

Unraveling the District Budget

**Twin Rivers Unified School District
Presented to the Board of Trustees
January 25, 2022**

Presented By:

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&

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Source:
**School
Services
Of California**
INC.
An Employee-Owned Company

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



Acronyms

- AB – Assembly Bill
- ADA – Average Daily Attendance
- AR – Administrative Regulation
- ARP – American Rescue Plan
- ASES – After School Education & Safety
- 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
- CLLC – Century Community Learning Center
- COE – County Office of Education
- 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
- CSI - Comprehensive Support and Improvement
- CTC – Commission on Teacher Credentialing
- CSPP – California State Preschool Program
- DOF – Department of Finance
- E.C. – Education Code
- EL – English Learner
- ELA – English Language Arts
- ELO – Expanded Learning Opportunities
- EPA – Education Protection Account
- ESSER – Elementary and Secondary School Emergency Relief
- FTE – Full Time Equivalent
- GEER – Governor's Emergency Education Relief



Acronyms

- 🔍 **GSA – Grade Span Adjustment**
- 🔍 **HR – Human Resources**
- 🔍 **HVAC - Heating, Ventilation, and Air Conditioning**
- 🔍 **LAO – Legislative Analyst’s Office**
- 🔍 **LCAP – Local Control and Accountability Plan**
- 🔍 **LCFF – Local Control Funding Formula**
- 🔍 **LEA – Local Educational Agency**
- 🔍 **LLM – Learning Loss Mitigation**
- 🔍 **MOU – Memorandum of Understanding**
- 🔍 **MTSS - Multi-Tiered System of Supports**
- 🔍 **MYP – Multiyear Projections**
- 🔍 **P2 – Second Principal Apportionment**
- 🔍 **PARS - Public Agency Retirement Services**
- 🔍 **PBIS - Positive Behavioral Interventions and Supports**
- 🔍 **PERS – Public Employees Retirement System**
- 🔍 **PIT – Personal Income Tax**
- 🔍 **PPE – Personal Protective Equipment**
- 🔍 **PSSSA – Public School System Stabilization Account**
- 🔍 **PY – Prior Year**
- 🔍 **S/C or SC – Supplemental/Concentration**
- 🔍 **SACS – Standardized Account Code Structure**
- 🔍 **SB – Senate Bill**
- 🔍 **SBAC - Smarter Balanced Assessment Consortium**
- 🔍 **SBE – State Board of Education**
- 🔍 **SCOE – Sacramento County Office of Education**
- 🔍 **SSC – School Services of California**
- 🔍 **SELPA – Special Education Local Plan Area**
- 🔍 **STRS – State Teachers Retirement System**
- 🔍 **TK – Transitional Kindergarten**
- 🔍 **TR – Twin Rivers**
- 🔍 **TRSPA – Twin Rivers School Police Association**
- 🔍 **TRUE – Twin Rivers United Educators**
- 🔍 **TRUSD – Twin Rivers Unified School District**
- 🔍 **UI – Unemployment Insurance**
- 🔍 **UPP – Unduplicated Pupil Percentage**
- 🔍 **USD – Unified School District**



Topics for the Workshop

- 🔍 **The Governor's 2022-23 Budget Proposal – January 2022**
- 🔍 **Impact to Twin Rivers USD's Budget**
- 🔍 **Next Steps in Budget Development for 2022-23**
- 🔍 **Pandemic Funding**
- 🔍 **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**



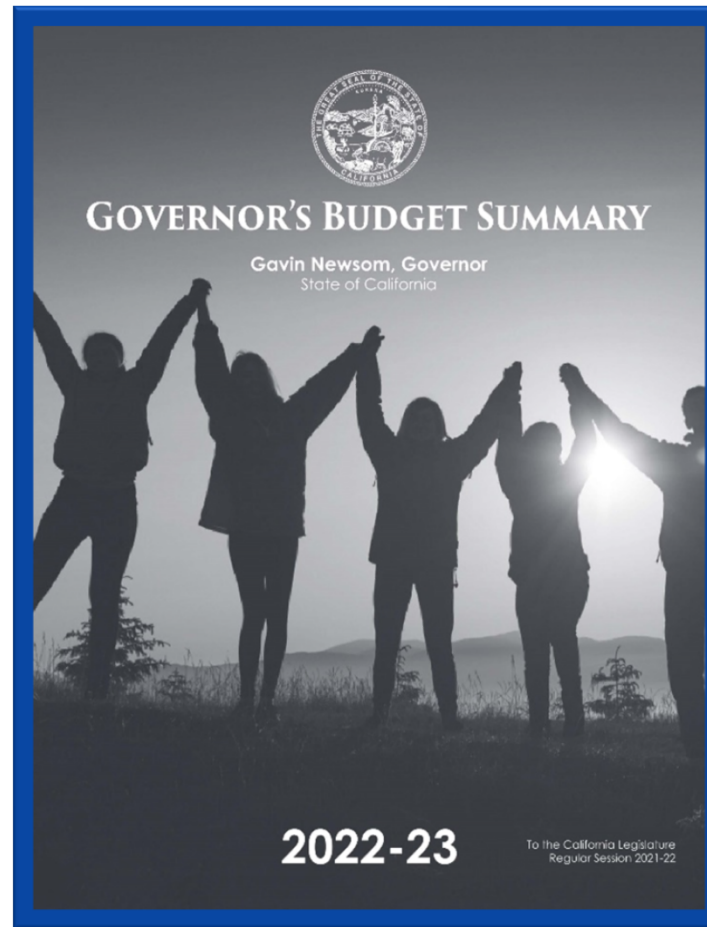
The Governor's 2022-23 Budget Proposal

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

Slide 4

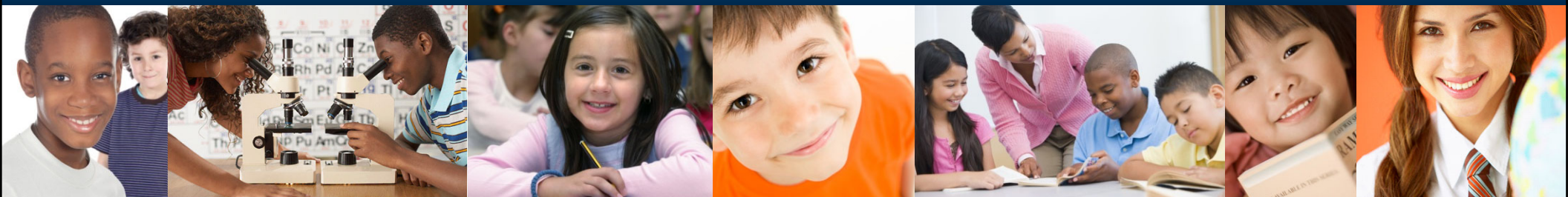


2022-23 Governor's Budget Proposal



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

Slide 5



U.S. Economic Outlook

- The national economy continues to grow, but inflation, labor constraints, and supply and demand imbalances pose threats

Gross Domestic Product

- 2021: 5.6%
- 2022: 4.2%
- 2023: 2.7%

Resumes pre-pandemic trends by the third quarter of 2023

Employment

- Economy will add 200,000 to 400,000 jobs each month
- Unemployment rate reaches 3.4% by the end of 2022
- Labor force participation continues to lag

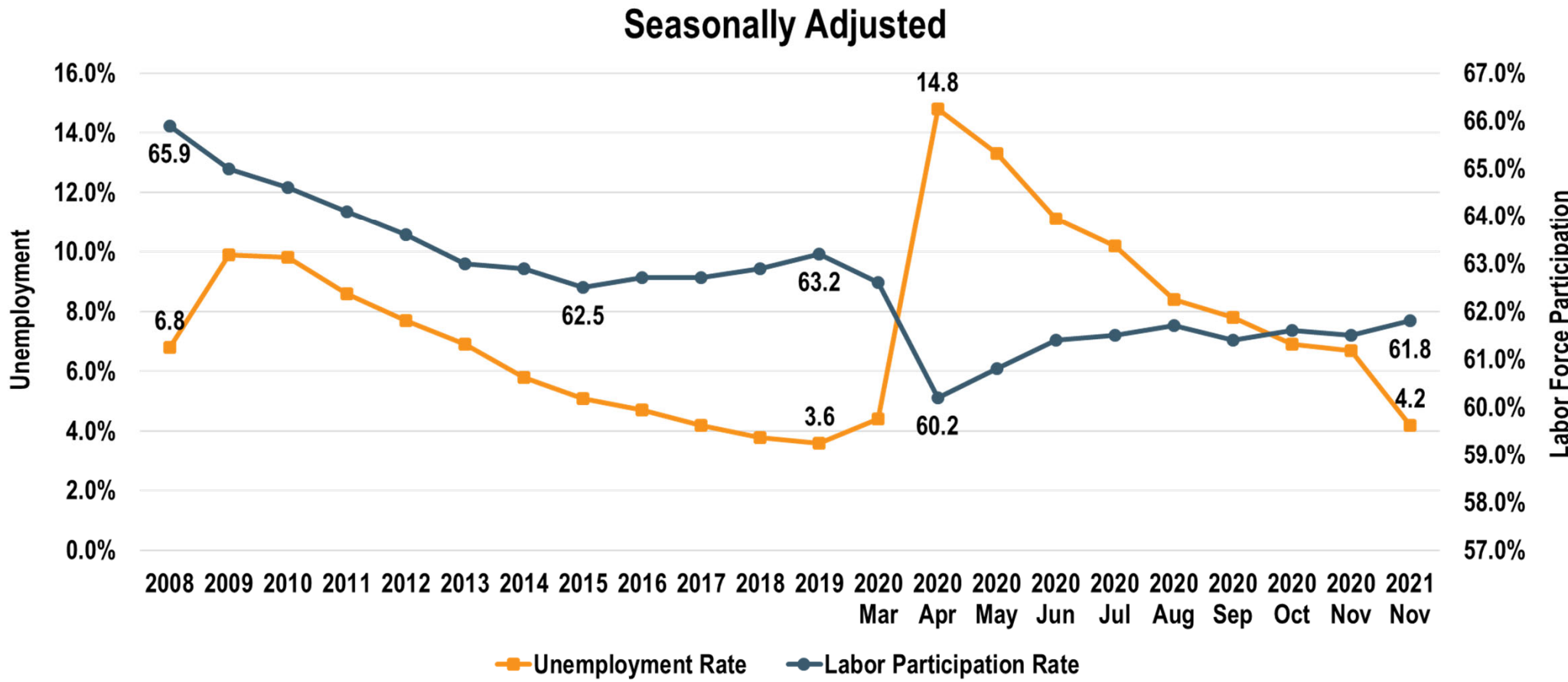
Inflation

Inflation abates but still higher than pre-pandemic levels due to demand and supply imbalances

- 2021: 5.8%
- 2022: 3.4%
- 2023: 2.8%

Source: UCLA Anderson Forecast, December 2021

U.S. Unemployment and Labor Force Participation Rates



Source: U.S. Bureau of Labor Statistics

The Great Resignation of 2021

- During the last year of the COVID-19 pandemic, workers leaving their jobs has become the predominant workforce trend
- This phenomenon has been described as “The Great Resignation,” or the “Big Quit”
 - Data from the U.S. Bureau of Labor Statistics confirms that The Great Resignation is happening across all industries

4.3 million employees quit their jobs in August—this was a record-breaking month

This rate represents 2.9% of the entire workforce

Total voluntary separations increased in November 2021 to 4.5 million

The resignation rate of 3% represents one of the highest rates in 2021

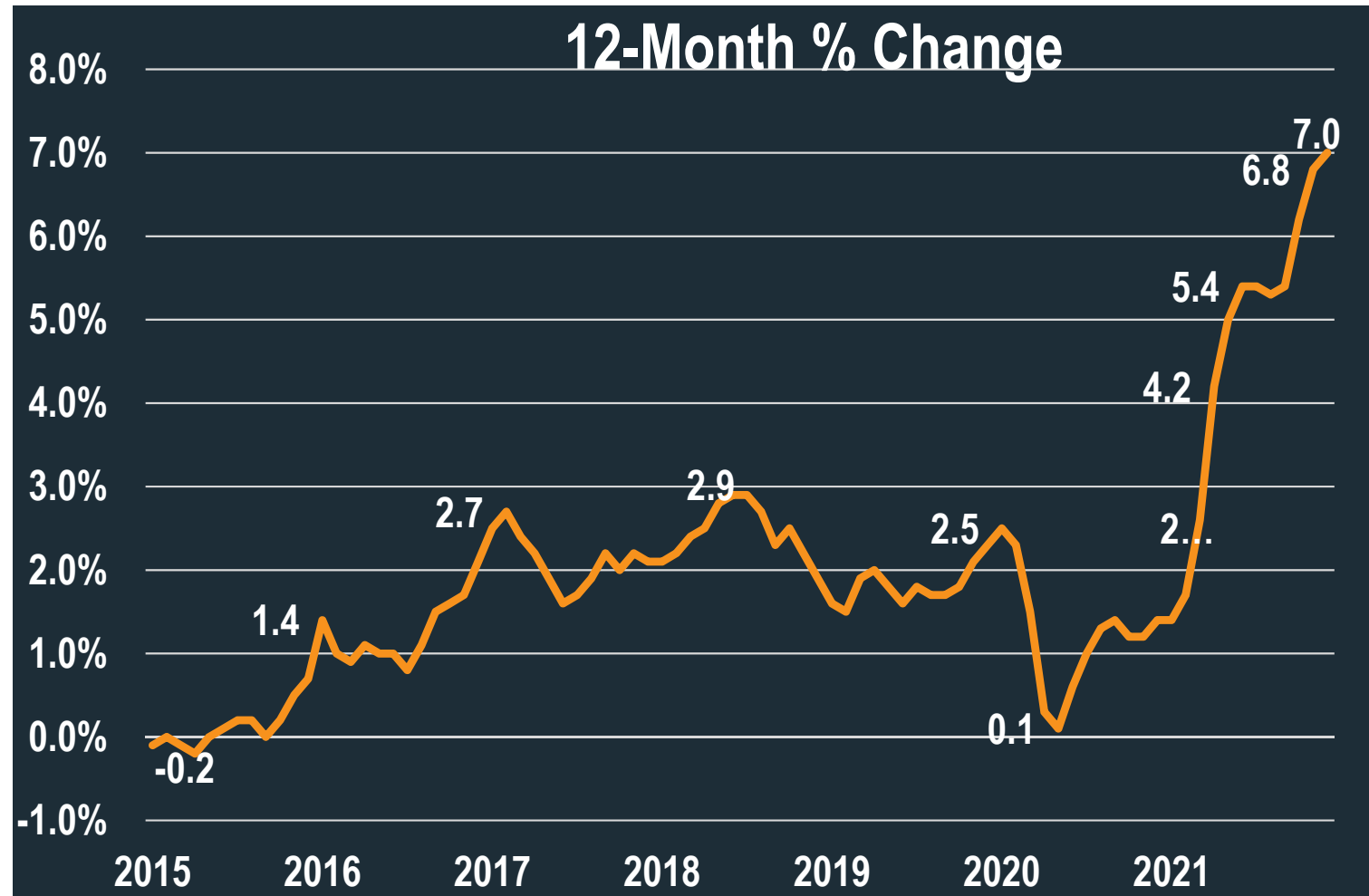
Resignation increases were reflected in food services, health care, transportation, warehousing, and utilities

National state and local education separations were 0.9% in November 2021

Source: U.S. Bureau of Labor Statistics

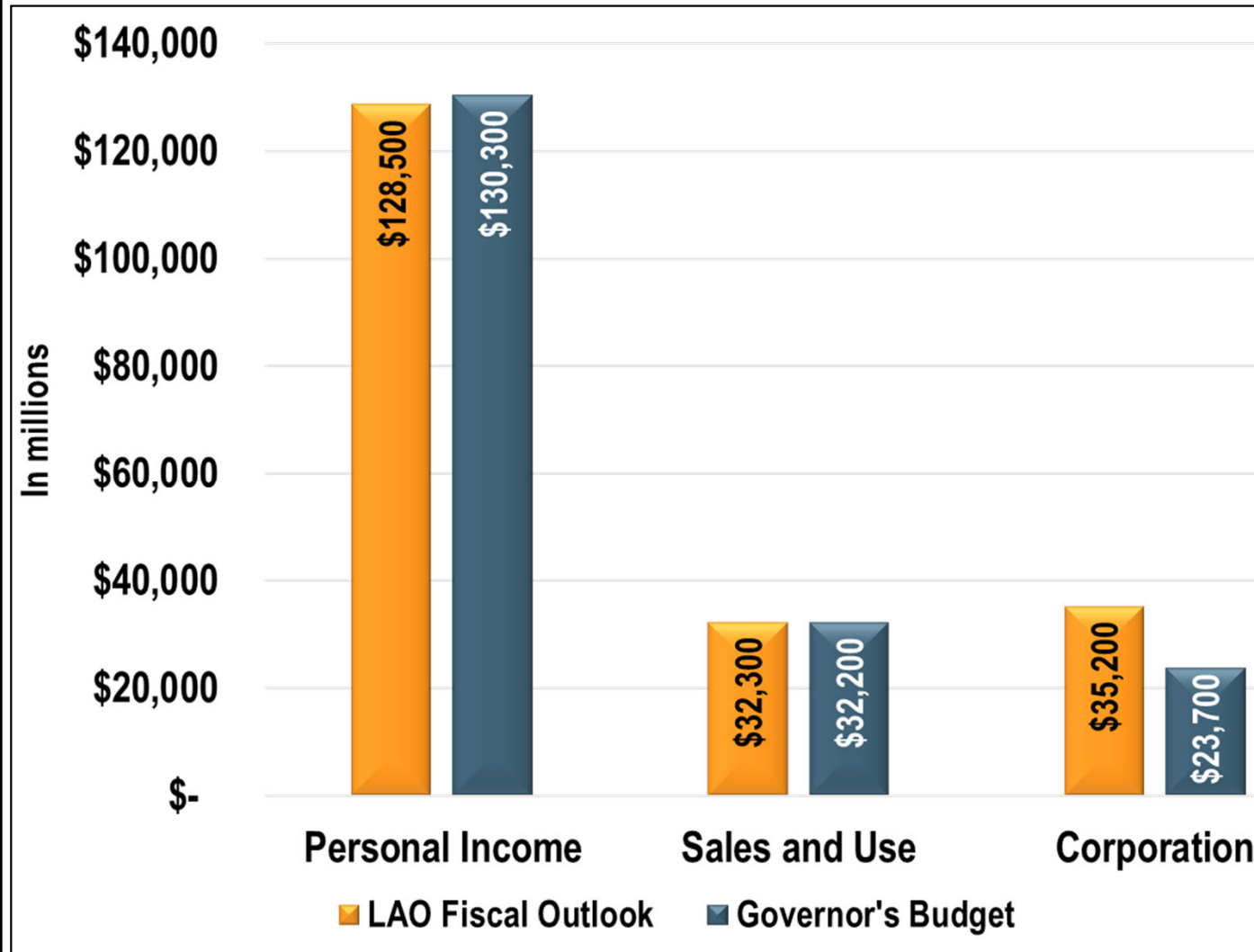
Inflation

- The confluence of federal stimulus funds, pent up consumer demand for goods, and scarce supplies have contributed to an historic rise in inflation not seen in over 30 years—as measured by the Consumer Price Index—which increased by 7.0% in 2021



