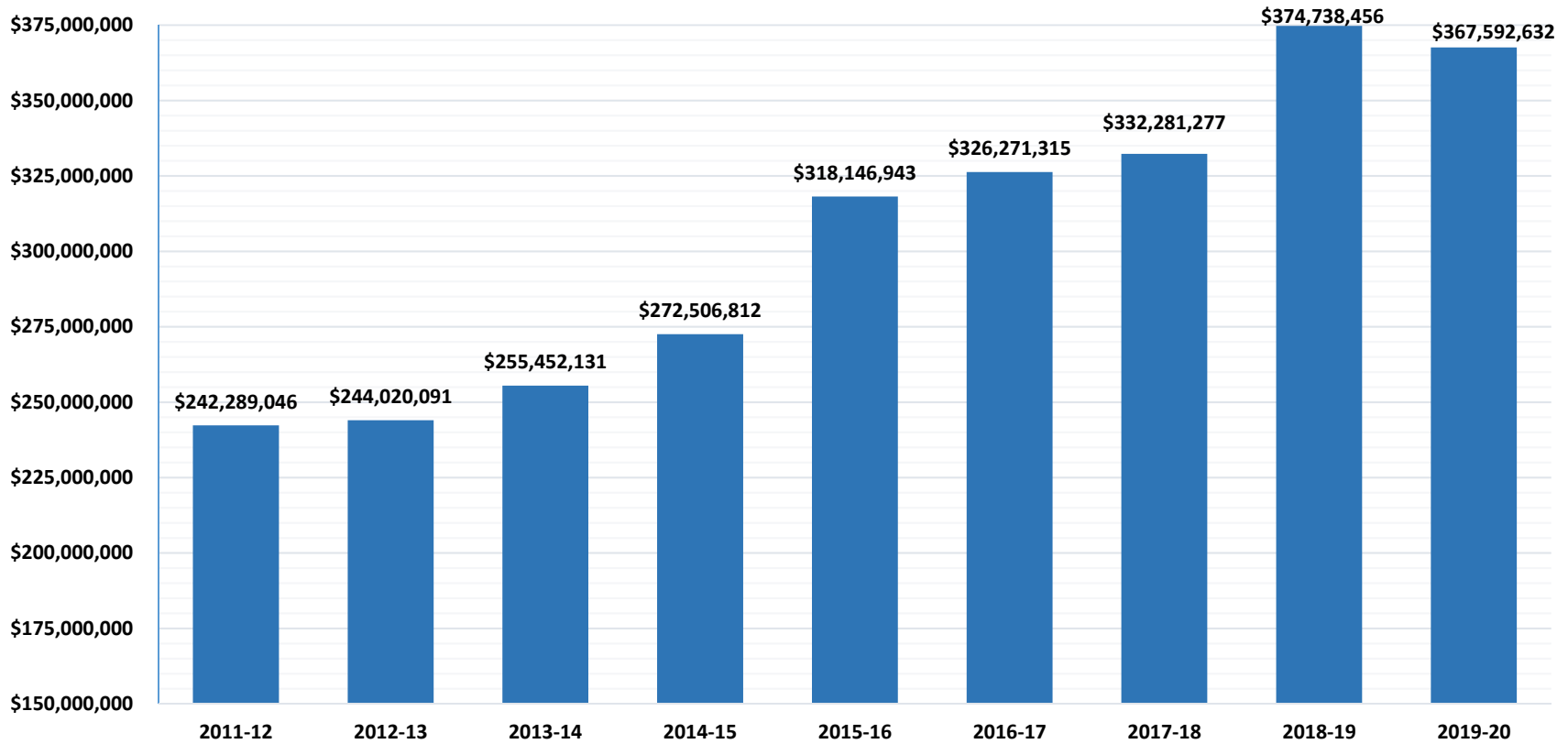
LCFF Base	LCFF S/C	Federal	State	Local & Other
<ul style="list-style-type: none"> <li>Salaries</li> <li>Statutory taxes</li> <li>Health benefits</li> <li>Retiree health benefits</li> <li>Department budgets</li> <li>School budgets</li> <li>Instructional Materials</li> <li>Utilities</li> <li>Property and Liability Insurance</li> <li>PARS Early Retirement Payment</li> <li>Routine Restricted Maintenance</li> <li>Special Education</li> </ul>	<ul style="list-style-type: none"> <li>Supplemental/ Concentration LCAP actions and services</li> <li>Visual and Performing Arts</li> <li>Activities Directors</li> <li>Additional Counselors</li> <li>Additional Vice Principals</li> <li>Student Engagement</li> <li>PBIS</li> <li>Facilities/Custodians</li> <li>Class Size Reduction</li> <li>Yard and Duty</li> <li>Career and Technical Education</li> <li>English Learner Program</li> <li>And more</li> </ul>	<ul style="list-style-type: none"> <li>Title I, Part A, Basic</li> <li>Special Education</li> <li>Title II, Education Quality</li> <li>Title III English Learner Program</li> <li>Career and Technical Education</li> <li>Learning Loss Mitigation – CRF</li> <li>Learning Loss Mitigation – GEER</li> <li>CARES - ESSER</li> <li>Other Federal Programs</li> </ul>	<ul style="list-style-type: none"> <li>Special Education</li> <li>CalSTRS</li> <li>Mandated Cost</li> <li>After School Education and Safety</li> <li>Lottery</li> <li>Career and Technical Education</li> <li>Learning Loss Mitigation – Prop. 98</li> <li>Other State Programs</li> </ul>	<ul style="list-style-type: none"> <li>Transfers In (Indirect from other funds)</li> <li>One-time Insurance Reimbursement</li> <li>Interest</li> <li>Electric Bus Award</li> <li>Other Local Revenue</li> </ul>
<b>\$214 million</b>	<b>\$71.5 million</b>	<b>\$83.1million</b>	<b>\$52.6 million</b>	<b>\$7.3 million</b>