Big Three Taxes

- In 2022-23, over 95% of state general fund revenue comes from the Big Three tax sources



- Personal income tax (PIT) revenues make up two-thirds of state revenues and 70% of the Big Three revenues
- Nearly 50% of state income tax is paid by just 1% of Californians—the state's highest income earners—making PIT a volatile revenue source

National Economy: Dow Jones Industrial Average



General Fund Budget Summary

2022-23 Governor's Budget in millions		
	2021-22	2022-23
Prior Year Balance	\$37,011	\$23,650
Revenues and Transfers	\$196,669	\$195,719
Total Resources Available	\$233,680	\$219,369
Non-Proposition 98 Expenditures	\$138,185	\$139,993
Proposition 98 Expenditures	\$71,845	\$73,134
Total Expenditures	\$210,030	\$213,127
Fund Balance	\$23,650	\$6,242
Reserve for Liquidation of Encumbrances	\$3,175	\$3,175
Special Fund for Economic Uncertainties	\$20,475	\$3,067
Public School System Stabilization Account	\$6,663	\$9,725
Safety Net Reserve	\$900	\$900
Budget Stabilization Account/Rainy Day Fund	\$19,303	\$20,868

Budget Surplus

- Just a little over a year-and-a-half ago, California enacted a budget to address a daunting \$54 billion deficit as a result of the stultifying impact of COVID-19 on our economy
 - We withstood the imposition of tens of billions of dollars in deferred education payments and suspended cost of living adjustments
- The Governor's 2022-23 Budget is built on the solid foundation of an estimated \$45.7 billion budget surplus and proposals that leave California on sound fiscal footing through 2025-26

Surplus Spending Plan

\$20.6 billion

Discretionary

\$16.1 billion

Public Education

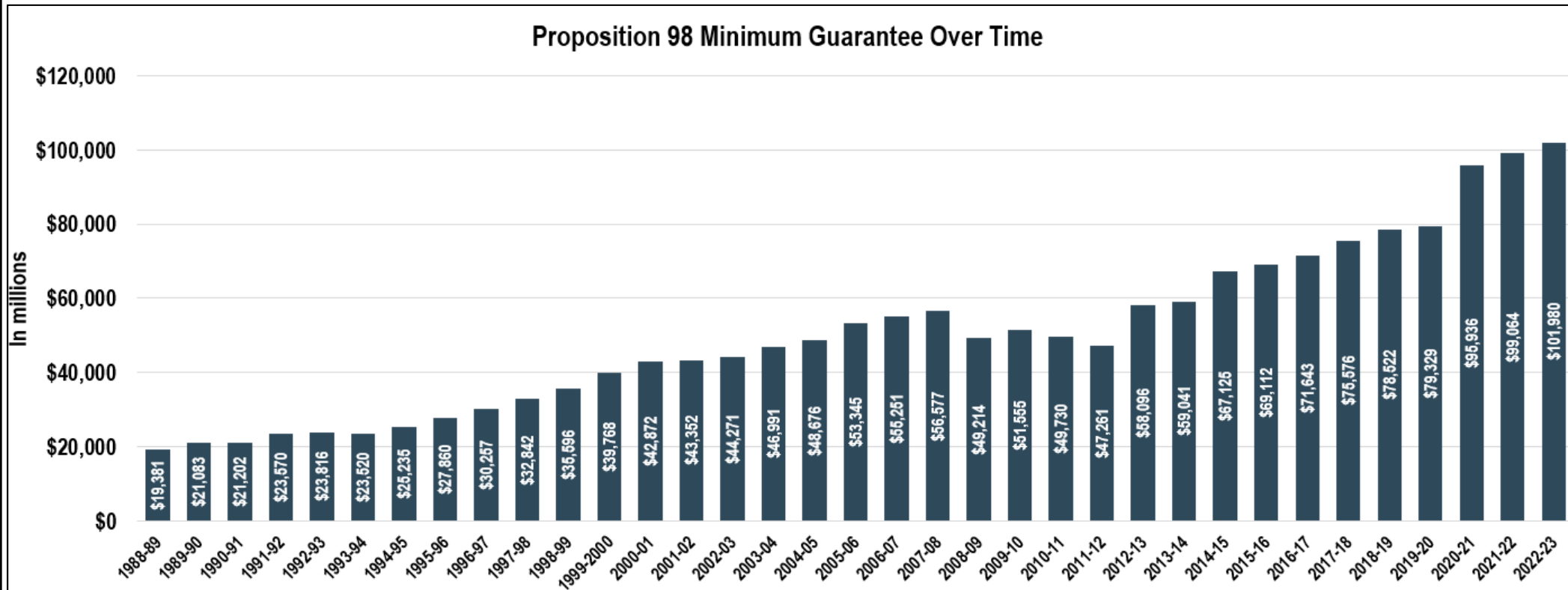
\$9.0 billion

Reserves and Debt Reduction

Proposition 98

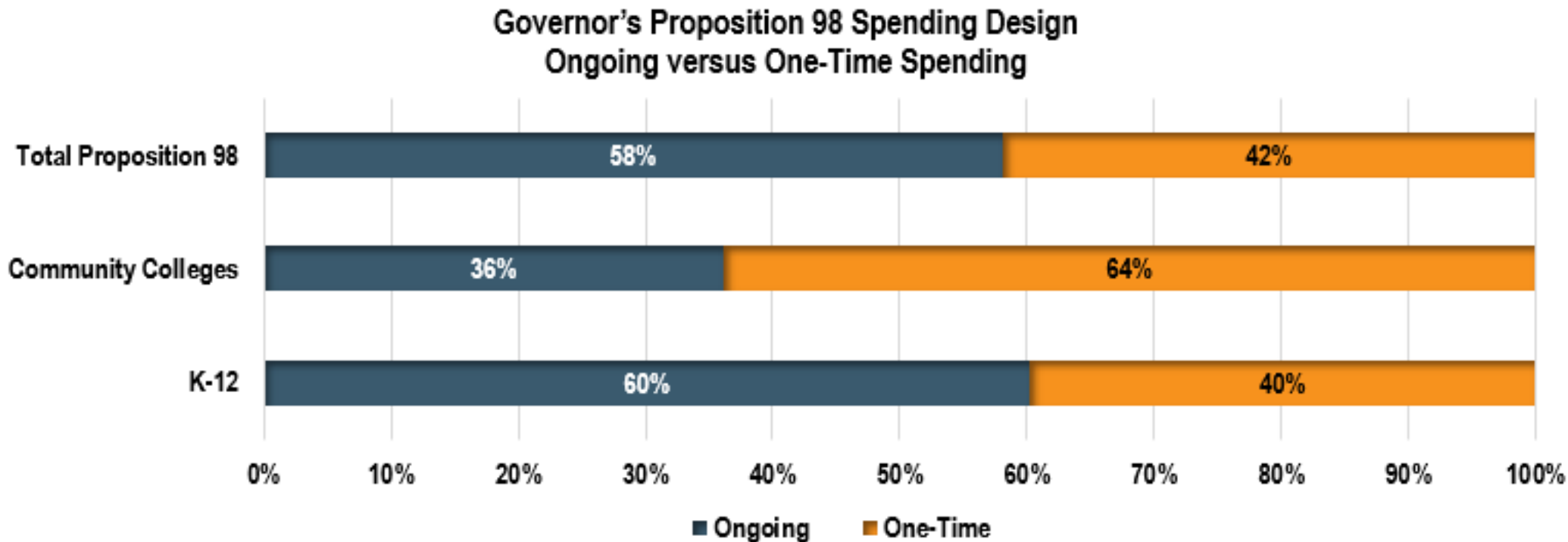
- The minimum guarantee continues its ascent to new heights, reaching \$102 billion in 2022-23
 - Since its passage, Proposition 98 has increased by over 426%

Proposition 98 Minimum Guarantee Over Time



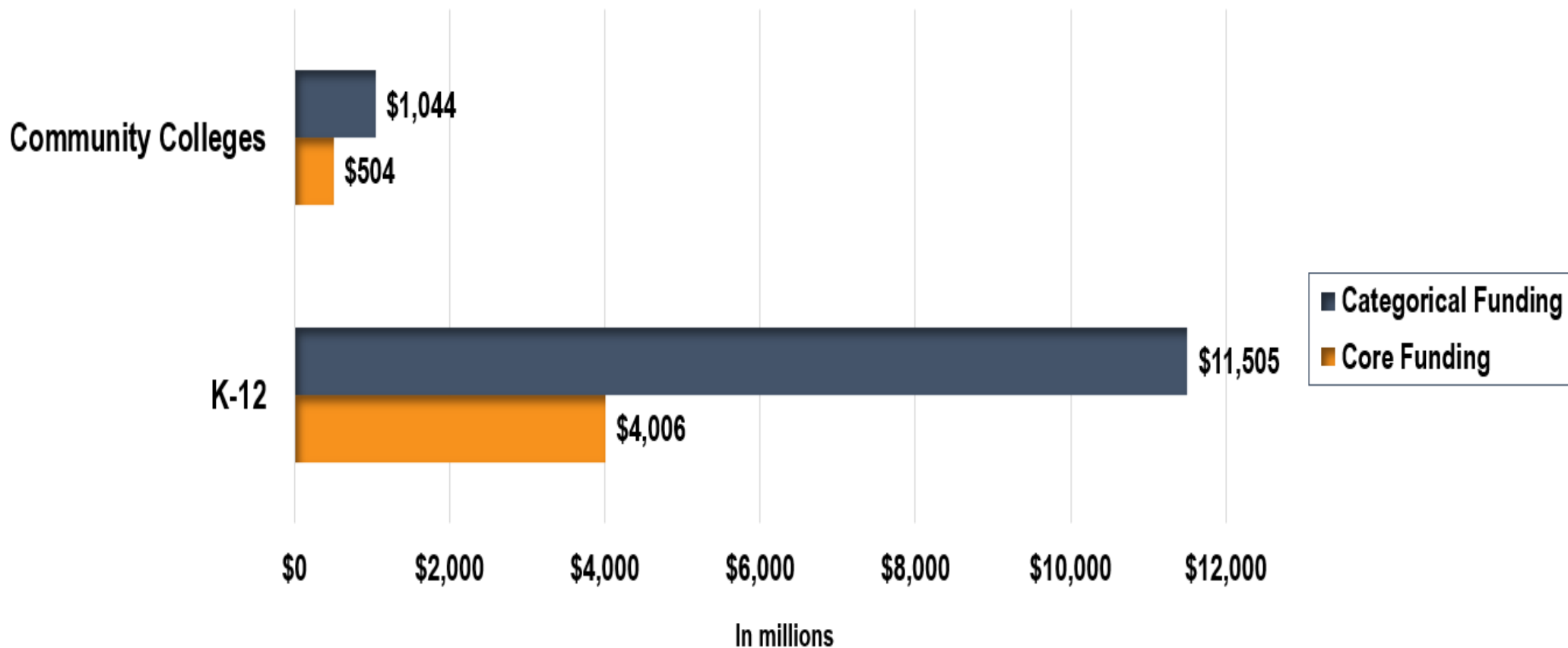
Proposition 98

- The Governor's spending of new Proposition 98 revenues relies heavily on one-time investments
 - General apportionment formulas for K-12 and community colleges are increasing by COLA only, or 5.33%



Proposition 98

- Most of the new Proposition 98 revenues for K-12 and community colleges are earmarked for specific categorical programs or services
 - Total per-student K-12 spending reaches \$15,261 (Proposition 98 only)



Note: K-12 core funding includes Proposition 98 adjustment for universal TK and lower classroom ratios in TK

Deposit into Proposition 98 Rainy Day Fund

- The education community continues to grapple with the reserve cap
- When the four conditions are met, a state deposit into the Proposition 98 reserve is required



Test 1

Minimum guarantee is determined by Test 1



Maintenance Factor

Proposition 98 maintenance factor prior to 2014-15 is fully paid



ADA and COLA

Proposition 98 minimum guarantee is sufficient to fund ADA* and COLA



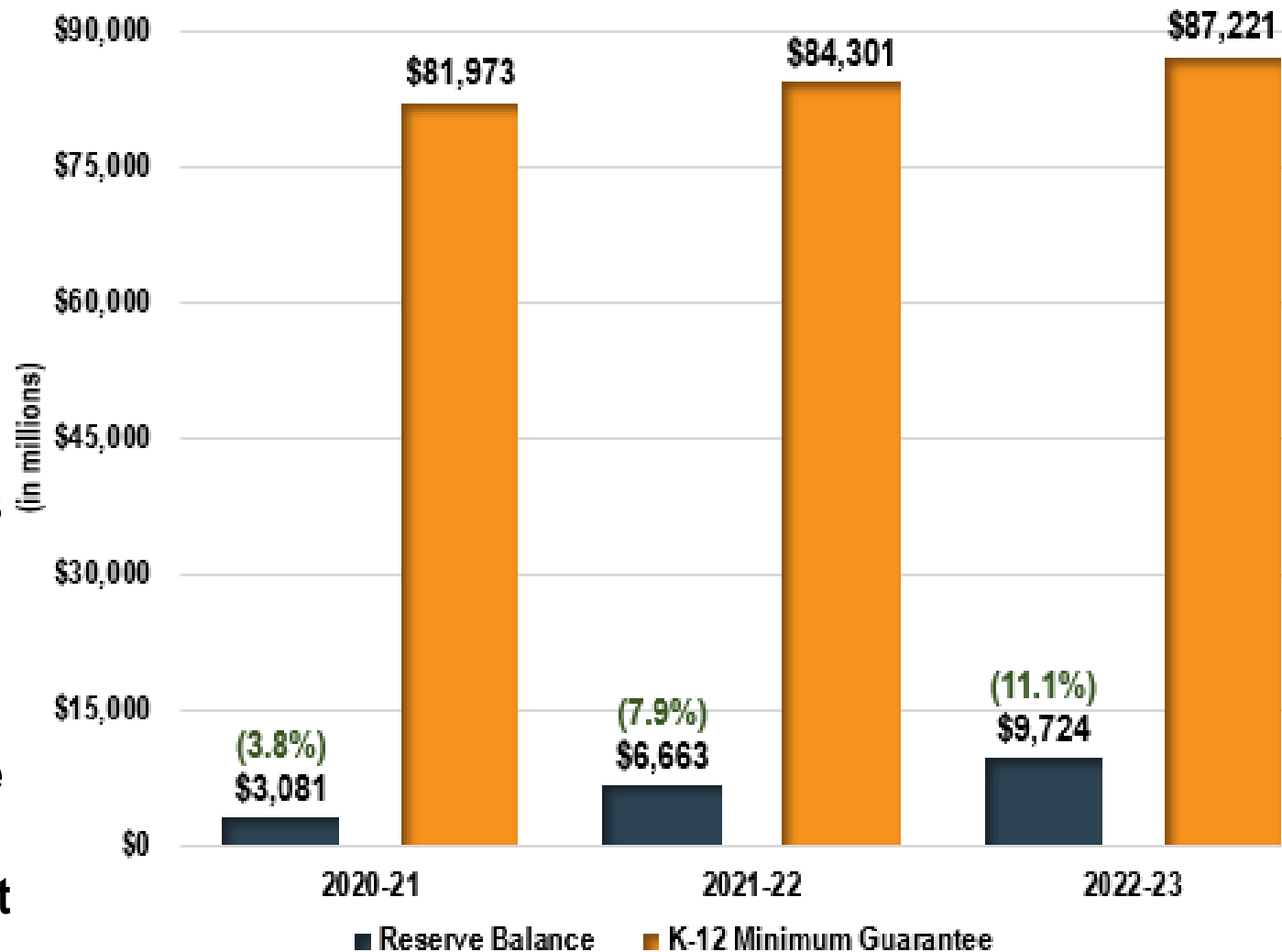
Capital Gains

Capital gains exceed 8% of General Fund revenues

*Average daily attendance (ADA)

Proposition 98 Reserve

- Proposition 2 (2014) requires the state to deposit funds into the Public School System Stabilization Account when certain conditions are met
- The 2022-23 Governor's Budget makes a required deposit for 2022-23 and adjustments to the deposits in prior years due to changes in state revenues
- When the reserve fund balance is at least 3% of the K-12 minimum guarantee, caps on local school district reserves are triggered



Reserve Cap

- **Senate Bill (SB) 751 (Chapter 674, Statutes of 2017) set the threshold for triggering the cap on district reserves and the limits of how much school districts can maintain in their local reserves**

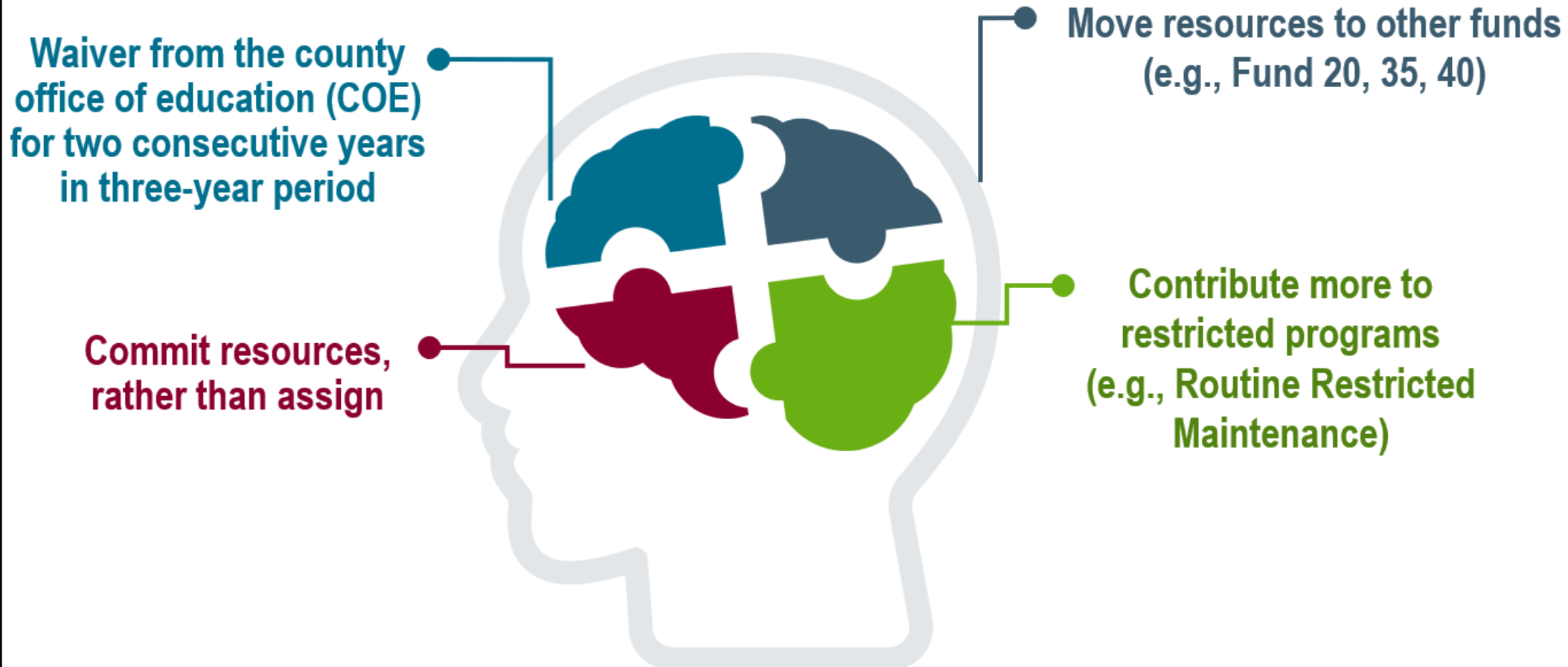
When the state reserve reaches 3% of the K-12 portion of Proposition 98 in that year

Caps district reserves at 10% using assigned/unassigned ending balance of General and Special Reserve Funds

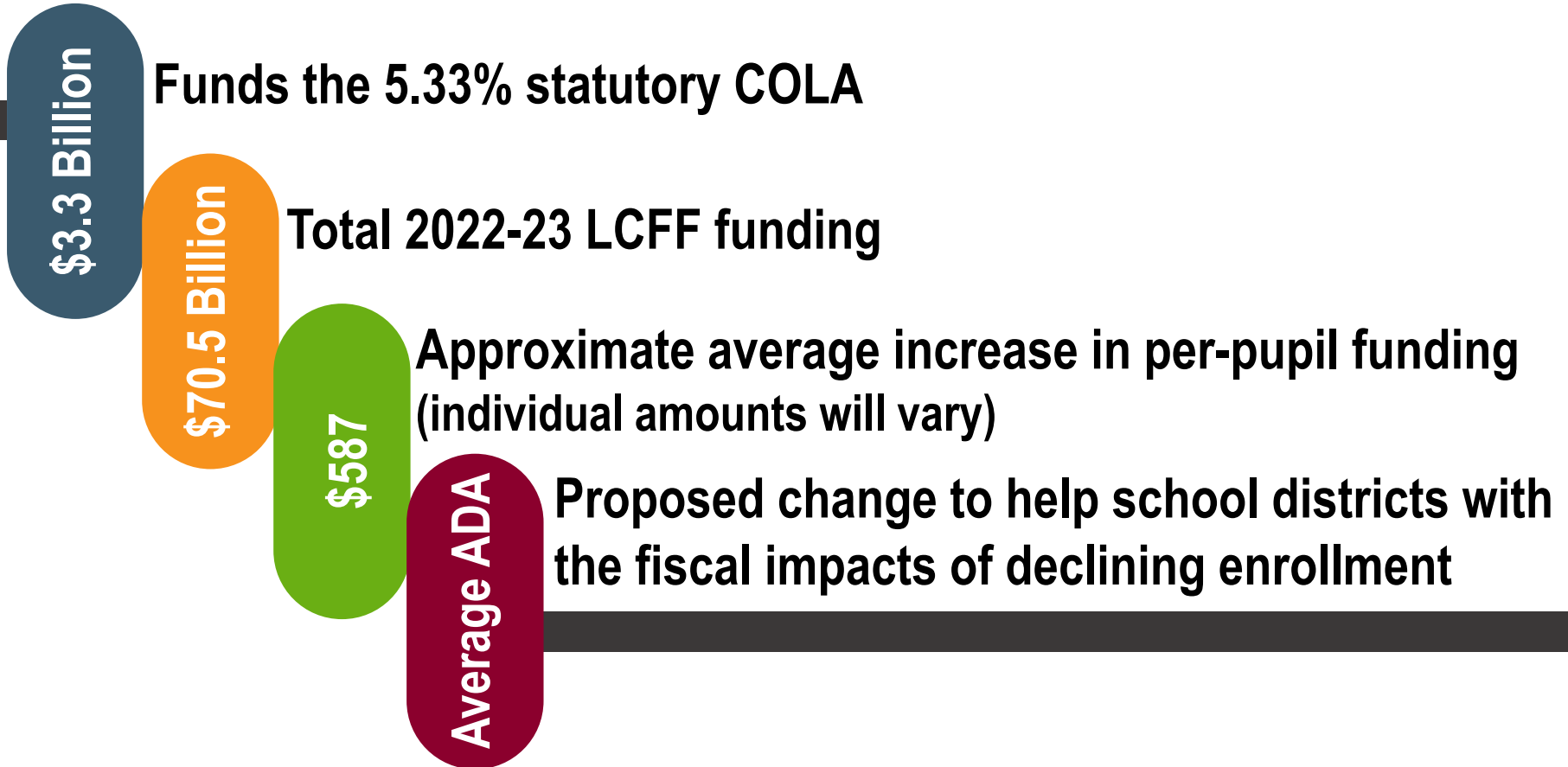
Exempts basic aid districts and districts with fewer than 2,501 ADA

Reserve Cap Compliance Ideas

- This is an unfortunate law as no district should be penalized for prudent fiscal management



2022-23 LCFF Overview



2022-23 LCFF Funding Factors

Grade Span	K-3	4-6	7-8	9-12
2021-22 Base Grant per ADA	\$8,093	\$8,215	\$8,458	\$9,802
5.33% COLA	\$431	\$438	\$451	\$522
2022-23 Base Grant per ADA	\$8,524	\$8,653	\$8,909	\$10,324
GSA	\$886	–	–	\$268
2022-23 Adjusted Base Grant per ADA	\$9,410	\$8,653	\$8,909	\$10,592
20% Supplemental Grant per ADA (Total UPP)	\$1,882	\$1,731	\$1,782	\$2,119
65% Concentration Grant per ADA (UPP Above 55%)	\$6,117	\$5,624	\$5,791	\$6,885

CalPERS Employer Contribution Rates

- Governor Newsom did not propose providing relief towards the CalPERS for LEAs
- Based on the latest information from CalPERS, the employer contribution rate for 2022-23 would increase from the current rate of 22.91% to 26.10%

	Actual	Projected				
	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
Employer Contribution Rate	22.91%	26.10%	27.10%	27.70%	27.80%	27.60%

CalSTRS Employer Contribution Rates

- Similar to CalPERS, the Governor does not include any new funding towards CalSTRS for LEAs

- SSC recommends that LEAs anticipate a CalSTRS employer contribution rate of 19.10% in 2022-23 based on the best information available to date from CalSTRS
 - An increase of 2.18% compared to what LEAs are currently contributing in 2021-22 at 16.92%

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	16.92%	0.77%
July 1, 2022	19.10%	2.18%

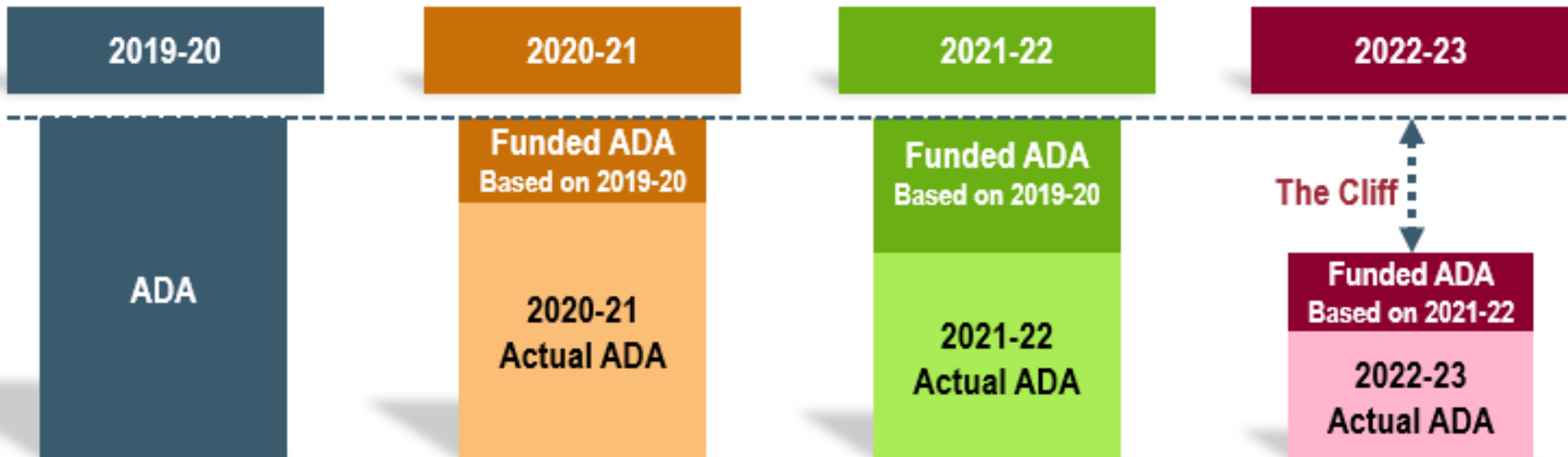
Minimum Wage

- Starting January 1, 2022, state minimum wage increases to:
 - \$15.00 per hour for employers with *more than 25* employees
 - \$14.00 per hour for employers with *fewer than 25* employees

Minimum Wage	Effective Date: > 25 Employees	Effective Date: ≤ 25 Employees	Exempt Minimum Salary (Weekly)	Exempt Minimum Salary (Monthly)	Exempt Minimum Salary (Annually)
\$14.00/hour	January 1, 2021	January 1, 2022	\$1,120	\$4,853	\$58,240
\$15.00/hour	January 1, 2022	January 1, 2023	\$1,200	\$5,200	\$62,400

2022-23 ADA “Cliff”

- The ADA “Cliff” has been well-publicized and the subject of many discussions
 - For charter schools and COEs, the impact is already being felt in 2021-22
- Good news—the Governor and Legislature are listening and hearing your collective voices



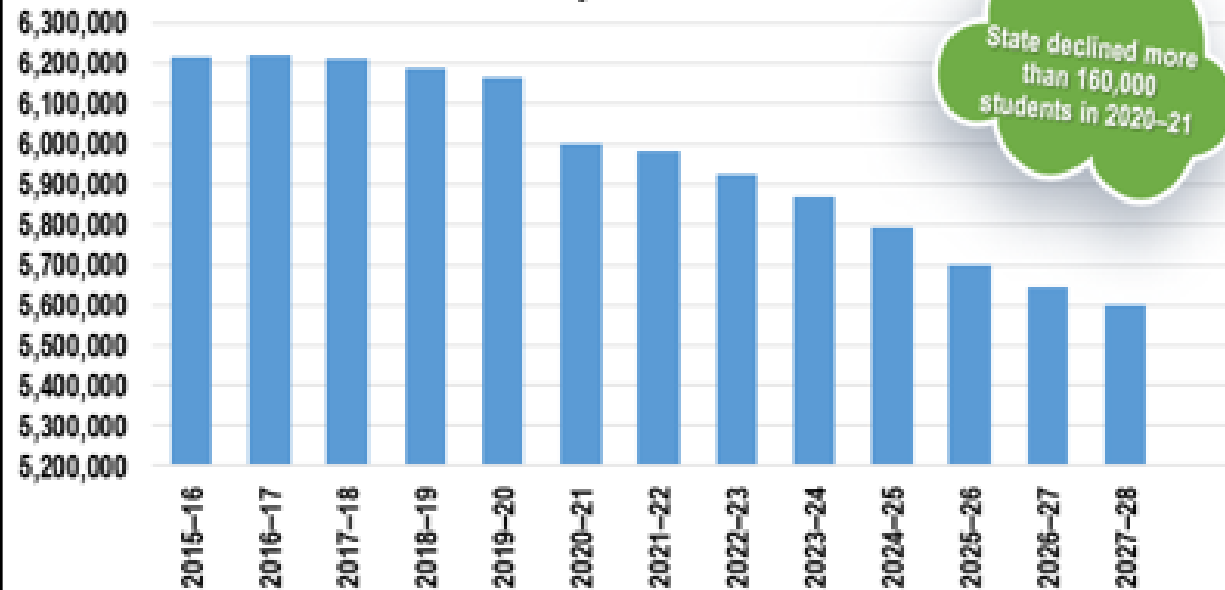
2022-23 ADA “Cliff”

- The ADA “Cliff” has become a two-headed monster—the combination is significant

Declining Enrollment

ADA-to-Enrollment Percentage

Historic and Projected K-12 Enrollment



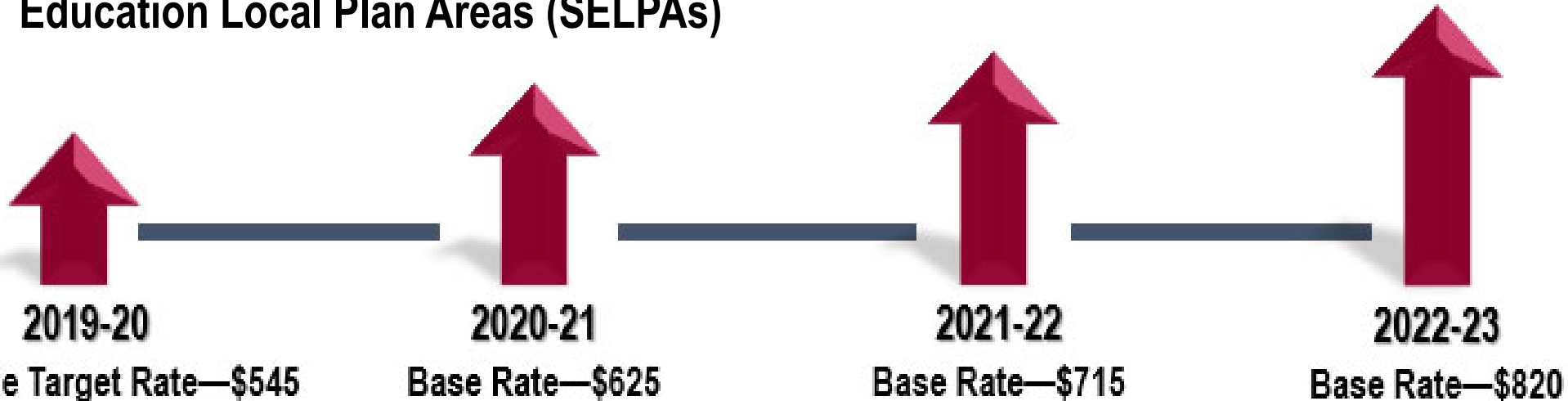
State declined more than 160,000 students in 2020-21

- The rate at which children are attending school is on the decline
 - In Person
 - Independent study
 - Unsigned master agreements
 - Homework not returned in a timely manner

Source: Department of Finance (DOF) Demographic Research Unit, revised June 2021
Actual enrollment data through 2020-21

Special Education

- In the wake of \$3.1 billion in special education investments over the last three years, Governor Newsom reinforces his commitment to young children and students with disabilities by proposing an integrated package of investments in early prevention and intervention and proposes commitments for ongoing special education funding
 - \$500 million in Proposition 98 General Fund special education funding
 - 5.33% COLA adjustment—\$140.6 million
 - These investments result in a Base Rate increase estimated at \$820 per ADA
 - Funds will continue to flow through the AB 602 Funding Formula via Special Education Local Plan Areas (SELPA)



Child Care and Preschool

- **Governor Newsom continues to implement the state's Master Plan for Early Learning and Care**

Provides additional 36,000 child care slots

\$824 million

Supports a full year of rate increases for child care providers

\$373 million

Funds the Child Care Initiative Project through June 30, 2023, to address areas of underserved providers, increases slots, and supports providers that want to be licensed

\$25 million

Provides inclusive instruction for students with disabilities and support for dual language learners served by the California State Preschool Program (CSPP)

\$309 million

Funds the Inclusive Early Education Expansion Program

(One-time Proposition 98 General Fund)

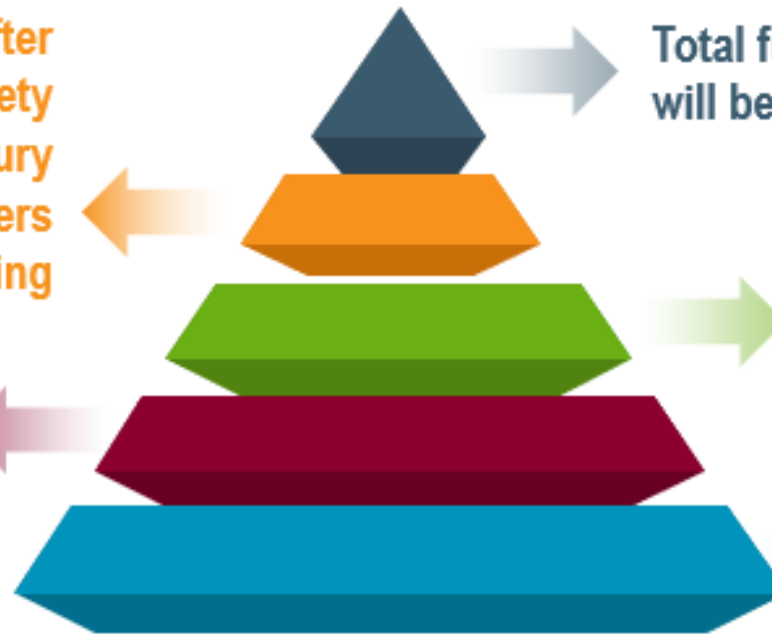
\$500 million

Expanded Learning Opportunities Program

The largest investment in the Proposition 98 part of the Budget is an additional \$3.4 billion ongoing for the ELO Program

One-time rate increases for After School Education and Safety (ASES) and 21st Century Community Learning Centers (CCLC) will be ongoing

Remember that resources can be braided— State Preschool, special education learning recovery funds, ASES, 21st CCLC



Total funding for ELO Program will be \$4.4 billion annually

An additional \$937 million one-time for ELO Program infrastructure

Statutory language will clarify that literacy tutors and arts and music programming can be incorporated as enrichment options for students

Educator Workforce Investments

- The Governor's Budget proposal reflects a continued commitment to strengthening recruitment efforts and increasing the number of qualified teacher candidates
- The investments build upon the \$2.9 billion multiyear package provided in the 2021 State Budget and include \$54.4 million in one-time Proposition 98 and General Fund dollars