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Slide 82



# Revenue History



# Expenditures

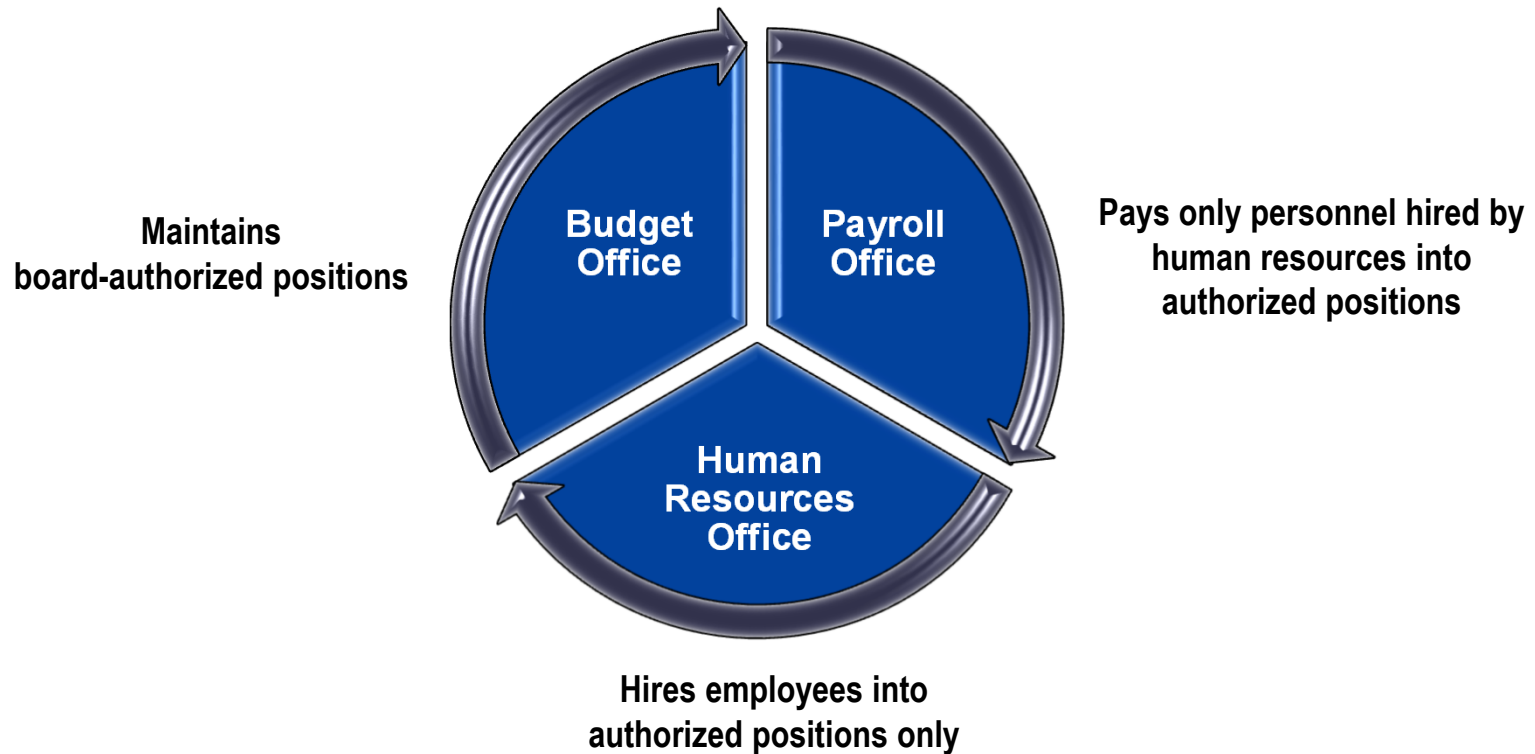


# Budget Control

- 🔍 **Revenues are largely controlled by the state and federal governments, and as such most of a local agency's budget control is on the expenditure side.**
  - The board decides how to spend the funds it receives
    - Organizational structure, employee compensation, instructional programs, support services, facilities, etc.
- 🔍 **Over 74% of TRUSD's budget is allocated for personnel**
  - Salaries, health benefits, statutory fringe benefits, retiree benefits
  - Mistakes in the staffing budget can cause a fiscal crisis
  - The best way to prevent mishaps is through a fully functioning position control system



# Position Control



# Staffing Formulas

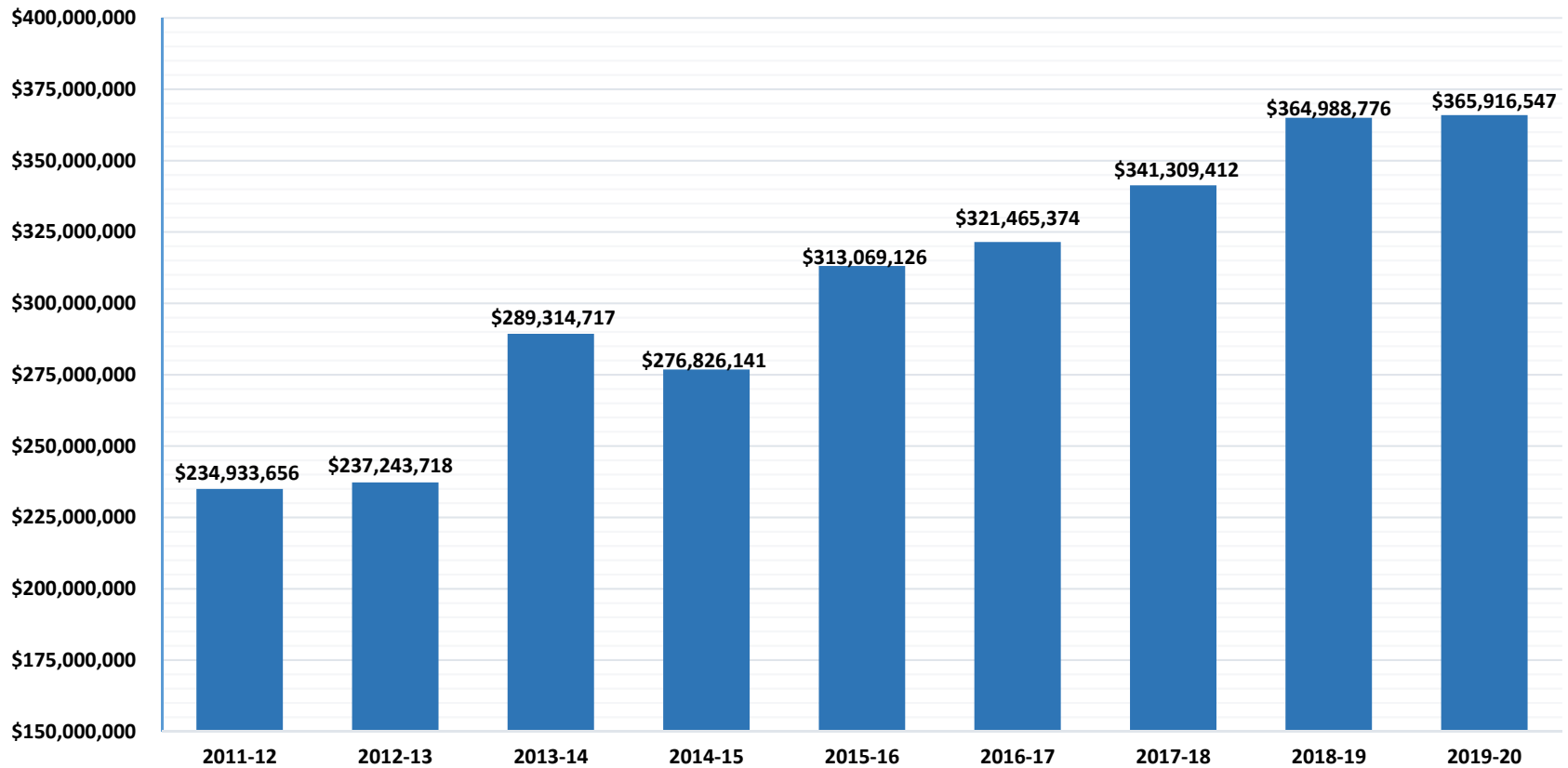
## Why have staffing formulas?