Teacher Credentialing Fees

- \$24 million to waive teacher examination fees
- \$12 million to extend the waiver of select credentials fees



Recruit Diverse and Expert Teacher Workforce

- \$10 million to provide grants to develop integrated teacher preparation programs
- \$5.2 million to assist LEAs in improving recruitment and hiring practices
- \$2.3 million for CTC¹ career counselors and recruitment outreach programs



Substitute Flexibility

- Extends statute authorizing a substitute teacher to serve in a substitute teaching assignment for up to 60 cumulative days for any one assignment

¹Commission on Teacher Credentialing

Various Other Proposals

- **Early Literacy: New one-time investments focused on early literacy**
 - \$500 million; grants available over five years for high-needs schools to train and hire literacy coaches and reading specialists
 - \$200 million; grants for LEAs to create or expand multi-lingual school or classroom libraries offering culturally relevant texts to support reading instruction
- **Career Pathway Programs**
 - To support the development of career pathway programs for critical job needs, the Governor proposes \$1.5 billion (one-time) over four years
 - Pathway programs focused on technology, health care, education, and climate-related fields
- **Dual Enrollment**
 - Governor Newsom is proposing a one-time investment of \$500 million (over four years) to strengthen and expand student access and participation in dual enrollment opportunities

Various Other Proposals

■ School Facility Investments

- Governor Newsom proposes an unprecedented one-time General Fund appropriation of \$2.225 billion for school construction projects through the School Facility Program
- Also proposes an ongoing \$30 million Proposition 98 appropriation for the Charter School Facility Grant Program and to sell the remaining \$1.4 billion in Proposition 51 bonds

School Facility Program (in millions)		
	New Construction	Modernization
Unfunded (Workload) List	\$163.1	\$1,004.2
Acknowledged List	\$1,430.2	\$1,662.8

- The Governor's appropriation would fund approximately 75% of the project applications received by the Office of Public School Construction that are beyond current bond authority

■ Transportation

- Governor Newsom is proposing \$1.5 billion one-time (available over three years) to support school transportation programs
 - LEAs to receive grants (of at least \$500,000) for the acquisition of electric school buses, construction of bus charging stations, and to support local school bus transportation needs

Student Nutrition and Universal Meals

\$596 million (on top of \$54 million provided in the 2021 State Budget Act) to fund universal access to subsidized school meals

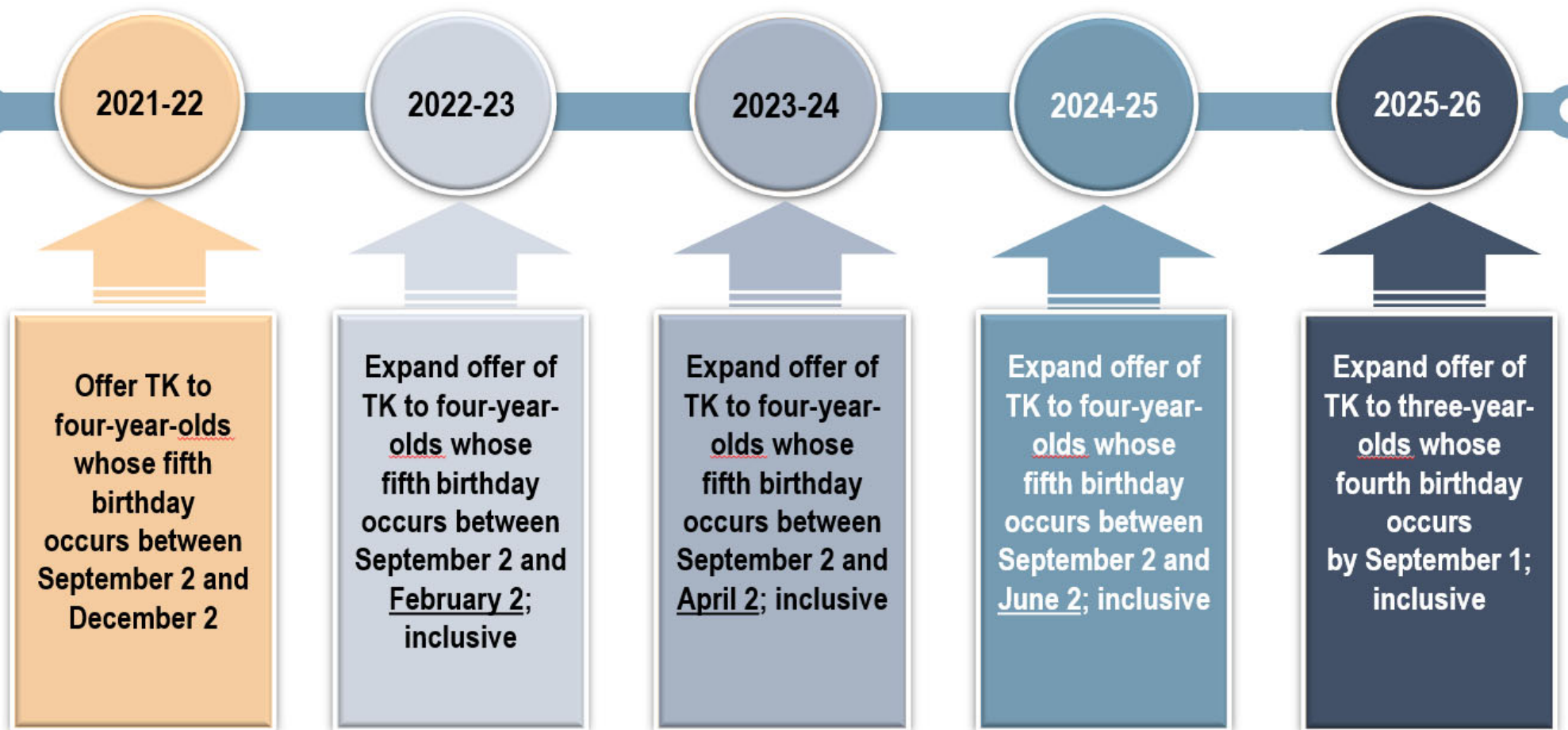
\$450 million one-time (available over three years) for LEAs to upgrade school kitchen infrastructure and equipment

Beginning in 2022-23, all LEAs are required to provide two free meals per day to any student who requests a meal

\$30 million one-time (non-Proposition 98) for the Farm to School Program and \$3 million ongoing (non-Proposition 98) to expand the regional California Farm to School Network by 16 new positions

\$3 million one-time to support the School Breakfast and Summer Meal Start-Up and Expansion Grant Program

Legal Requirements of Universal TK



Education Code Sections (EC §) 48000(c)(1)(C)—(G)

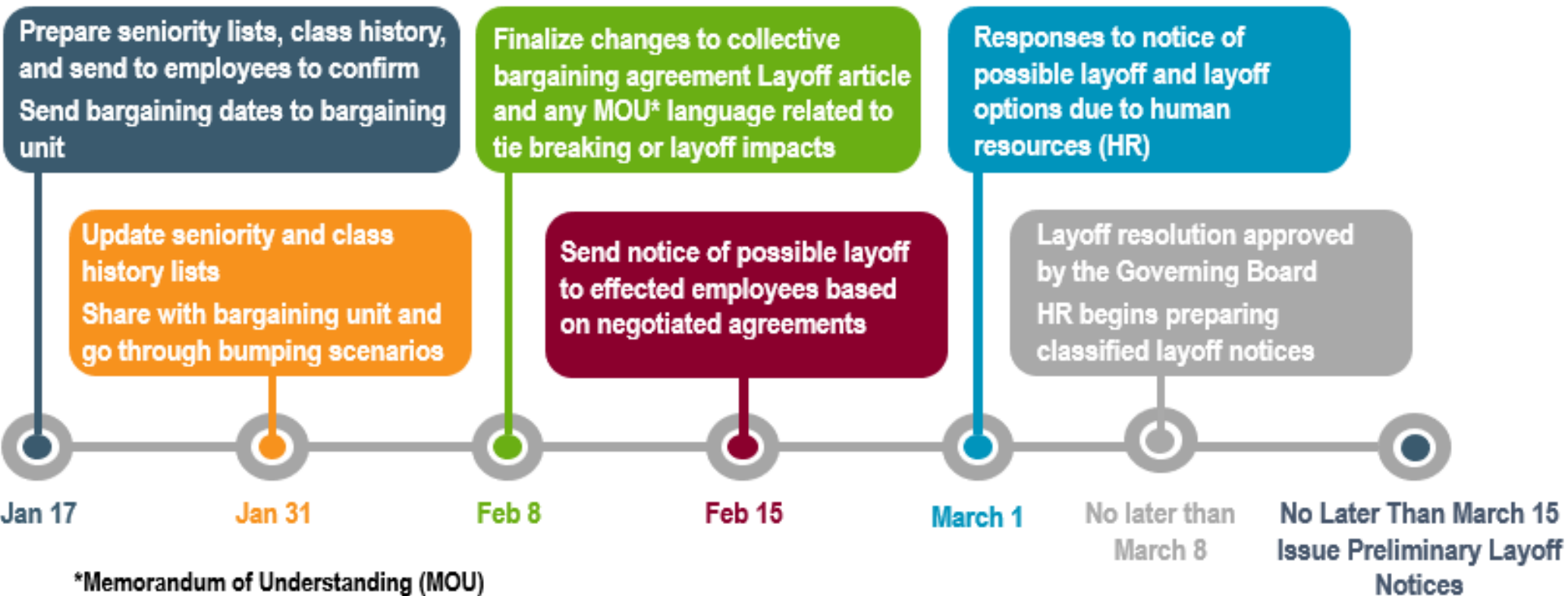
Classroom Staffing

- Law requires a maximum of 12 students per adult
 - Reduced to 10 students per adult if additional funding is provided in 2023-24
- Maintain an average class enrollment of not more than 24 pupils per school site in TK classrooms



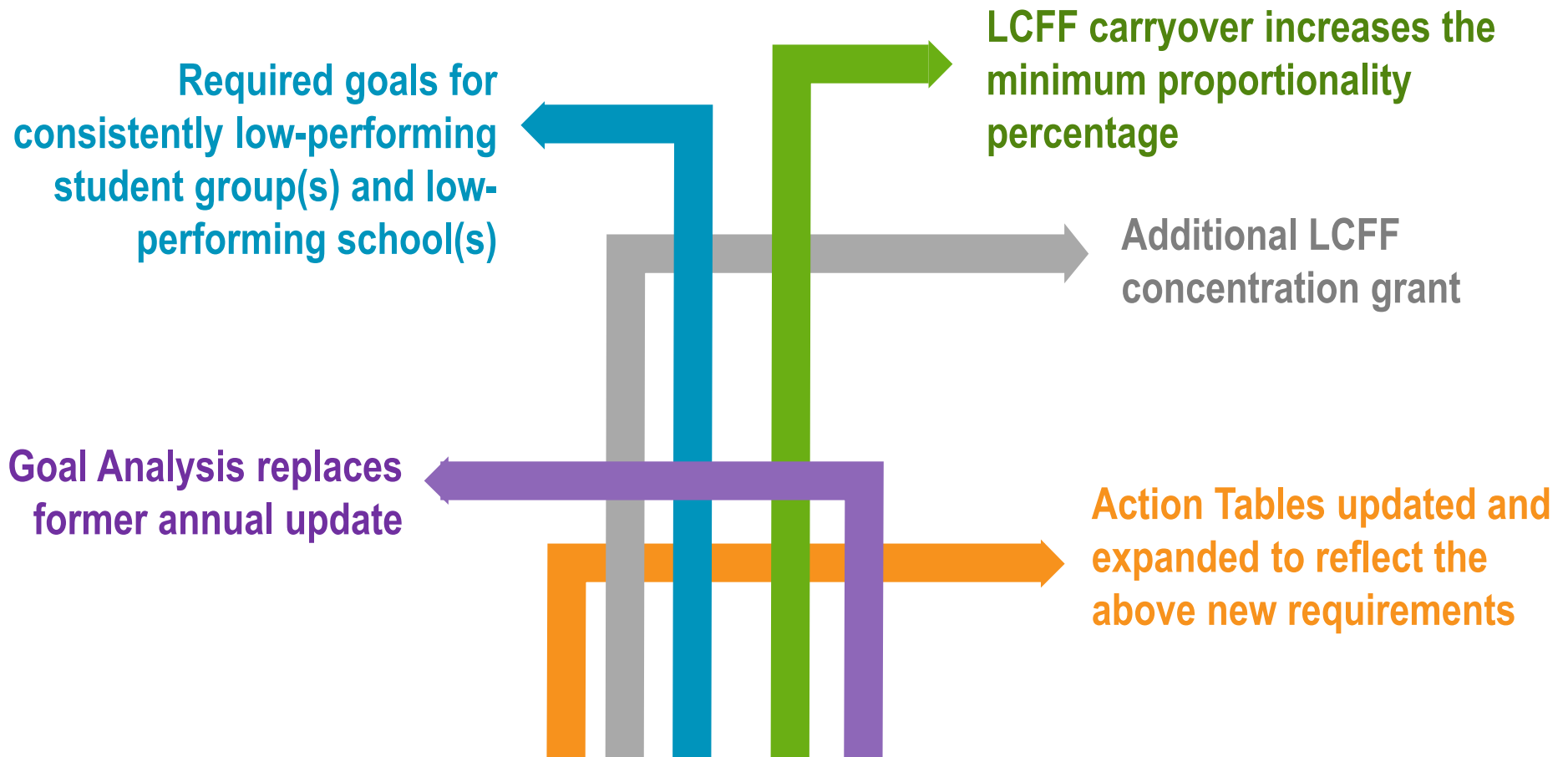
AB 438 Changes—Classified

- Requires a 60-day layoff process contained in the old EC § 45117
- If your goal is to limit the number of layoff notices issued and ensure the LEA's ability to make transfers/reassignments and minimize bumping, there is a lot to do before March 15



2022-23 LCAP—What's New?

- This is the second year of the three-year LCAP



IMPACT TO TWIN RIVERS UNIFIED SCHOOL DISTRICT'S BUDGET

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

Slide 39



Deposit into Proposition 98 Rainy Day Fund

- 🔍 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 four conditions were met for 2021-22 and planned for 2022-23.



Test 1

Minimum
guarantee is
determined by
Test 1



Maintenance Factor

Proposition 98
maintenance factor prior
to 2014-15 is fully paid



ADA and COLA

Proposition 98
minimum guarantee is
sufficient to fund ADA
and COLA



Capital Gains

Capital gains
exceed 8% of
General Fund
revenues



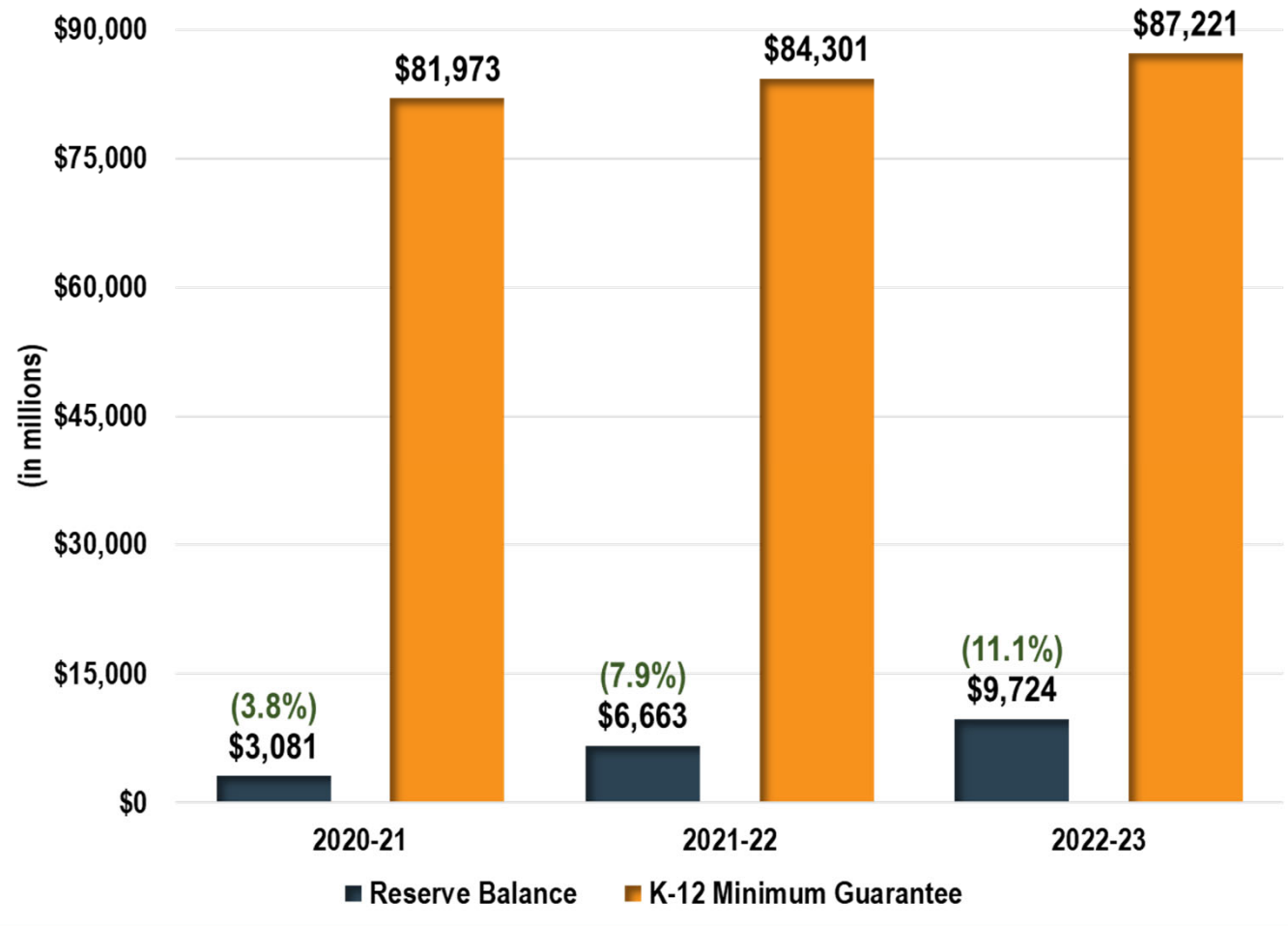
Cap on District Reserves

- 🔍 **Proposition 2 also created a policy tying deposits into the PSSSA to maximum amounts local school districts could maintain in their reserves**
- 🔍 **When the education rainy day fund reserve fund balance is at least 3% of the K-12 minimum guarantee, caps on local school district reserves are triggered.**
- 🔍 **The cap on District Reserves goes into effect the following year.**
- 🔍 **The 3% reserve fund occurred in 2021-22, thus 2022-23 school district reserves are capped at 10%.**



Local Agency Reserves

- 🔍 The 2022-23 Governor's Budget makes another required deposit into the education rainy day fund
- 🔍 The 2022-23 reserve fund balance remains above the 3% which will require continued school district reserves to be capped at 10% in the following year (2023-24)



Reserve Cap Compliance Ideas

🔍 This is an unfortunate law as no district should be penalized for prudent fiscal management

Waiver from the county office of education (COE) for two consecutive years in three-year period

Move resources to other funds (e.g., Fund 20, 35, 40)

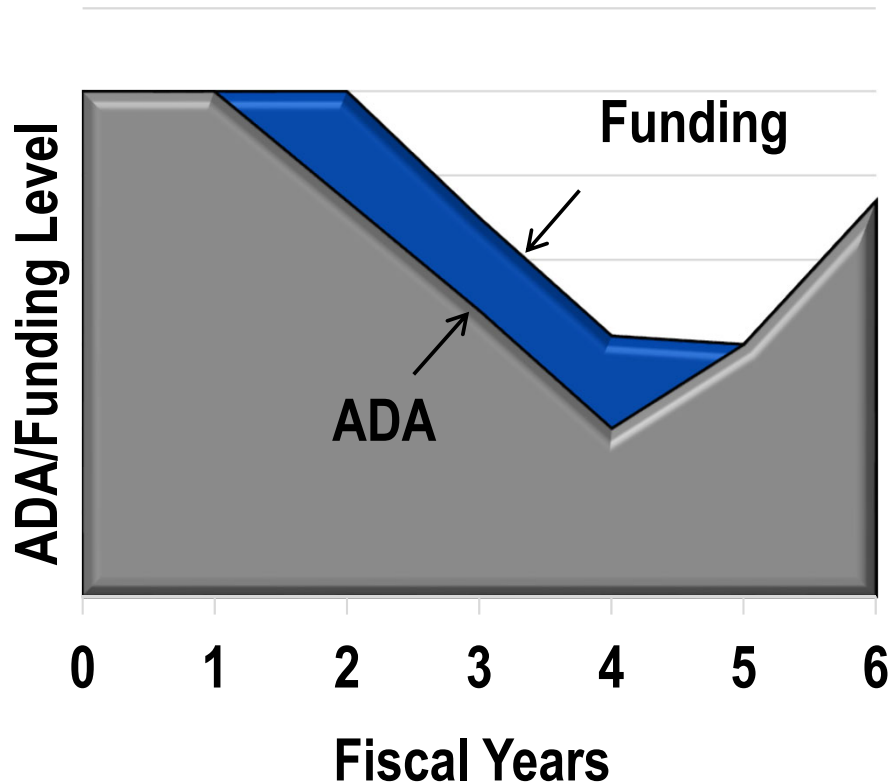
Commit resources, rather than assign

Contribute more to restricted programs (e.g., Routine Restricted Maintenance)

TRUSD will utilize BP3100 Budget and commit reserves as needed for specific purposes by a Resolution adopted by the Board.



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

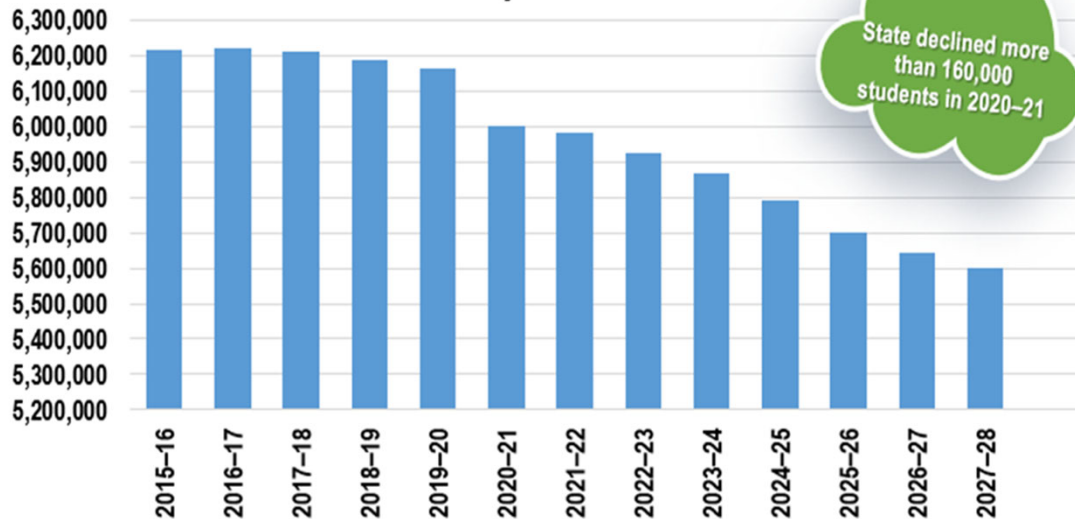


2022-23 ADA “Cliff”

🔍 The ADA “Cliff” has become a two-headed monster—the combination is significant

Declining Enrollment

Historic and Projected K–12 Enrollment



Source: Department of Finance (DOF) Demographic Research Unit, revised June 2021
Actual enrollment data through 2020-21

ADA-to-Enrollment Percentage

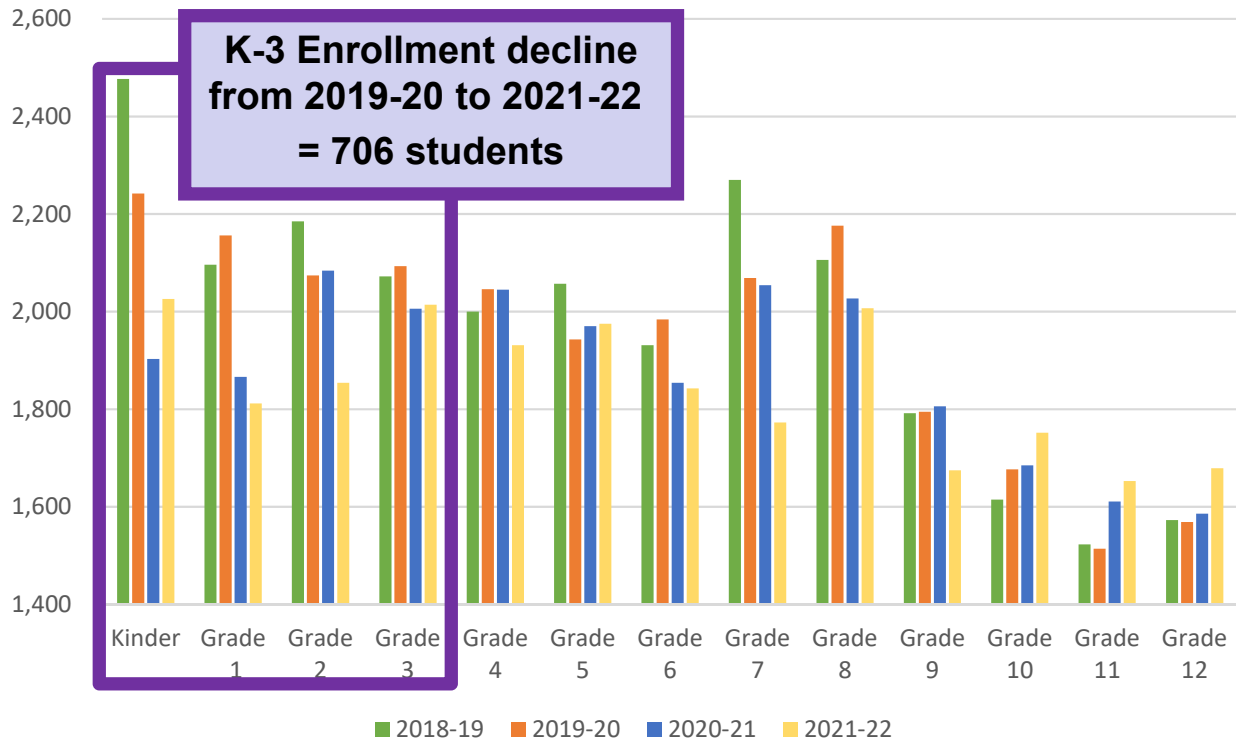
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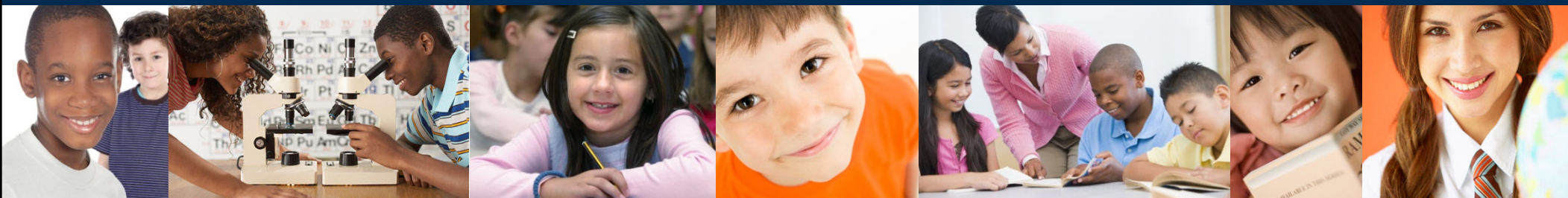
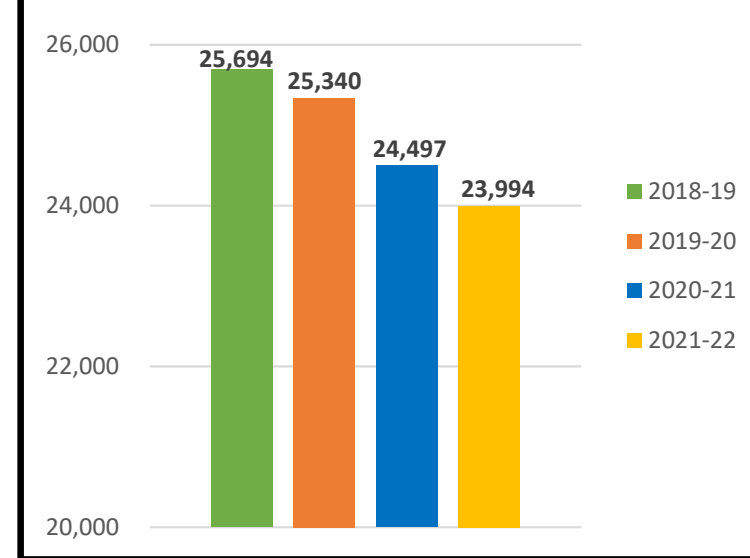


Student Decline – By Grade

Twin Rivers Unified School District Enrollment by Grade

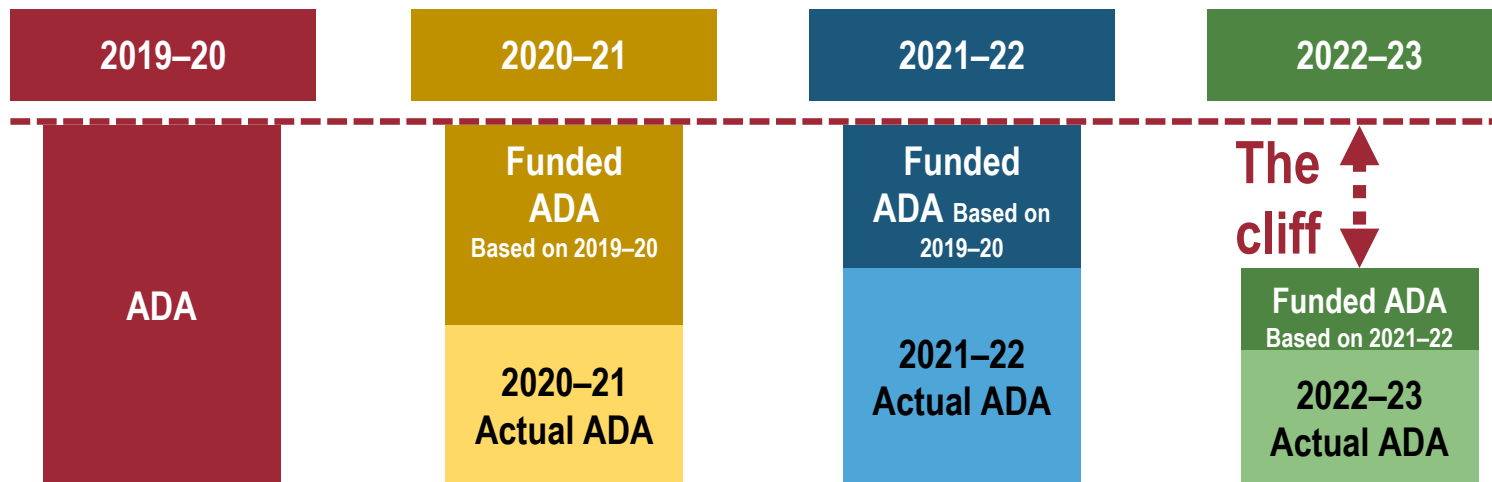


Twin Rivers Unified School District Total Enrollment



2020-21 and 2021-22 Combined ADA Impacts to Next Year

🔍 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



TRUSD 22/23
1,137 less ADA =
\$13.9 million loss
of LCFF revenue

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



Average Daily Attendance (ADA) Generates LCFF

- 🔍 Generate more ADA from lower enrollment – increase attendance!
- 🔍 Attendance is important – both for funding and for learning.

Students	20,000	20,000	20,000	20,000
Attendance	90%	93%	97%	100%
ADA	18,000	18,600	19,400	20,000
LCFF ADA	\$14,450	\$14,450	\$14,450	\$14,450
LCFF Revenue	\$260,100,000	\$268,770,000	\$280,330,000	\$289,000,000

\$8.6 million
increase

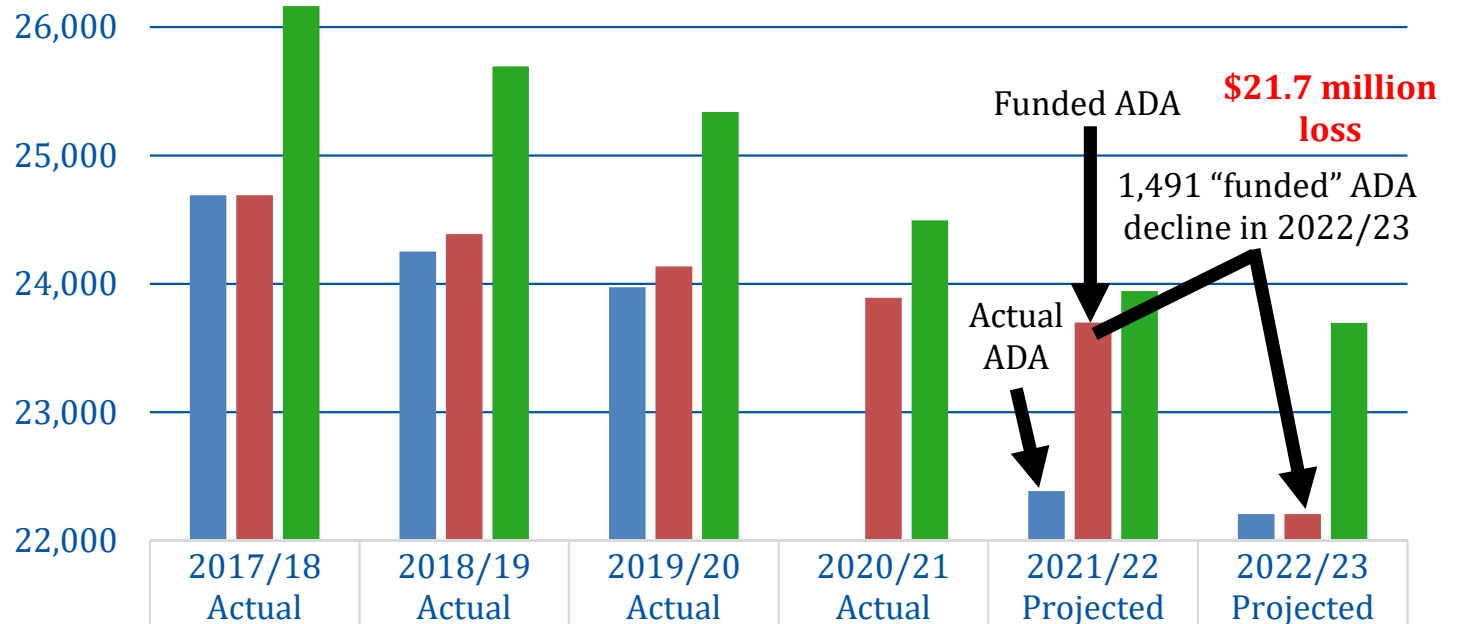
\$11.6 million
increase

\$8.7 million
increase



LCFF “Funded” ADA vs P2 ADA

(Includes Charters)

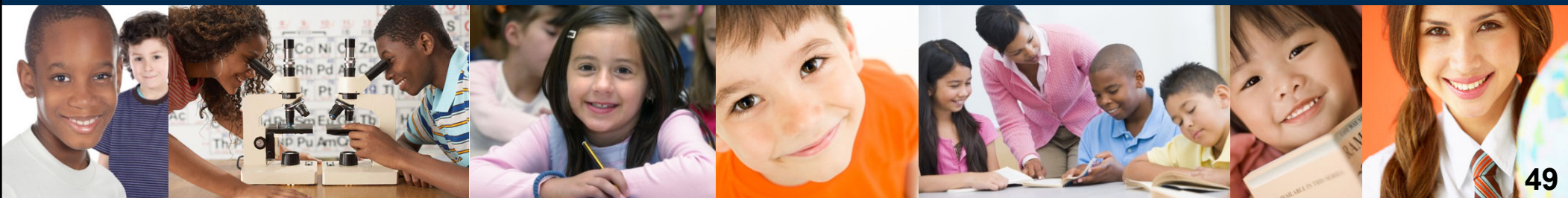


	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Actual	2021/22 Projected	2022/23 Projected
■ P2 ADA (Not Including SCOE)	24,690	24,252	23,973	N/A	22,386	22,207
■ LCFF ADA (Not Including SCOE)	24,690	24,387	24,135	23,891	23,698	22,207
■ Enrollment (CalPADS date)	26,162	25,694	25,339	24,494	23,943	23,695

Continued Enrollment Decline

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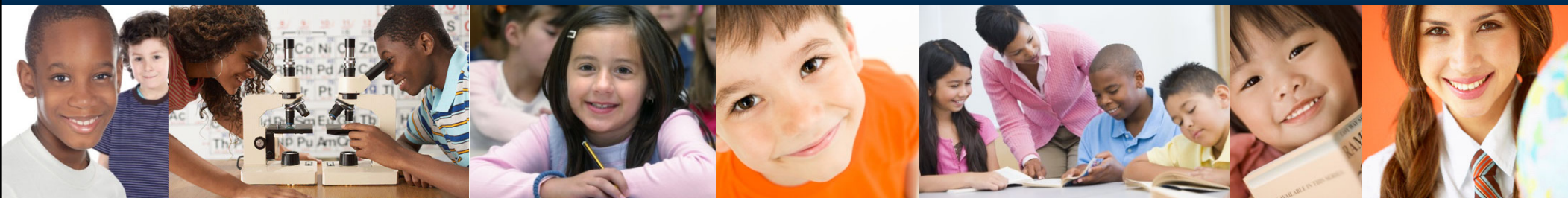
LCFF Revenue 2022-23 Change from Prior Year