- Staffing formulas help to document “core” so that supplemental/concentration and categorical funds can be used to supplement, not supplant
- Staffing formulas form the standard building blocks for site and department budgets
- Staffing formulas provide equitable staffing standards across the district
  - And can be used to equitably ratchet back staffing in a fiscal crisis
- They also play an integral role in controlling personnel costs





# Expenditure History



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Slide 88



# Other Funds



# Manage a Total Budget, Not Just a General Fund

## Funds Other Than the General Fund

- The General Fund is the primary operating fund of a district, but is not the only fund
- Effective management requires an analysis of all funds, all revenues, and all expenses

## TRUSD Other District Funds

- **Special Revenue Funds**
  - Adult Education
  - Cafeteria
  - Child Development
  - Deferred Maintenance
  - Special Reserve (for post employment benefits)
- **Capital Projects Funds**
  - Building
  - Capital Facilities (Developer Fees)
  - County School Facility
  - Special Reserve (for capital outlay projects)
- **Trust and Agency Funds**
  - Student Body



# MULTIYEAR PROJECTIONS

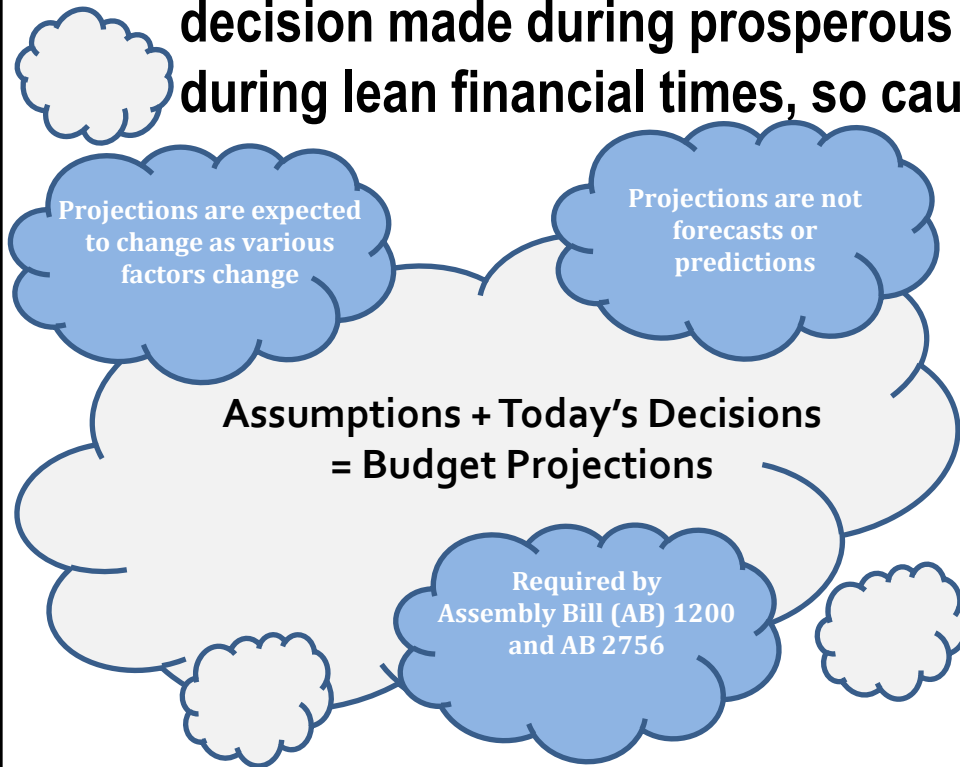
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Slide 91



# Multiyear Projections

The cause of most district insolvencies can be traced to a bad financial decision made during prosperous times that came back to bite the district during lean financial times, so caution is key.



- Don't use one-time dollars to justify paying for ongoing expenditures
- Don't use future projected dollars for current year expenditures
- A future recession is predicted – the timing is unknown
- Low-COLA environment on programs that require contributions (Special Education)
- Increasing retirement/pension (STRS and PERS) obligations



# Multiyear Projections

- 🔍 Since 1992, when Assembly Bill (AB) 1200 was enacted, MYPs have been required by law
  - To be approved, a district budget must demonstrate that it can meet its financial obligations both in the current fiscal year and the subsequent two years
  - Interim reports must meet the same multiyear standards
- 🔍 Decisions made today affect today and tomorrow
  - So MYPs show the impact of today's decisions on the finances of future years
  - **School Services of California and Fiscal Crisis Management Team Strongly recommends taking the MYP seriously given changes in State Funding**



# Multiyear Projections

## LCFF PLANNING FACTORS

Factor	2020–21	2021–22	2022–23	2023–24	2024–25
Department of Finance (DOF) Estimated Statutory COLA	2.31%	1.50% <sup>1</sup>	2.98%	3.05%	N/A
DOF Estimated Funded COLA	0.00%	3.84% <sup>2</sup>	2.98%	3.05%	N/A
SSC Estimated Statutory COLA <sup>3</sup>	0.00%	3.84%	1.28%	1.61%	1.90%

## OTHER PLANNING FACTORS

Factors	2020–21	2021–22	2022–23	2023–24	2024–25
California CPI	1.44%	1.57%	1.82%	2.12%	2.40%
California Lottery	Unrestricted per ADA	\$150	\$150	\$150	\$150
	Restricted per ADA	\$49	\$49	\$49	\$49
Mandate Block Grant (District)	Grades K–8 per ADA	\$32.18	\$32.66	\$33.08	\$33.61
	Grades 9–12 per ADA	\$61.94	\$62.87	\$63.67	\$64.70
Mandate Block Grant (Charter)	Grades K–8 per ADA	\$16.86	\$17.11	\$17.33	\$17.61
	Grades 9–12 per ADA	\$46.87	\$47.57	\$48.18	\$48.96
Interest Rate for Ten-Year Treasuries	0.98%	1.48%	1.65%	1.90%	2.10%
CalSTRS Employer Rate <sup>-</sup>	16.15%	15.92%	18.00%	18.00%	18.00%
CalPERS Employer Rate <sup>-</sup>	20.70%	23.00%	26.30%	27.30%	27.80%