(January
Governor's
Proposal)

 LCFF revenue **decrease** \$5 million

- \$21.7 million decrease due to declining enrollment
- \$16.7 million increase for 5.33% COLA

Note: TRUSD unduplicated pupil percentage of 88.64% (1.13% decrease)



Revenue Sources

2021-22 First Interim

LCFF Base	LCFF S/C	Federal	State	Local & Other
<ul style="list-style-type: none"> Salaries Statutory taxes Health benefits Retiree health benefits Department budgets School budgets Instructional Materials Utilities Property and Liability Insurance PARS Early Retirement Payment Routine Restricted Maintenance Special Education 	<ul style="list-style-type: none"> Supplemental/ Concentration LCAP actions and services Visual and Performing Arts Activities Directors Additional Counselors Additional Vice Principals Student Engagement PBIS Facilities/Custodians Class Size Reduction Yard and Duty Career and Technical Education English Learner Program And more 	<ul style="list-style-type: none"> Title I, Part A, Basic Title I, CSI Program Improvement Special Education Title II, Education Quality Title III English Learner Program Title IV – Student Support & Academic Enrichment Career and Technical Education CRRSA – ESSER II ARP – ESSER III Other Federal Programs 	<ul style="list-style-type: none"> Special Education CaSTRS Mandated Cost After School Education and Safety Lottery Career and Technical Education Educator Effectiveness Block Grant Expanded Learning Opportunity Program Other State Programs 	<ul style="list-style-type: none"> Transfers In (Indirect from other funds) One-time Insurance Reimbursement Interest Oversight Charter Fees Electric Bus Award Other Local Revenue
\$222.9 million	\$85.7 million	\$212.3 million	\$74.6 million	\$7.4 million

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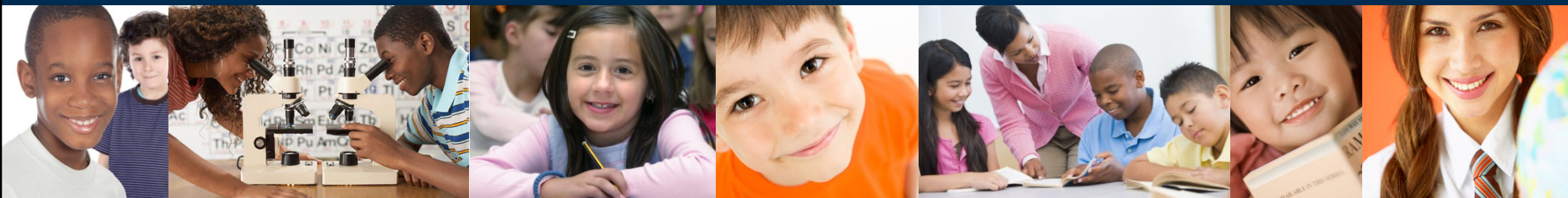
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Increased Cost Step/Column

Increase in salaries	2022-23 Step/Column	2022-23 Unrestricted	2022-23 less subs & stipends	2022-23 Net Unrestricted Salary	Increase x Salary
Certificated	1.40%	\$110,778,718	\$ 8,000,000	\$102,778,718	\$ 1,438,902
Classified	2.20%	\$ 34,894,470	\$ 500,000	\$ 34,394,470	\$ 756,678
Statutory Benefits (no health)					\$ 541,564
Total		\$145,673,188			\$ 2,737,144

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; \$648 thousand for 2022-23.

🔍 Total Step/Column **\$3.4 million**



Increased Cost STRS & PERS

Increase in STRS/PERS	2021-22 Rate	2022-23 Proposed Rate	Change	2022-23 Unrestricted Salary	Increase x Salary
STRS	16.92%	19.10%	2.18%	\$110,778,718	\$ 2,414,976
PERS	22.91%	26.10%	3.19%	\$ 34,894,470	\$ 1,113,134
Total				\$145,673,188	\$ 3,528,110

Rounded Total \$3,600,000



2022/23 General Fund – Key Assumptions

- LCFF Revenue decrease \$5 million
(Base decreases \$2.2 million and S/C decreases \$2.8 million)

\$5 million {

- 5.35% COLA increase; **\$16.7 million**
- 1,491 ADA decrease (funded); **\$21.7 million**

- \$ 5.0 million LCFF Revenue
 - \$ 8.7 million Salaries & Benefits Budget
 - \$ 1.3 million Other
+\$15.2 million PY one-time Surplus
\$0.2 million One-time Surplus

- Salary and benefits

\$8.7 million {

- Step/column increase – unrestricted \$3.4 million
- STRS +2.18%; unrestricted increase \$2.4 million
- PERS +3.19%; unrestricted increase \$1.2 million
- Counselors; unrestricted (S/C) increase \$850 thousand
- Cost of 2% CSEA; unrestricted increase \$1 million (2021/22)

- Utilities and Insurance increase \$338 thousand

- Indirect (less to unrestricted) \$1 million

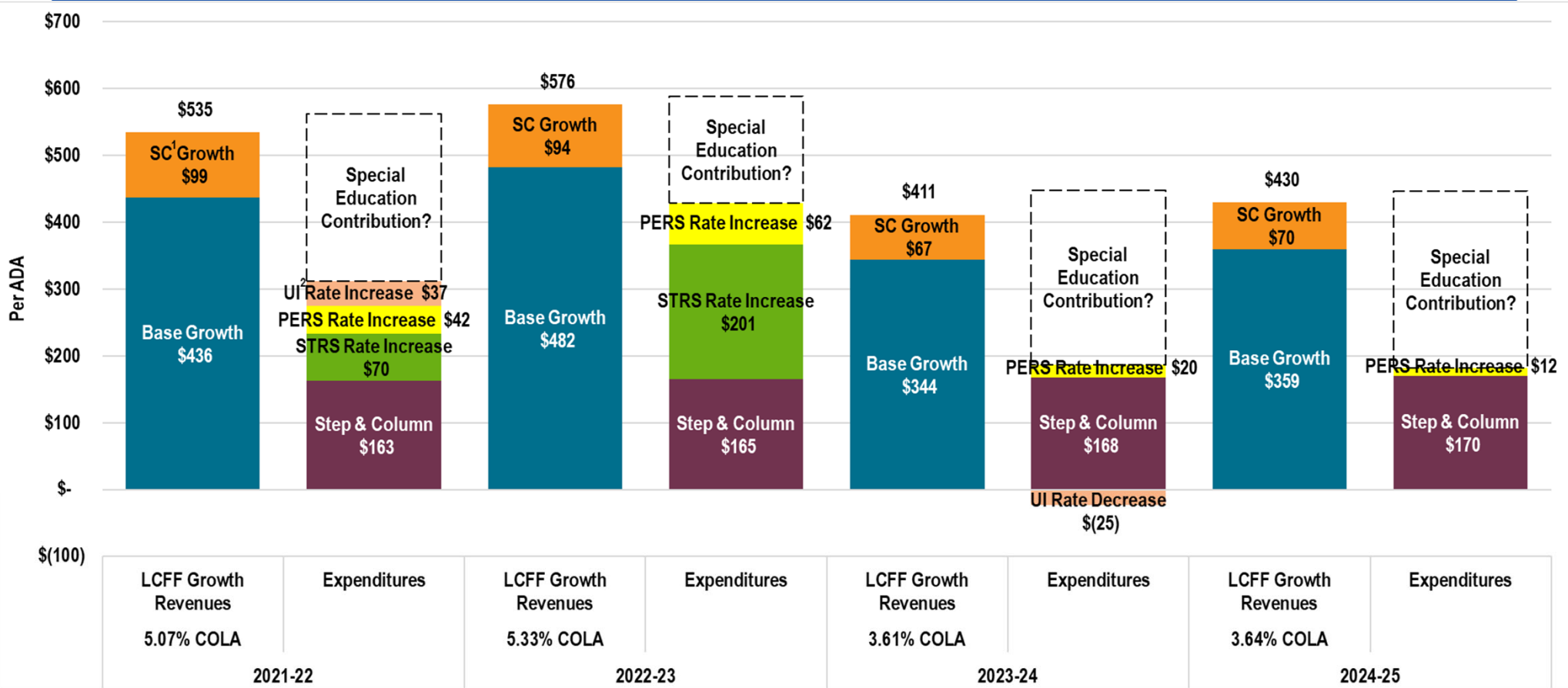
\$1.3 million

Note: Does not include salary increase for 2022/23

The 2021-22 one-time surplus due to COVID savings is the reason why TRUSD does not have a deficit.



Cost Pressures on Multiyear Projections



¹Supplemental and concentration; ²Unemployment insurance



Cost of 1% Salary Increase

**TWIN RIVERS UNIFIED SCHOOL DISTRICT
COST OF 1%
General Fund
2021/22**

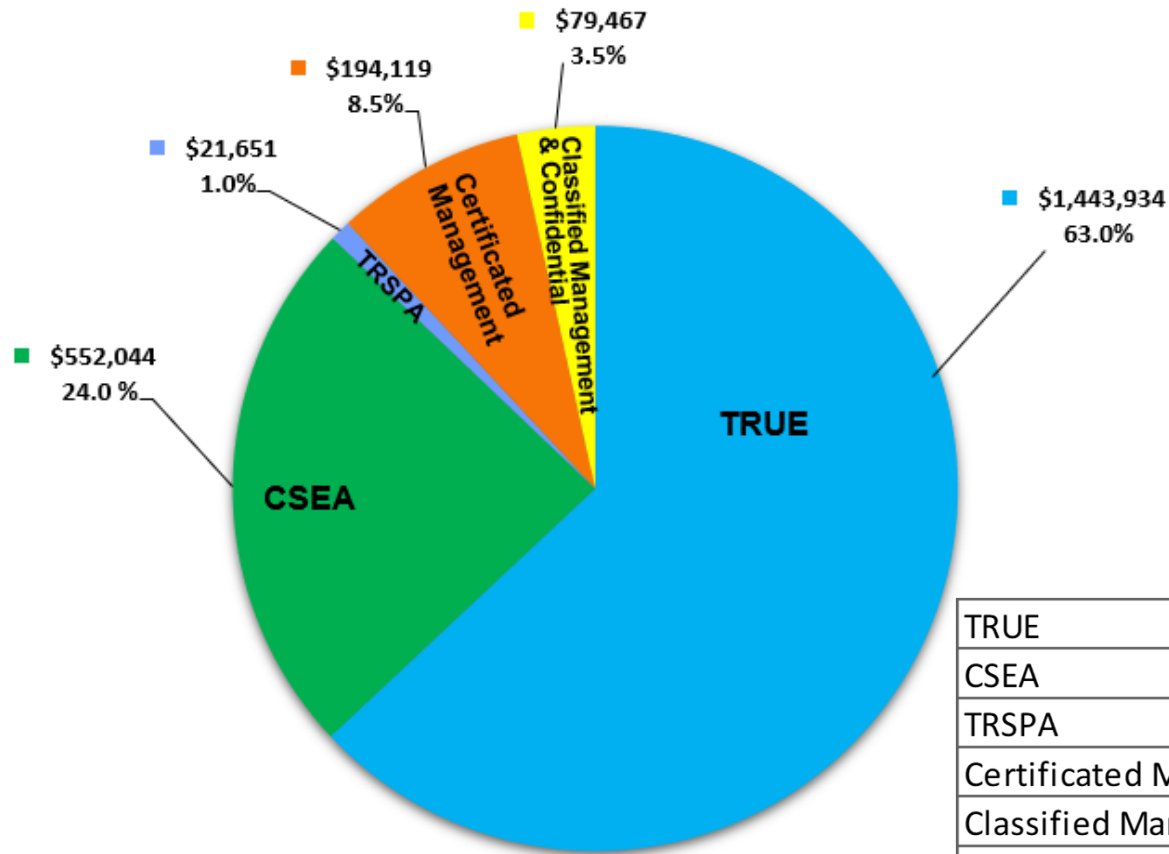
	TRUE 21.200%	CSEA 33.390%	TRSPA 34.990%	All Other Cert. 21.200%	All Other Class. 33.390%	TOTAL
Statutory Benefits						
Total Salaries (w/o stat. ben.)	\$119,136,412	\$41,385,700	\$1,603,948	\$16,016,429	\$5,957,476	\$184,099,965
TOTAL FTE	1,382.520	960.040	22.000	120.400	54.000	2,538.960
Average Salary (Base) (statutory benefits not incl.)	\$86,173	\$43,108	\$72,907	\$133,027	\$110,324	\$72,510
TOTAL 1%						
SALARIES ONLY	\$1,191,364	\$413,857	\$16,039	\$160,164	\$59,575	\$1,841,000
SALARIES PLUS STAT BENEFITS	\$1,443,934	\$552,044	\$21,651	\$194,119	\$79,467	\$2,291,215

Rounded Total \$2,300,000

The 2022-23 Budget does not include a salary schedule increase



Cost of 1% Salary Increase

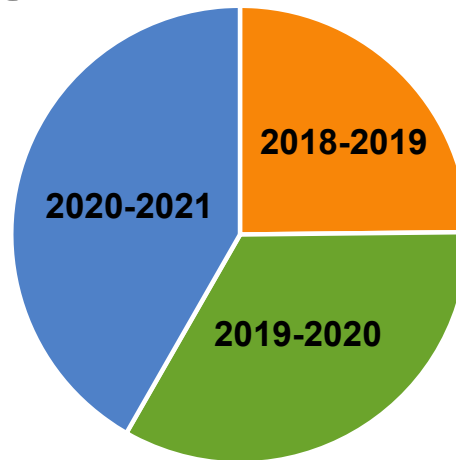


TRUE	\$	1,443,934
CSEA	\$	552,044
TRSPA	\$	21,651
Certificated Management	\$	194,119
Classified Management & Confidential	\$	79,467
Total	\$	2,291,215



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**



2024/25 COVID Savings End

- 🔍 **\$14.2 million total expenditures added back into unrestricted funds**
 - \$9.2 million of positions put back into unrestricted funds
 - Many other one-time positions closed
 - \$1 million open position savings reduced
 - \$4 million computer refresh plan back into unrestricted funds
- 🔍 **Removed facilities project transfer of \$7 million**
- 🔍 **Deficit = \$6.7 million**
 - No LCFF COLA increase or ADA change
 - Includes Step/Column increases



Next Steps in Budget Development for 2022-23

- 🔍 **Finish staffing meetings with the sites and departments**
- 🔍 **The Governor's January Budget Proposal was a part of the 2022-23 MYP (2021-22 First Interim Report)**
- 🔍 **Obtain sites' and departments' detailed budgets**
- 🔍 **Incorporation of the LCAP**
- 🔍 **Updates from the Governor's May Revise Budget**
- 🔍 **2022-23 TRUSD Adopted Budget (June)**
- 🔍 **2024-25 COVID Savings removed from Budget**



PANDEMIC FUNDING

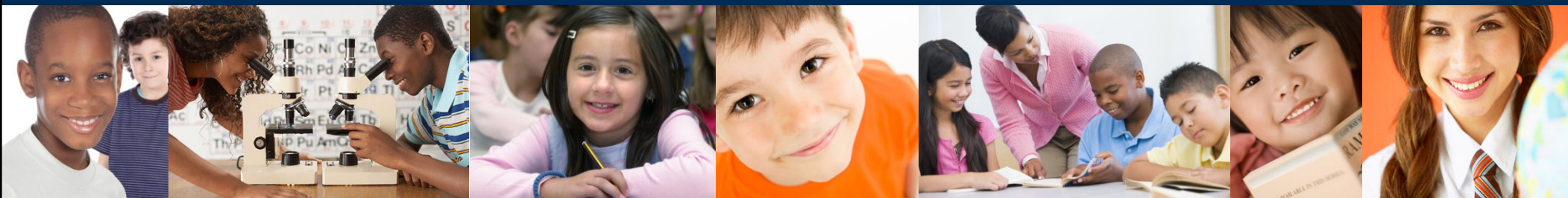
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COVID Funds

Funding Source	Allocation	Deadline for Use	Spent/Encumbered as of December 30, 2021
LLM - CRF	\$ 28,635,940	5/31/2021	\$ 28,635,940
LLM - Prop 98	\$ 2,436,763	6/30/2021	\$ 2,436,763
LLM - GEER	\$ 1,822,104	9/30/2022	\$ 1,822,104
CARES - ESSER	\$ 12,459,391	9/30/2022	\$ 12,456,934
CRRSA - ESSER II	\$ 54,322,879	9/30/2023	\$ 54,322,879
IPI Grant	\$ 10,980,373	9/30/2024	\$ 10,980,373
ELO Grant	\$ 18,523,845	9/30/2024	\$ 8,725,274
ELO Grant - Paraprofessionals	\$ 1,986,317	9/30/2024	\$ 1,039,461
ARP - ESSER III	\$ 121,754,692	9/30/2024	\$ 472,641
SB 117	\$ 418,174	no end date	\$ 4,894



Investments with COVID Funds

(Operation and Facility Items)

- 🔍 HVAC
- 🔍 Play Structures
- 🔍 Outdoor lunch/learning centers
- 🔍 Innovation and Learning Center
- 🔍 Grant High School Bleachers
- 🔍 Portables
- 🔍 PPE
- 🔍 COVID Rapid Tests
- 🔍 COVID shot clinics
- 🔍 Touchless dispensers
- 🔍 Fencing
- 🔍 Woodridge Elementary restroom
- 🔍 Security cameras
- 🔍 \$2.4 million allocated to school sites



DEVELOPING THE BUDGET

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What is a Budget?

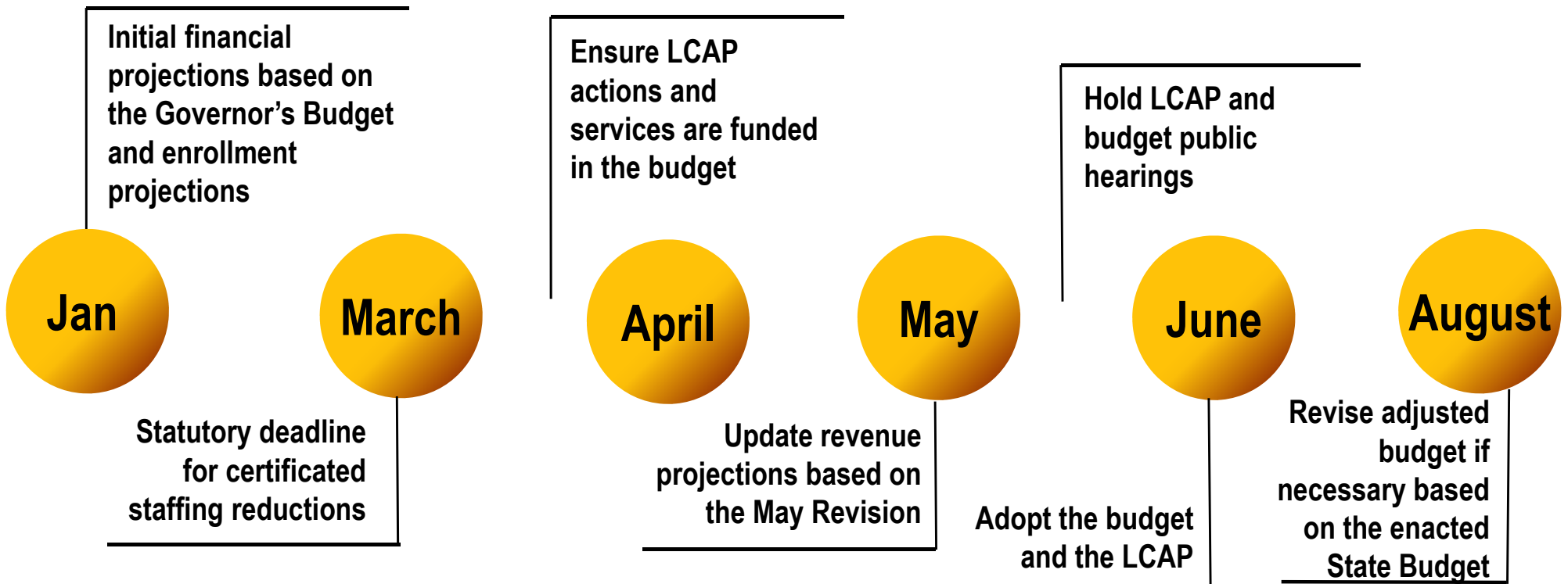
In optimum form:

- 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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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**



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**

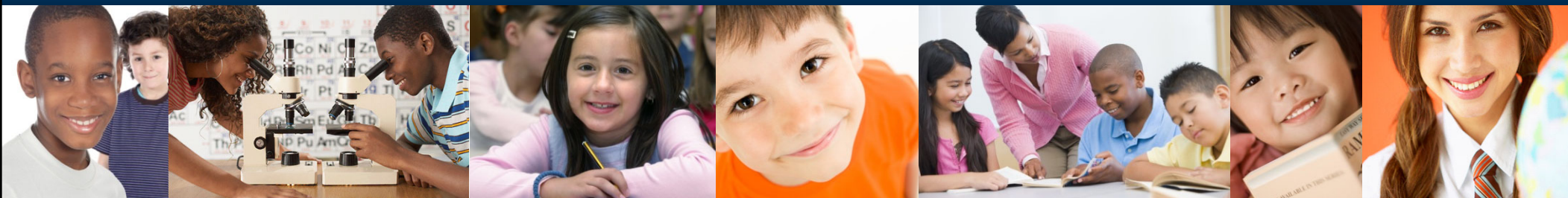


Financial Policies

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 2021-22 First Interim General Fund reserves:

Ending Balance, June 30	\$ 50,935,046
Nonspendable: Revolving Cash and Stores	\$ 1,896,784
Restricted	\$ 2
Committed	\$ 0
Assigned	\$ 8,683,428
Unassigned: Reserve for Economic Uncertainties	\$ 18,587,520
Unassigned: Reserve above SBE 3%	\$ 21,797,312
Unassigned	\$ 0

} 6.51%



Local Reserves Policy

🔍 It's a delicate balance:

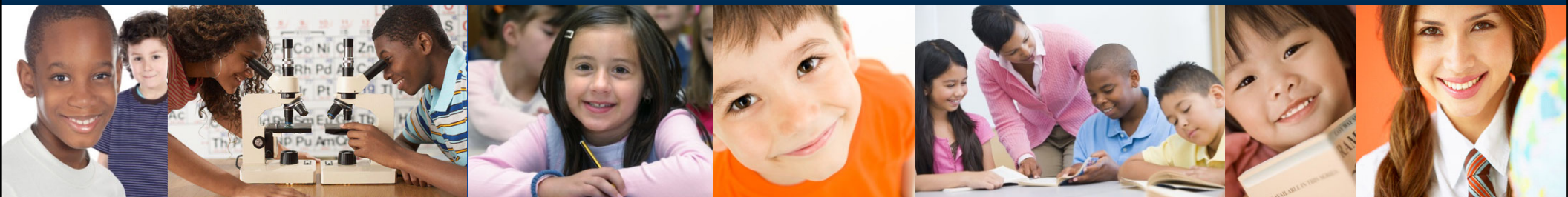
- Spend today's dollars on today's children
 - But not at the expense of tomorrow's children



UNDERSTANDING CALIFORNIA SCHOOL FINANCE

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Slide 80



Overview – Understanding California School Finance

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

Revenues

Expenditures

Other Funds



TwinRivers
UNIFIED SCHOOL DISTRICT

2021-2022 ADOPTED BUDGET

ADOPTED JUNE 22, 2021

FISCAL SERVICES

5115 DUDLEY BLVD.
MCLELLAN, CA 95652
SACRAMENTO COUNTY

WWW.TWINRIVERSUSD.ORG

*TO INSPIRE EACH STUDENT
TO EXTRAORDINARY ACHIEVEMENT
EVERY DAY*



ASSOCIATION OF
SCHOOL BUSINESS OFFICIALS
INTERNATIONAL

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 2021-2022.

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



W. Edward Chabal
President

David J. Lewis
Executive Director

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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

2021-22 First Interim

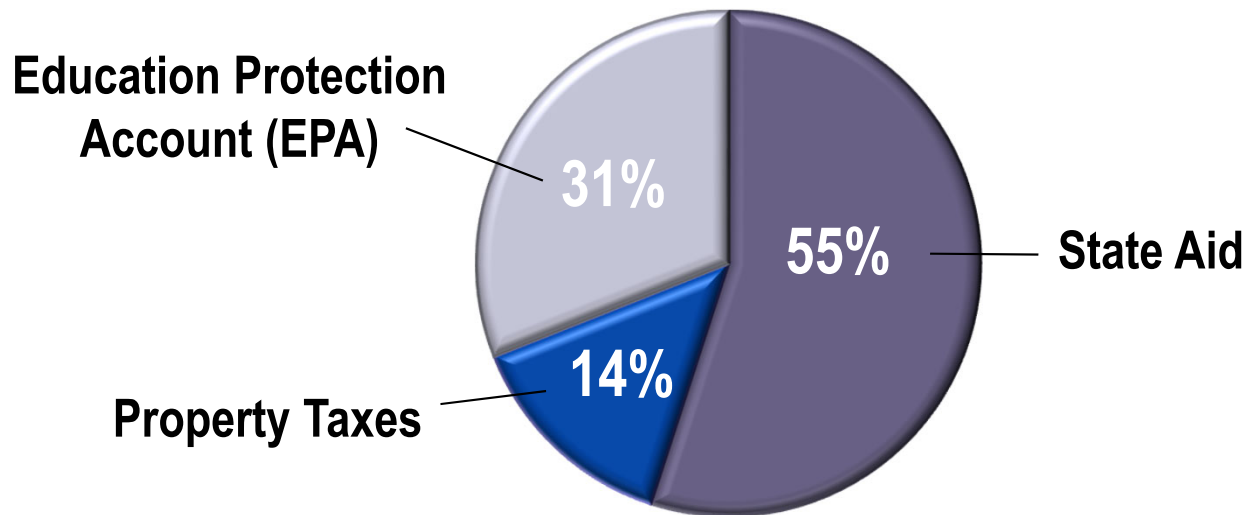
	Twin Rivers Estimated 2021/22	Creative Connections Estimated 2021/22	Smythe Academy Estimated 2021/22	Westside Prep Charter Estimated 2021/22	Total
2021/22 Estimated LCFF Entitlement	\$ 284,484,191	\$ 7,347,394	\$ 12,905,944	\$ 4,286,879	\$309,024,408
Base Funding	\$ 205,267,105	\$ 5,703,037	\$ 9,110,507	\$ 3,264,788	\$223,345,437
Supplemental/Concentration	\$ 69,029,395	\$ 1,464,883	\$ 3,304,564	\$ 905,097	\$74,703,939
Additional Concentration Add-On	\$ 10,187,691	\$ 179,474	\$ 490,873	\$ 116,994	\$10,975,032
Estimated Unduplicated Pupil % (3 year rolling average) (EL, low income and/or foster youth)	89.77%	75.98%	91.56%	78.89%	



LCFF Entitlement

2021-22 First Interim

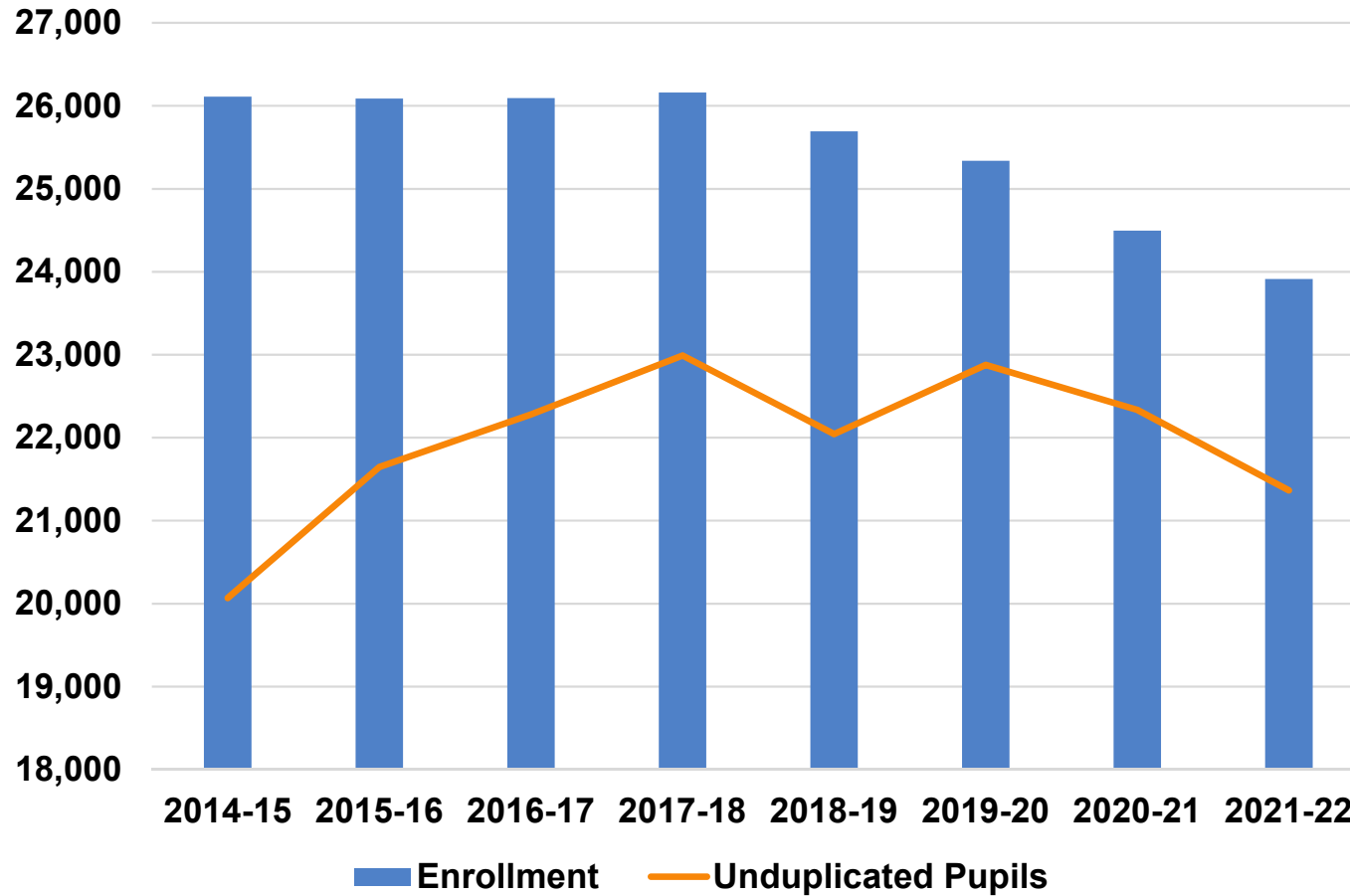
🔍 LCFF entitlement is made up of three components:



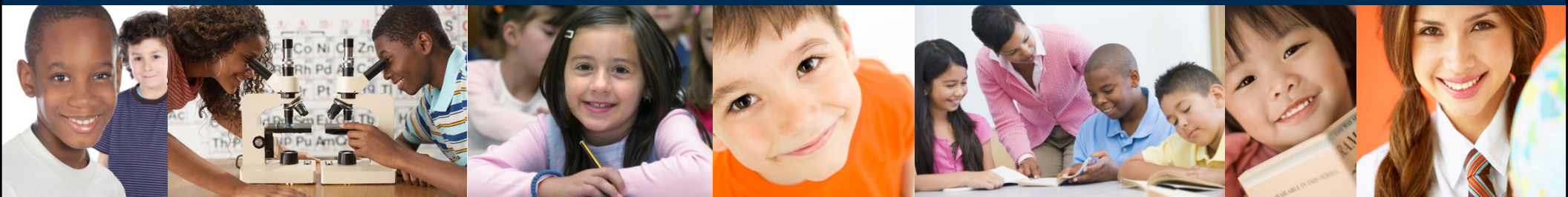
🔍 Exact proportions are unique to each LEA; above is TRUSD 2021-22 First Interim



Enrollment History



**2021-22
UPP est.
89.8%**



Know Your Revenue Sources

🔍 Is the source one time or ongoing?

🔍 Restricted or unrestricted?

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

🔍 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

2021-22 First Interim

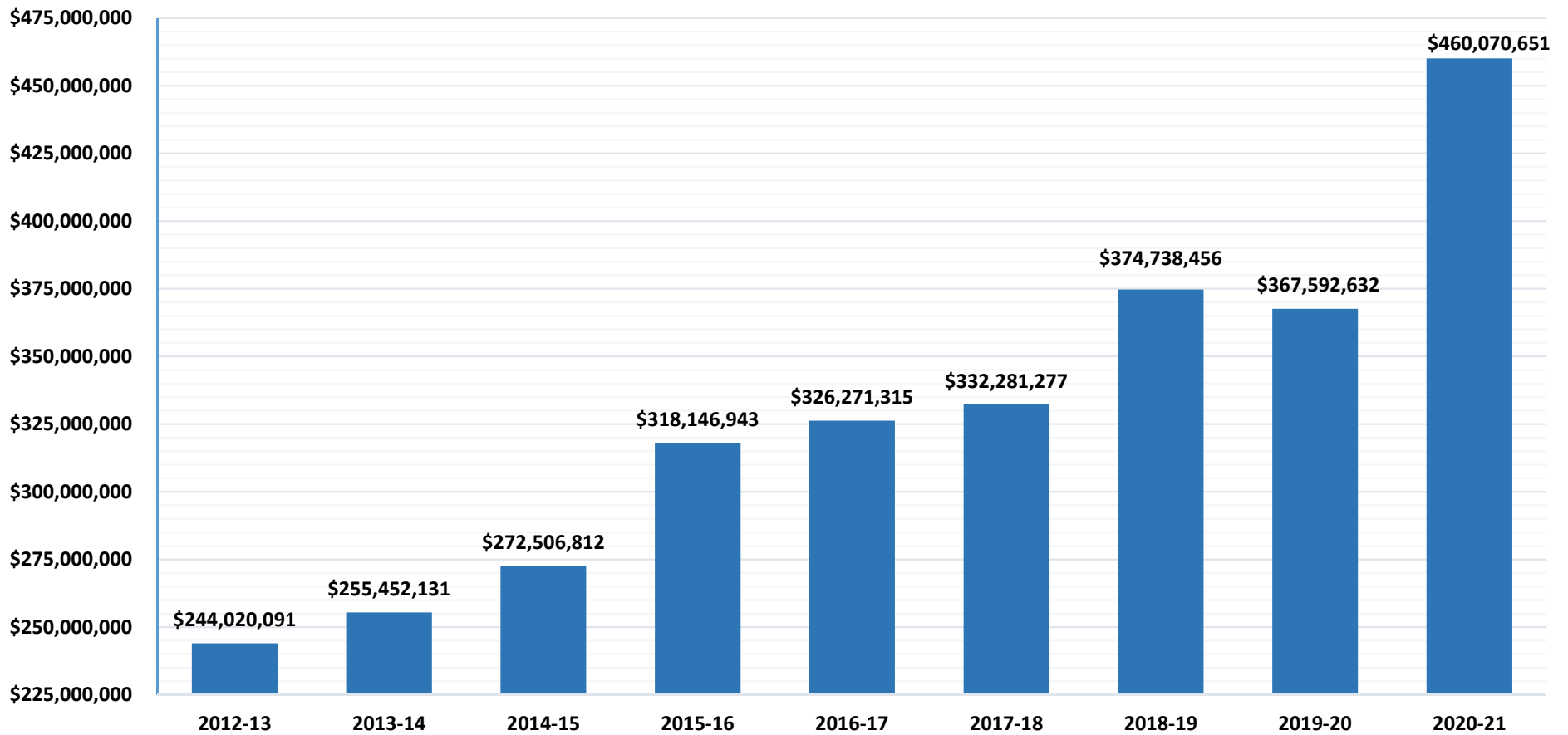
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\$222.9 million	\$85.7 million	\$212.3 million	\$74.6 million	\$7.4 million

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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 67% 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