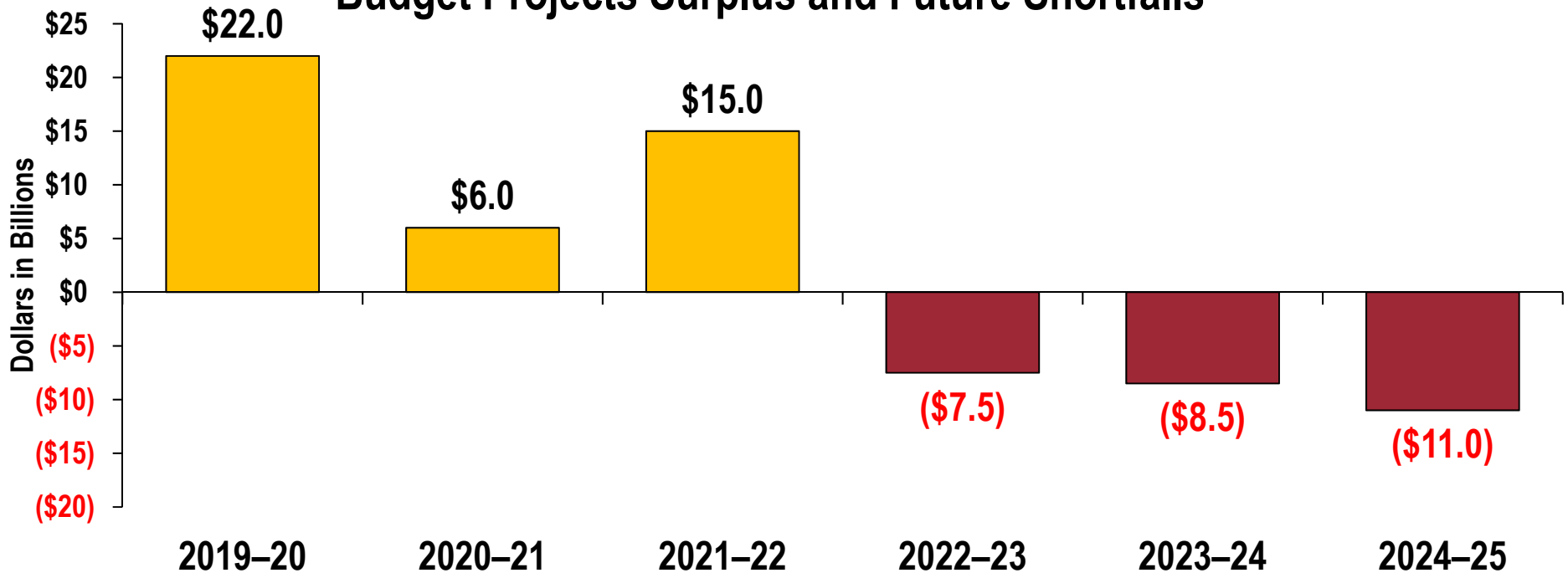
<sup>1</sup>Applies to Special Education, Child Nutrition, Preschool, Foster Youth, American Indian Education Centers/American Indian Early Childhood Education, and Mandate Block Grant.

<sup>2</sup>Amount represents the 2020–21 unfunded statutory COLA of 2.31% compounded with the 2021–22 estimated statutory COLA of 1.50%.

<sup>3</sup>Estimated Statutory COLAs in 2022-23 and beyond are estimated using an independent economist and represent an alternative more closely aligned with the changes in consumer price index.

# Out Year COLA Risk?

## Budget Projects Surplus and Future Shortfalls<sup>1</sup>



<sup>1</sup>Budget shortfalls or surplus, measured by the annual Governor's Budget  
Source: 2021-22 Governor's Budget Summary, page 3





# Multiyear Projections

## Develop expenditure projections to include:

- Serving changes in pupil enrollment and ADA
- Changes in the LCAP for program service levels or delivery methods that would affect staffing or purchases
- Major purchases or projects that would affect capital outlay expenditures
- Consumer Price Index (CPI) increases on particular expenditure categories
- Staffing costs: across-the-board pay increases, step and column movement, natural attrition, health benefit cost increases, pension contribution increases



# Multiyear Projections

 **Determining the components of the ending balance in each year is an important part of the projection process**

- **Remember to set aside amounts for:**
  - **Stores, Revolving Cash, and Prepaid Expense**
  - **Restricted program ending balances**
- **The unrestricted reserve balance at this point is important for solvency purposes**
  - **Set aside a Reserve for Economic Uncertainties**
  - **Set aside a reserve for revenue volatility**
  - **Set aside other board-assigned reserves or commitments**
- **The balance left is the true “bottom line” for each year in the projection model**



# Multiyear Projections

 **When the projection has been completed and refined, the district will have:**

- A comprehensive picture of its likely financial future
- The ability to explore alternate scenarios by assigning alternate values to key variables

 **Financial projections can provide a basis for:**

- Measuring the financial impact of major decisions made throughout the year
- Analyzing the future-year impact of current-year decisions
- Educating the community and district employees on critical issues
- The district's long-range financial plan



# Multiyear Projections

## How to read Multiyear Projections

Refer to handout in

**Appendix  
B**



# MONITORING OUR BUDGET

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Slide 100



# Budget Monitoring

## For Last Year: Close and Audit

AUGUST AND NOVEMBER  
Close, define actuals,  
determine the ending balance

JULY – DECEMBER  
Audit and review

DECEMBER  
Receive audit, evaluate  
management letters

JANUARY – FEBRUARY  
Follow-up on  
management letters

## Budget Calendar

### For This Year: Monitor

JULY  
Adopt and analyze

AUGUST – SEPTEMBER  
Amend and revise

DECEMBER – JANUARY  
Amend, measure, and report  
1st Interim Report

FEBRUARY – APRIL  
Amend, measure, and report  
2nd Interim Report

JULY – SEPTEMBER  
Amend, measure, and analyze

## For Next Year: Developing the Budget

OCTOBER  
Project enrollment, ADA, and revenues

NOVEMBER– DECEMBER  
Identify goals for next year  
and staffing projections

DECEMBER - JANUARY  
Staffing meetings and LCAP Review

FEBRUARY – MARCH  
Conclude staffing levels, incorporate  
LCAP initiatives, program, department,  
and school site budgets

APRIL – JUNE  
Study, update, balance,  
conclude, and adopt



# Budget Monitoring

- 🔍 **The budget has been developed and adopted by the board**
  - This is just the beginning – work on the budget is year-round
- 🔍 **The budget is a fluid document**
  - It can and should be revised on a regular basis
  - Conditions are constantly changing
    - Which can change facts and assumptions used for the budget and MYPs
- 🔍 **Budget revisions are technically accomplished in fiscal services**
  - But managing the budget is a districtwide responsibility involving, in one way or another, all staff



# Board of Trustees

Questions?

Suggestions?

Concerns?





## **Appendix A**

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# Twin Rivers USD

9-22-20 Board meeting

## 2021-22 Budget Development Calendar

	2021-22 Comprehensive Plan Development	Due Date	Responsible
October	▶ Aeries report on CBEDS data (by school, by grade) to Budget on	7-Oct	Terrie
	▶ Review with Executive Cabinet budget items that need their direction to move forward (i.e., school site, department, staffing handbook and LCAP budgets)	5-Oct	Kate/Heather/ Executive Cabinet
	▶ Chris provide CBEDS demographics to Budget	9-Oct	Chris
	▶ 2021-22 enrollment projections (by school, by grade)	23-Oct	Kate
	▶ Budget to start on estimated budgets	26-Oct	Budget
	▶ Changes to Staffing Handbook for 2021-22 from Executive Cabinet	26-Oct	Executive Cabinet
	▶ Changes to school site, department and program budgets from Executive Cabinet	26-Oct	Executive Cabinet
November	▶ Budget provide summary teacher staffing projections to HR	9-Nov	Kate/Budget
	▶ Budget calculate LCFF along with Supplemental/Concentration grants	9-Nov	Kate
	▶ Unrestricted staffing projections to Principals from HR (teacher staffing spreadsheet and classified allocation changes)	16-Nov	HR
	▶ School site budget (est.) allocations to Principals (along with current position control with step/column increase & 2% cushion and the costs of annual routine expenditures (i.e., copiers))	20-Nov	Budget
December	▶ DELAC review projected Title III allocations	December	Jisel/Heather
	▶ Budget Advisory Committee (21-22 MYP; with 20-21 First Interim)	10-Dec	Kate
	▶ Staffing Meetings for 2021-22 (every day for 2 weeks) Elementary & Various Depts.	1-11 Dec	HR/IS/Budget/ Principals
January	▶ Budget populate Title I (est.) allocations into the school sites 2021-22 SPSA	January	Budget
	▶ LCAP Annual Review - Various Stakeholders	January	Barbara S.
	▶ Staffing Meetings for 2021-22; Secondary & Various Departments	21-31 Jan	HR/IS/Budget/ Principals
	▶ Budget Advisory Committee (Governor's 21-22 proposal)	28-Jan	Kate
Feb.	▶ Layoff Analysis complete	5-Feb	HR
March	▶ March 15 <sup>th</sup> Notices	23-Feb or 9-Mar	HR
	▶ Budget Analysts receive PAPCs from the December & January HR/Budget/Site staffing meetings	1-Mar	HR
	▶ HR provide to Budget list of positions and PC#'s that will end due to layoffs/lack of funds presented at March Board meeting	5-Mar	HR
	▶ SPSA Approved by SSC and ELAC by (no later than March 15th to be a part of the Adopted Budget)	9-Mar	Principals
	▶ Budget roll position control into 2021-22	12-Mar	Bonnie/Jennifer
	▶ HR review report from Budget of positions that did NOT load into 2021-22 and communicate issues to Budget	16-Mar	HR
	▶ Instructional Services program budget meetings with Budget	17-26 Mar	Instructional Services/Heather
	▶ Budget Advisory Committee (21-22 MYP; with 20-21 Second Interim)	18-Mar	Kate
	▶ HR to provide Budget the 2021-22 teacher staffing spreadsheet for each school site	19-Mar	HR
	▶ LCAP Focus Team - review LCAP input from all stakeholder sources	10-Mar	Barbara S.
	▶ Budget send out 2021-22 budget spreadsheets (with <i>no</i> position control); due back April 9th	26-Mar	Budget
	▶ Spring Break	29-Mar to 5-April	-

## 2021-22 Budget Development Calendar

	2021-22 Comprehensive Plan Development	Due Date	Responsible
April	▶ Spring Break	29-Mar to 5-April	-
	▶ 2021-22 budget spreadsheets (with <i>no</i> position control) returned to Budget (extra week due to Spring Break)	9-Apr	Departments
	▶ Budget reconcile school site teacher staffing spreadsheets to summary teacher staffing projections	5-Apr	Jennifer/Kate/ Heather/HR
	▶ Budget roll 2021-22 position control into Adopted Budget	9-Apr	Bonnie/Jennifer
	▶ LCAP budget done (incorporate into 21-22 Budget)	9-Apr	Instructional Services/Budget
	▶ Budget send out 2021-22 remaining budget spreadsheets ( <i>with</i> position control); due back April 26th	16-Apr	Budget
	▶ 2021-22 budget spreadsheets ( <i>with</i> position control) returned to Budget	26-Apr	Departments & Principals
	▶ Budget review and reconcile SPSA budgets	April	Heather
	▶ Lay-off Hearings	April	HR
May	▶ Final Layoff Notices	3-May	HR
	▶ Facilities Funds due to Budget	3-May	Victoria
	▶ AE, Child Dev. & Cafeteria Funds due to Budget	7-May	Vasseliki & Nataliya
	▶ Executive Directors of School Leadership Approve SPSAs	14-May	Cyndi, Yvette & Brett
	▶ All budgets entered and balanced	14-May	Budget
	▶ 2020-21 Estimated Actuals and SACS TRCs cleared	28-May	Heather
June	▶ SACS 2021-22 Budget and Exec Summary complete for Board agenda	8-Jun	Kate
	▶ 2021-22 Budget available for public viewing	9-Jun	Kate
	▶ LCAP and Budget public hearing at Board meeting	15-Jun	Instructional Services/Budget
	▶ LCAP and Budget Adoption by the Board	22-Jun	Instructional Services/Budget
July/Aug	▶ 45 day 2021-22 Budget revision; if applicable	July/Aug	Budget
Dec.	▶ First Interim Budget Revision to the Board	mid Dec.	Budget
March	▶ Second Interim Budget Revision to the Board	mid/late March	Budget
June	▶ Third Interim Budget Revision to the Board; if applicable	mid June	Budget
August	▶ 2021-22 Final Budget Revision to the Board	Aug./Sept.	Budget

## **Appendix B**

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Description	Object Codes	Projected Year Totals (Form 011) (A)	% Change (Cols. C-A/A) (B)	2021-22 Projection (C)	% Change (Cols. E-C/C) (D)	2022-23 Projection (E)
(Enter projections for subsequent years 1 and 2 in Columns C and E; current year - Column A - is extracted)						
<b>A. REVENUES AND OTHER FINANCING SOURCES</b>						
1. LCFF/Revenue Limit Sources	8010-8099	285,474,118.00	-1.21%	282,010,025.00	-2.82%	274,049,066.00
2. Federal Revenues	8100-8299	83,127,025.00	-51.53%	40,293,924.00	0.00%	40,293,924.00
3. Other State Revenues	8300-8599	52,637,435.00	-4.63%	50,200,672.00	0.00%	50,200,672.00
4. Other Local Revenues	8600-8799	6,438,007.00	-4.81%	6,128,604.00	0.00%	6,128,604.00
5. Other Financing Sources						
a. Transfers In	8900-8929	872,007.00	-58.76%	359,641.00	0.00%	359,641.00
b. Other Sources	8930-8979	0.00	0.00%	0.00	0.00%	0.00
c. Contributions	8980-8999	0.00	0.00%	0.00	0.00%	0.00
6. Total (Sum lines A1 thru A5c)		428,548,592.00	-11.56%	378,992,866.00	-2.10%	371,031,907.00
<b>B. EXPENDITURES AND OTHER FINANCING USES</b>						
1. Certificated Salaries						
a. Base Salaries				146,032,060.00		147,119,508.00
b. Step & Column Adjustment				1,932,448.00		1,947,673.00
c. Cost-of-Living Adjustment				0.00		0.00
d. Other Adjustments				(845,000.00)		0.00
e. Total Certificated Salaries (Sum lines B1a thru B1d)	1000-1999	146,032,060.00	0.74%	147,119,508.00	1.32%	149,067,181.00
2. Classified Salaries						
a. Base Salaries				50,643,955.00		51,858,121.00
b. Step & Column Adjustment				1,103,166.00		1,129,878.00
c. Cost-of-Living Adjustment				0.00		0.00
d. Other Adjustments				111,000.00		0.00
e. Total Classified Salaries (Sum lines B2a thru B2d)	2000-2999	50,643,955.00	2.40%	51,858,121.00	2.18%	52,987,999.00
3. Employee Benefits	3000-3999	81,439,314.00	1.67%	82,798,647.00	6.44%	88,132,877.00
4. Books and Supplies	4000-4999	50,883,000.00	-48.94%	25,979,451.00	-2.31%	25,379,451.00
5. Services and Other Operating Expenditures	5000-5999	72,415,136.00	-32.07%	49,191,136.00	-1.57%	48,417,526.00
6. Capital Outlay	6000-6999	11,287,135.00	-39.98%	6,774,769.00	0.00%	6,774,769.00
7. Other Outgo (excluding Transfers of Indirect Costs)	7100-7299, 7400-7499	7,351,905.00	0.00%	7,351,905.00	-16.70%	6,124,501.00
8. Other Outgo - Transfers of Indirect Costs	7300-7399	(1,215,443.00)	-82.27%	(215,443.00)	0.00%	(215,443.00)
9. Other Financing Uses						
a. Transfers Out	7600-7629	17,931,722.00	-44.23%	10,000,000.00	0.00%	10,000,000.00
b. Other Uses	7630-7699	0.00	0.00%	0.00	0.00%	0.00
10. Other Adjustments				1,002,973.00		1,002,973.00
11. Total (Sum lines B1 thru B10)		436,768,784.00	-12.57%	381,861,067.00	1.52%	387,671,834.00
<b>C. NET INCREASE (DECREASE) IN FUND BALANCE</b> (Line A6 minus line B11)						
		(8,220,192.00)		(2,868,201.00)		(16,639,927.00)
<b>D. FUND BALANCE</b>						
1. Net Beginning Fund Balance (Form 011, line F1e)		50,485,427.35		42,265,235.35		39,397,034.35
2. Ending Fund Balance (Sum lines C and D1)		42,265,235.35		39,397,034.35		22,757,107.35
3. Components of Ending Fund Balance (Form 011)						
a. Nonspendable	9710-9719	671,813.00		671,813.00		671,813.00
b. Restricted	9740	1.56		0.00		0.00
c. Committed						
1. Stabilization Arrangements	9750	0.00		0.00		0.00
2. Other Commitments	9760	0.00		0.00		0.00
d. Assigned	9780	20,511,101.00		17,642,900.00		3,085,294.00
e. Unassigned/Unappropriated						
1. Reserve for Economic Uncertainties	9789	19,000,000.00		19,000,000.00		19,000,000.00
2. Unassigned/Unappropriated	9790	2,082,319.79		2,082,321.35		0.35
f. Total Components of Ending Fund Balance (Line D3f must agree with line D2)		42,265,235.35		39,397,034.35		22,757,107.35

Description	Object Codes	Projected Year Totals (Form 011) (A)	% Change (Cols. C-A/A) (B)	2021-22 Projection (C)	% Change (Cols. E-C/C) (D)	2022-23 Projection (E)
<b>E. AVAILABLE RESERVES (Unrestricted except as noted)</b>						
<b>1. General Fund</b>						
a. Stabilization Arrangements	9750	0.00		0.00		0.00
b. Reserve for Economic Uncertainties	9789	19,000,000.00		19,000,000.00		19,000,000.00
c. Unassigned/Unappropriated	9790	2,082,321.56		2,082,321.56		0.56
d. Negative Restricted Ending Balances (Negative resources 2000-9999)	979Z	(1.77)		(0.21)		(0.21)
<b>2. Special Reserve Fund - Noncapital Outlay (Fund 17)</b>						
a. Stabilization Arrangements	9750	0.00		0.00		0.00
b. Reserve for Economic Uncertainties	9789	0.00		0.00		0.00
c. Unassigned/Unappropriated	9790	0.00		0.00		0.00
<b>3. Total Available Reserves - by Amount (Sum lines E1 thru E2c)</b>		21,082,319.79		21,082,321.35		19,000,000.35
<b>4. Total Available Reserves - by Percent (Line E3 divided by Line F3c)</b>		4.83%		5.52%		4.90%
<b>F. RECOMMENDED RESERVES</b>						
<b>1. Special Education Pass-through Exclusions</b>						
For districts that serve as the administrative unit (AU) of a special education local plan area (SELPA):						
a. Do you choose to exclude from the reserve calculation the pass-through funds distributed to SELPA members?	Yes					
b. If you are the SELPA AU and are excluding special education pass-through funds:						
1. Enter the name(s) of the SELPA(s):						
<b>2. Special education pass-through funds</b>						
(Column A: Fund 10, resources 3300-3499 and 6500-6540, objects 7211-7213 and 7221-7223; enter projections for subsequent years 1 and 2 in Columns C and E)						
		0.00				
<b>2. District ADA</b>						
Used to determine the reserve standard percentage level on line F3d (Col. A: Form AI, Estimated P-2 ADA column, Lines A4 and C4; enter projections)						
		23,888.66		22,930.00		22,930.00
<b>3. Calculating the Reserves</b>						
a. Expenditures and Other Financing Uses (Line B11)						
		436,768,784.00		381,861,067.00		387,671,834.00
b. Plus: Special Education Pass-through Funds (Line F1b2, if Line F1a is No)						
		0.00		0.00		0.00
c. Total Expenditures and Other Financing Uses (Line F3a plus line F3b)						
		436,768,784.00		381,861,067.00		387,671,834.00
d. Reserve Standard Percentage Level (Refer to Form 01CSI, Criterion 10 for calculation details)						
		3%		3%		3%
e. Reserve Standard - By Percent (Line F3c times F3d)						
		13,103,063.52		11,455,832.01		11,630,155.02
f. Reserve Standard - By Amount (Refer to Form 01CSI, Criterion 10 for calculation details)						
		0.00		0.00		0.00
g. Reserve Standard (Greater of Line F3e or F3f)						
		13,103,063.52		11,455,832.01		11,630,155.02
h. Available Reserves (Line E3) Meet Reserve Standard (Line F3g)						
		YES		YES		YES

Description	Object Codes	Projected Year Totals (Form 011) (A)	% Change (Cols. C-A/A) (B)	2021-22 Projection (C)	% Change (Cols. E-C/C) (D)	2022-23 Projection (E)
(Enter projections for subsequent years 1 and 2 in Columns C and E; current year - Column A - is extracted)						
<b>A. REVENUES AND OTHER FINANCING SOURCES</b>						
1. LCFF/Revenue Limit Sources	8010-8099	284,350,076.00	-1.22%	280,885,983.00	-2.83%	272,925,024.00
2. Federal Revenues	8100-8299	0.00	0.00%	0.00	0.00%	0.00
3. Other State Revenues	8300-8599	4,668,855.00	0.00%	4,668,855.00	0.00%	4,668,855.00
4. Other Local Revenues	8600-8799	3,336,719.00	-9.27%	3,027,316.00	0.00%	3,027,316.00
5. Other Financing Sources						
a. Transfers In	8900-8929	872,007.00	-58.76%	359,641.00	0.00%	359,641.00
b. Other Sources	8930-8979	0.00	0.00%	0.00	0.00%	0.00
c. Contributions	8980-8999	(40,340,753.00)	1.09%	(40,778,753.00)	1.07%	(41,216,753.00)
6. Total (Sum lines A1 thru A5c)		252,886,904.00	-1.87%	248,163,042.00	-3.38%	239,764,083.00
<b>B. EXPENDITURES AND OTHER FINANCING USES</b>						
1. Certificated Salaries						
a. Base Salaries				111,630,315.00		113,501,233.00
b. Step & Column Adjustment				1,450,824.00		1,477,017.00
c. Cost-of-Living Adjustment						
d. Other Adjustments				420,094.00		0.00
e. Total Certificated Salaries (Sum lines B1a thru B1d)	1000-1999	111,630,315.00	1.68%	113,501,233.00	1.30%	114,978,250.00
2. Classified Salaries						
a. Base Salaries				35,111,197.00		36,867,053.00
b. Step & Column Adjustment				761,446.00		800,075.00
c. Cost-of-Living Adjustment						
d. Other Adjustments				994,410.00		0.00
e. Total Classified Salaries (Sum lines B2a thru B2d)	2000-2999	35,111,197.00	5.00%	36,867,053.00	2.17%	37,667,128.00
3. Employee Benefits	3000-3999	51,057,272.00	3.38%	52,783,356.00	7.82%	56,909,435.00
4. Books and Supplies	4000-4999	15,406,659.00	-35.21%	9,982,490.00	0.00%	9,982,490.00
5. Services and Other Operating Expenditures	5000-5999	30,639,839.00	-10.52%	27,415,839.00	0.72%	27,612,839.00
6. Capital Outlay	6000-6999	2,267,274.00	-22.60%	1,754,908.00	0.00%	1,754,908.00
7. Other Outgo (excluding Transfers of Indirect Costs)	7100-7299, 7400-7499	2,291,380.00	0.00%	2,291,380.00	-53.57%	1,063,976.00
8. Other Outgo - Transfers of Indirect Costs	7300-7399	(5,567,989.00)	-17.96%	(4,567,989.00)	0.00%	(4,567,989.00)
9. Other Financing Uses						
a. Transfers Out	7600-7629	17,931,722.00	-44.23%	10,000,000.00	0.00%	10,000,000.00
b. Other Uses	7630-7699	0.00	0.00%	0.00	0.00%	0.00
10. Other Adjustments (Explain in Section F below)				1,002,973.00		1,002,973.00
11. Total (Sum lines B1 thru B10)		260,767,669.00	-3.73%	251,031,243.00	2.14%	256,404,010.00
<b>C. NET INCREASE (DECREASE) IN FUND BALANCE (Line A6 minus line B11)</b>						
		(7,880,765.00)		(2,868,201.00)		(16,639,927.00)
<b>D. FUND BALANCE</b>						
1. Net Beginning Fund Balance (Form 011, line F1e)		50,146,000.56		42,265,235.56		39,397,034.56
2. Ending Fund Balance (Sum lines C and D1)		42,265,235.56		39,397,034.56		22,757,107.56
3. Components of Ending Fund Balance (Form 011)						
a. Nonspendable	9710-9719	671,813.00		671,813.00		671,813.00
b. Restricted	9740					
c. Committed						
1. Stabilization Arrangements	9750	0.00		0.00		0.00
2. Other Commitments	9760	0.00		0.00		0.00
d. Assigned	9780	20,511,101.00		17,642,900.00		3,085,294.00
e. Unassigned/Unappropriated						
1. Reserve for Economic Uncertainties	9789	19,000,000.00		19,000,000.00		19,000,000.00
2. Unassigned/Unappropriated	9790	2,082,321.56		2,082,321.56		0.56
f. Total Components of Ending Fund Balance (Line D3f must agree with line D2)		42,265,235.56		39,397,034.56		22,757,107.56

Description	Object Codes	Projected Year Totals (Form 011) (A)	% Change (Cols. C-A/A) (B)	2021-22 Projection (C)	% Change (Cols. E-C/C) (D)	2022-23 Projection (E)
<b>E. AVAILABLE RESERVES</b>						
1. General Fund						
a. Stabilization Arrangements	9750	0.00		0.00		0.00
b. Reserve for Economic Uncertainties	9789	19,000,000.00		19,000,000.00		19,000,000.00
c. Unassigned/Unappropriated	9790	2,082,321.56		2,082,321.56		0.56
(Enter other reserve projections in Columns C and E for subsequent years 1 and 2; current year - Column A - is extracted)						
2. Special Reserve Fund - Noncapital Outlay (Fund 17)						
a. Stabilization Arrangements	9750	0.00				
b. Reserve for Economic Uncertainties	9789	0.00				
c. Unassigned/Unappropriated	9790	0.00				
3. Total Available Reserves (Sum lines E1a thru E2c)		21,082,321.56		21,082,321.56		19,000,000.56
<b>F. ASSUMPTIONS</b>						
Please provide below or on a separate attachment, the assumptions used to determine the projections for the first and second subsequent fiscal years. Further, please include an explanation for any significant expenditure adjustments projected in lines B1d, B2d, and B10. For additional information, please refer to the Budget Assumptions section of the SACS Financial Reporting Software User Guide.						
Please see assumptions attached.						



Description	Object Codes	Projected Year Totals (Form 011) (A)	% Change (Cols. C-A/A) (B)	2021-22 Projection (C)	% Change (Cols. E-C/C) (D)	2022-23 Projection (E)
(Enter projections for subsequent years 1 and 2 in Columns C and E; current year - Column A - is extracted)						
<b>A. REVENUES AND OTHER FINANCING SOURCES</b>						
1. LCFF/Revenue Limit Sources	8010-8099	1,124,042.00	0.00%	1,124,042.00	0.00%	1,124,042.00
2. Federal Revenues	8100-8299	83,127,025.00	-51.53%	40,293,924.00	0.00%	40,293,924.00
3. Other State Revenues	8300-8599	47,968,580.00	-5.08%	45,531,817.00	0.00%	45,531,817.00
4. Other Local Revenues	8600-8799	3,101,288.00	0.00%	3,101,288.00	0.00%	3,101,288.00
5. Other Financing Sources						
a. Transfers In	8900-8929	0.00	0.00%	0.00	0.00%	0.00
b. Other Sources	8930-8979	0.00	0.00%	0.00	0.00%	0.00
c. Contributions	8980-8999	40,340,753.00	1.09%	40,778,753.00	1.07%	41,216,753.00
6. Total (Sum lines A1 thru A5c)		175,661,688.00	-25.52%	130,829,824.00	0.33%	131,267,824.00
<b>B. EXPENDITURES AND OTHER FINANCING USES</b>						
1. Certificated Salaries						
a. Base Salaries				34,401,745.00		33,618,275.00
b. Step & Column Adjustment				481,624.00		470,656.00
c. Cost-of-Living Adjustment				0.00		0.00
d. Other Adjustments				(1,265,094.00)		0.00
e. Total Certificated Salaries (Sum lines B1a thru B1d)	1000-1999	34,401,745.00	-2.28%	33,618,275.00	1.40%	34,088,931.00
2. Classified Salaries						
a. Base Salaries				15,532,758.00		14,991,068.00
b. Step & Column Adjustment				341,720.00		329,803.00
c. Cost-of-Living Adjustment						
d. Other Adjustments				(883,410.00)		0.00
e. Total Classified Salaries (Sum lines B2a thru B2d)	2000-2999	15,532,758.00	-3.49%	14,991,068.00	2.20%	15,320,871.00
3. Employee Benefits	3000-3999	30,382,042.00	-1.21%	30,015,291.00	4.03%	31,223,442.00
4. Books and Supplies	4000-4999	35,476,341.00	-54.91%	15,996,961.00	-3.75%	15,396,961.00
5. Services and Other Operating Expenditures	5000-5999	41,775,297.00	-47.88%	21,775,297.00	-4.46%	20,804,687.00
6. Capital Outlay	6000-6999	9,019,861.00	-44.35%	5,019,861.00	0.00%	5,019,861.00
7. Other Outgo (excluding Transfers of Indirect Costs)	7100-7299, 7400-7499	5,060,525.00	0.00%	5,060,525.00	0.00%	5,060,525.00
8. Other Outgo - Transfers of Indirect Costs	7300-7399	4,352,546.00	0.00%	4,352,546.00	0.00%	4,352,546.00
9. Other Financing Uses						
a. Transfers Out	7600-7629	0.00	0.00%	0.00	0.00%	0.00
b. Other Uses	7630-7699	0.00	0.00%	0.00	0.00%	0.00
10. Other Adjustments (Explain in Section F below)						
11. Total (Sum lines B1 thru B10)		176,001,115.00	-25.67%	130,829,824.00	0.33%	131,267,824.00
<b>C. NET INCREASE (DECREASE) IN FUND BALANCE</b> (Line A6 minus line B11)						
		(339,427.00)		0.00		0.00
<b>D. FUND BALANCE</b>						
1. Net Beginning Fund Balance (Form 011, line F1e)		339,426.79		(0.21)		(0.21)
2. Ending Fund Balance (Sum lines C and D1)		(0.21)		(0.21)		(0.21)
3. Components of Ending Fund Balance (Form 011)						
a. Nonspendable	9710-9719	0.00		0.00		0.00
b. Restricted	9740	1.56		0.00		0.00
c. Committed						
1. Stabilization Arrangements	9750					
2. Other Commitments	9760					
d. Assigned	9780					
e. Unassigned/Unappropriated						
1. Reserve for Economic Uncertainties	9789					
2. Unassigned/Unappropriated	9790	(1.77)		(0.21)		(0.21)
f. Total Components of Ending Fund Balance (Line D3f must agree with line D2)		(0.21)		(0.21)		(0.21)

Description Object Codes	Projected Year Totals (Form 011) (A)	% Change (Cols. C-A/A) (B)	2021-22 Projection (C)	% Change (Cols. E-C/C) (D)	2022-23 Projection (E)
<b>E. AVAILABLE RESERVES</b>					
1. General Fund					
a. Stabilization Arrangements	9750				
b. Reserve for Economic Uncertainties	9789				
c. Unassigned/Unappropriated Amount	9790				
(Enter current year reserve projections in Column A, and other reserve projections in Columns C and E for subsequent years 1 and 2)					
2. Special Reserve Fund - Noncapital Outlay (Fund 17)					
a. Stabilization Arrangements	9750				
b. Reserve for Economic Uncertainties	9789				
c. Unassigned/Unappropriated	9790				
3. Total Available Reserves (Sum lines E1a thru E2c)					
<b>F. ASSUMPTIONS</b>					
Please provide below or on a separate attachment, the assumptions used to determine the projections for the first and second subsequent fiscal years. Further, please include an explanation for any significant expenditure adjustments projected in lines B1d, B2d, and B10. For additional information, please refer to the Budget Assumptions section of the SACS Financial Reporting Software User Guide.					
Please see assumptions attached.					