Maintains
board-authorized positions



Pays only personnel hired by
human resources into
authorized positions

Hires employees into
authorized positions only



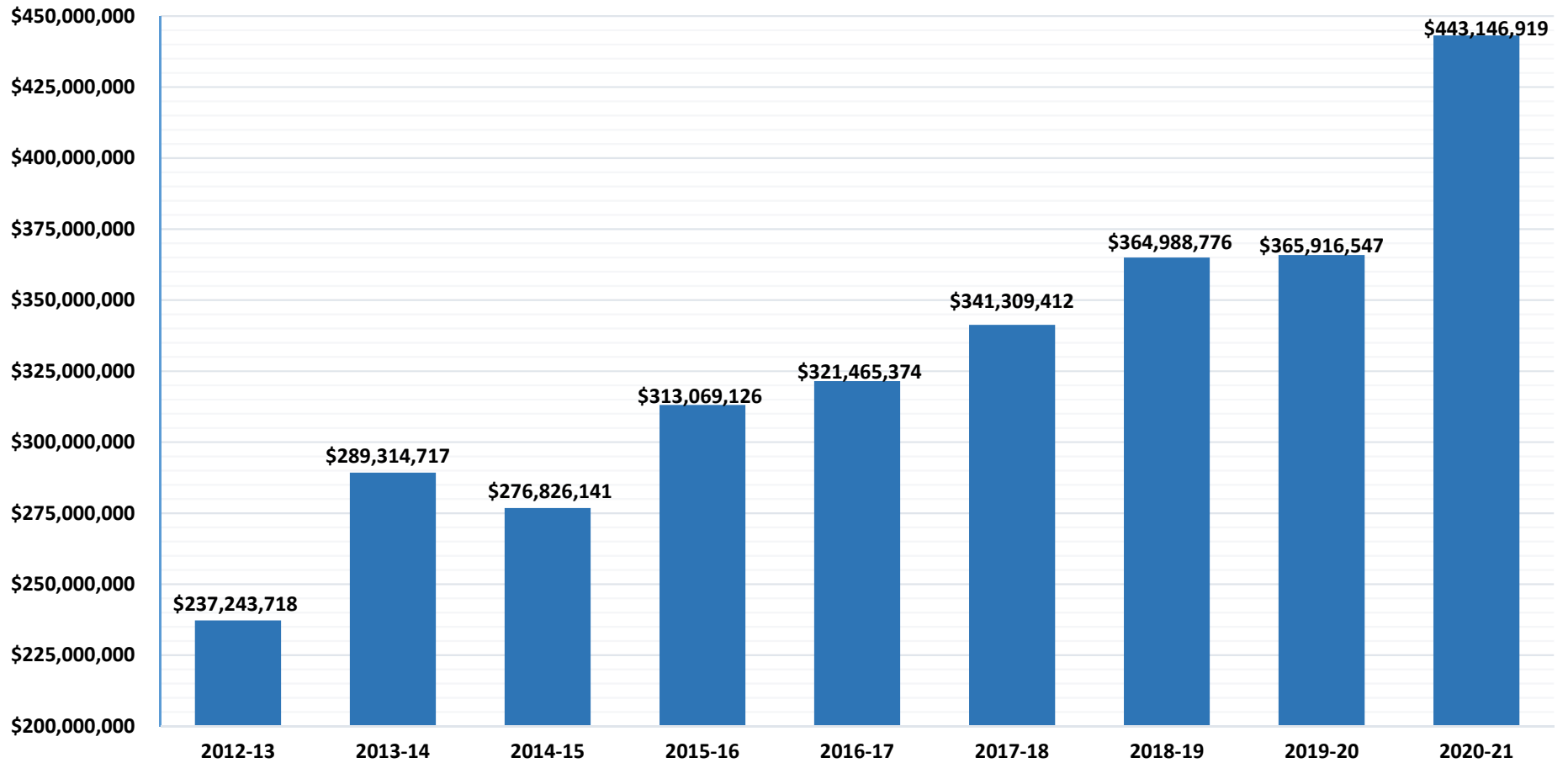
Staffing Formulas

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 97



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)
 - Student Activity Fund
- **Capital Projects Funds**
 - Building
 - Capital Facilities (Developer Fees)
 - County School Facility
 - Special Reserve
(for capital outlay projects)



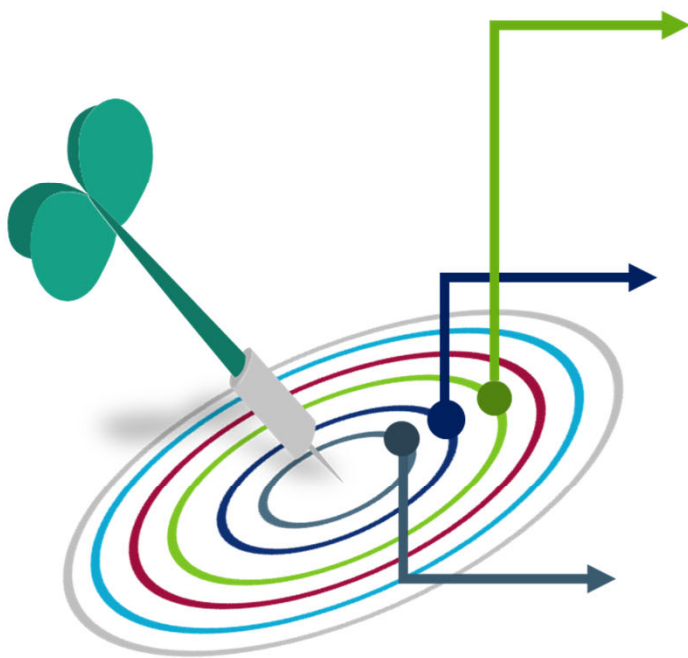
MULTIYEAR PROJECTIONS

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Multiyear Projections



Multiyear projections are required by Assembly Bill (AB) 1200 and AB 2756

Projections are anchored in reliable information as of the date of the projection—they are NOT forecasts

Projections will change any time the underlying factors change



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	2021-22	2022-23	2023-24	2024-25	2025-26
Department of Finance Statutory COLA ¹	1.70%	5.33%	3.61%	3.64%	3.62%
Planning COLA	5.07% ²	5.33%	3.61%	3.64%	3.62%

¹Applies to Special Education, Child Nutrition, Foster Youth, Adults in Correctional Facilities Program, American Indian Education Centers/American Indian Early Childhood Education, and Mandate Block Grant.

²Amount represents the 2021-22 statutory COLA of 1.70% plus an augmentation of 1.00%, compounded with the 2020-21 unfunded statutory COLA of 2.31%.

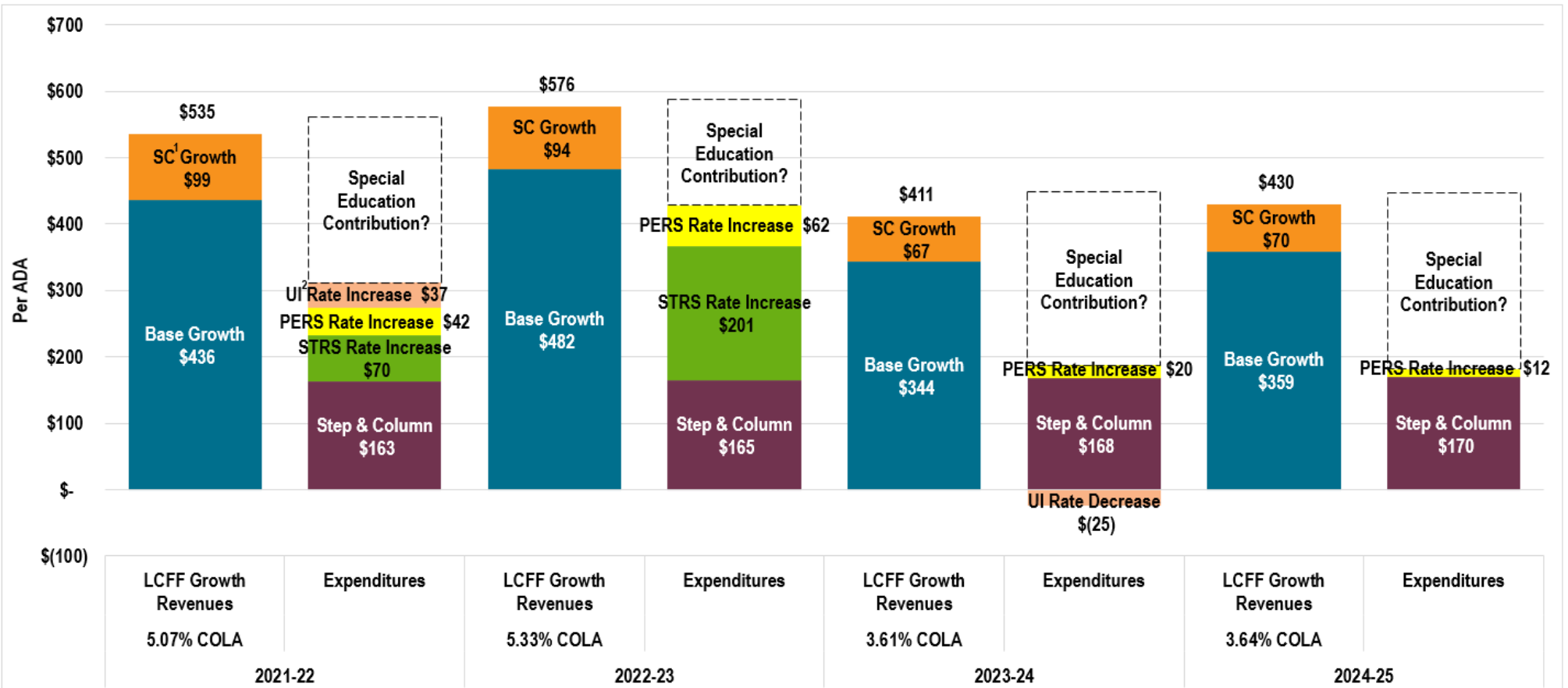
OTHER PLANNING FACTORS

Factors		2021-22	2022-23	2023-24	2024-25	2025-26
California CPI		5.78%	3.69%	2.90%	2.75%	2.60%
California Lottery	Unrestricted per ADA	\$163	\$163	\$163	\$163	\$163
	Restricted per ADA	\$65	\$65	\$65	\$65	\$65
Mandate Block Grant (District)	Grades K-8 per ADA	\$32.79	\$34.54	\$35.79	\$37.09	\$38.43
	Grades 9-12 per ADA	\$63.17	\$66.54	\$68.94	\$71.45	\$74.04
Mandate Block Grant (Charter)	Grades K-8 per ADA	\$17.21	\$18.13	\$18.78	\$19.46	\$20.16
	Grades 9-12 per ADA	\$47.84	\$50.39	\$52.21	\$54.11	\$56.07
Interest Rate for Ten-Year Treasuries		1.93%	2.50%	2.90%	3.00%	2.60%
CalSTRS Employer Rate ⁴		16.92%	19.10%	19.10%	19.10%	19.10%
CalPERS Employer Rate ⁴		22.91%	26.10%	27.10%	27.70%	27.80%
Unemployment Insurance Rate ⁵		0.50%	0.50%	0.20%	0.20%	0.20%

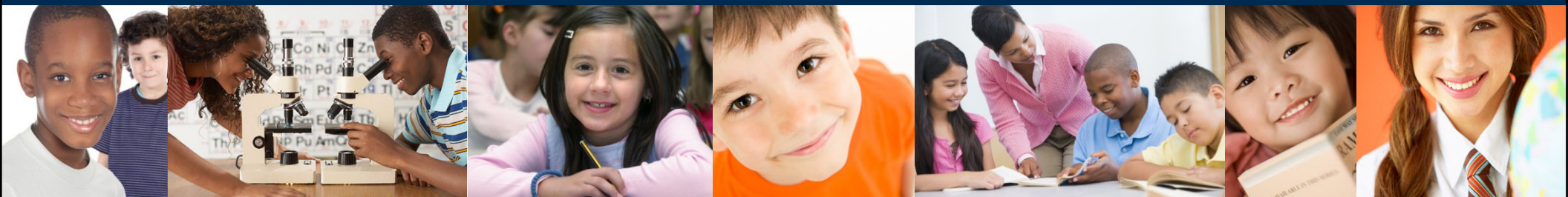
⁴California State Teachers' Retirement System (CalSTRS) and California Public Employees' Retirement System (CalPERS) rates in 2021-22 were bought down by a prior year \$2.3 billion payment from state of California. Rates in the following years are subject to change based on determination by the respective governing boards.

⁵Unemployment rate in 2021-22 and 2022-23 are final based on the 2021 State Enacted Budget, and the subsequent years' rates are subject to actual experience of the pool and will be calculated in accordance with California Unemployment Insurance Code Section 823(b)(2)


Cost Pressures on Multiyear Projections



¹Supplemental and concentration; ²Unemployment insurance



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

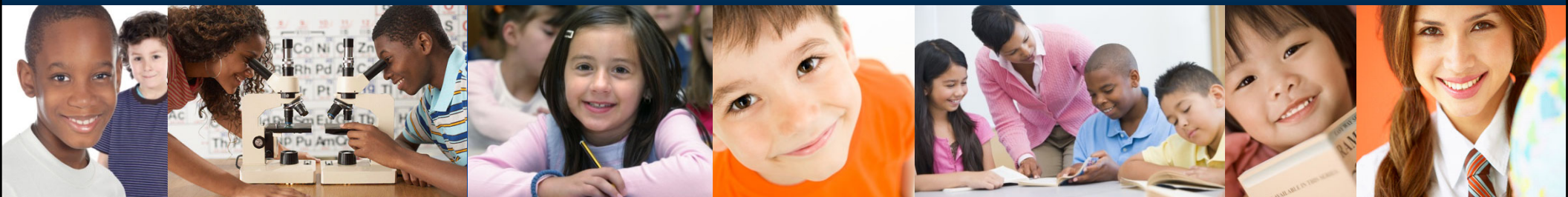
**Appendix
B**



MONITORING OUR BUDGET

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

Slide 109



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

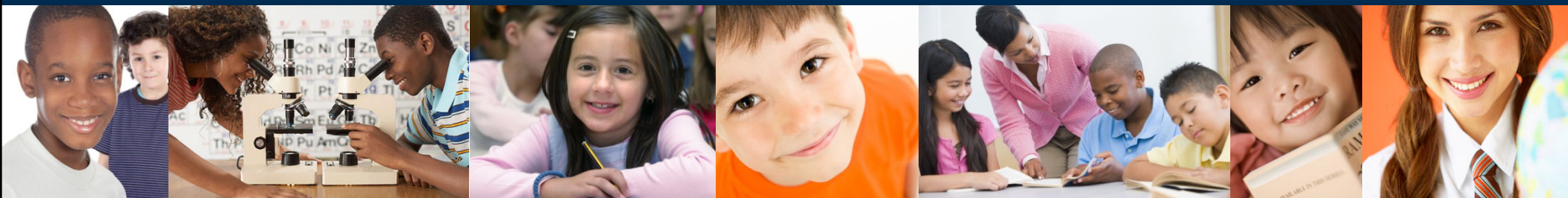


Board of Trustees

Questions?

Suggestions?

Concerns?



Appendix A

2022-23 Budget Development Calendar

	2022-23 Comprehensive Plan Development	Due Date	Responsible
October	▶ Aeries report on CBEDS data (by school, by grade) to Budget	6-Oct	Terrie
	▶ Chris provide CBEDS demographics to Budget	8-Oct	Chris
	▶ Review with Executive Cabinet budget items that need their direction to move forward (i.e., school site, department, staffing handbook and LCAP budgets). Exec Cabinet finalize October 25th.	12-Oct	Kate/Heather/ Executive Cabinet
	▶ 2022-23 enrollment projections (by school, by grade) completed	22-Oct	Kate
	▶ Changes to Staffing Handbook for 2022-23 from Executive Cabinet	25-Oct	Executive Cabinet
	▶ Changes to school site, department and program budgets from Executive Cabinet	25-Oct	Executive Cabinet
	▶ Budget to start on estimated budgets	26-Oct	Budget
November	▶ Provide teacher and school site staffing projections to HR	12-Nov	Kate
	▶ Calculate LCFF along with Supplemental/Concentration grants	12-Nov	Kate
	▶ Unrestricted staffing projections to Principals from HR (teacher staffing spreadsheet and classified allocation changes)	18-Nov	HR
	▶ School site budget (est.) allocations to Principals (along with current position control with 4% step/column increase + 6% Cert. & 5% Class cost and the costs of annual routine expenditures (i.e., copiers))	19-Nov	Budget
December	▶ DELAC review projected Title III allocations	December	Jisel/Heather
	▶ Budget Advisory Committee (22-23 MYP; with 21-22 First Interim)	9-Dec	Kate
	▶ Staffing Meetings for 2022-23 Elementary & Various Depts.	1-10 Dec	HR/IS/Budget/ Principals
January	▶ Budget populate Title I (est.) allocations into the school sites 2022-23 SPSA	January	Budget
	▶ LCAP Annual Review - Various Stakeholders	January	Travis
	▶ Staffing Meetings for 2022-23; Secondary & Various Departments	19-28 Jan	HR/IS/Budget/ Principals
	▶ Budget Advisory Committee (Governor's 22-23 proposal)	27-Jan	Kate
Feb.	▶ Layoff Analysis complete	4-Feb	HR
March	▶ March 15 th Notices	15-Feb or 8-Mar	HR
	▶ Budget Analysts receive PAPCs from the December & January HR/Budget/Site staffing meetings	1-Mar	HR
	▶ Budget Advisory Committee (22-23 MYP; with 21-22 Second Interim)	3-Mar	Kate
	▶ HR provide to Budget list of positions and PC#'s that will end due to layoffs/lack of funds presented at March Board meeting	4-Mar	HR
	▶ Budget roll position control into 2022-23	11-Mar	Jillmee/Jennifer
	▶ HR review report from Budget of positions that did NOT load into 2022-23 and communicate issues to Budget	15-Mar	HR
	▶ SPSA final draft reviewed by SSC and ELAC (Title I budget should be entered into the 22-23 School site budget spreadsheet due April 15th)	mid March	Principals
	▶ Instructional Services program budget meetings with Budget	16-25 Mar	Instructional Services/Heather
	▶ HR to provide Budget the 2022-23 teacher staffing spreadsheet for each school site	18-Mar	HR
	▶ LCAP Focus Team - review LCAP input from all stakeholder sources	mid March	Travis
	▶ Budget send out 2022-23 department budget spreadsheets (with <i>no</i> position control); due back April 1st	25-Mar	Budget

2022-23 Budget Development Calendar

	2022-23 Comprehensive Plan Development	Due Date	Responsible
April	▶ 2022-23 department budget spreadsheets (with <i>no</i> position control) returned to Budget	1-Apr	Departments
	▶ Budget reconcile school site teacher staffing spreadsheets to summary teacher staffing projections	4-Apr	Jennifer/Kate/ Heather/HR
	▶ Budget roll 2022-23 position control into Adopted Budget	7-Apr	Jillmee/Jennifer
	▶ SPSAs approved by Executive Directors of School Leadership, Special Projects & Budget	8-Apr	Cyndi, Yvette & Brett/Travis/Heather
	▶ Budget send out 2022-23 School site budget spreadsheets (populate position control April 7th); due back April 15th	8-Apr	Budget Techs
	▶ LCAP budget done (incorporate into 22-23 Budget)	8-Apr	Instructional Services/Budget
	▶ Spring Break	11-18 April	-
	▶ Budget send out 2022-23 remaining categorical budget spreadsheets (<i>with</i> position control); due back April 22nd	15-Apr	Budget
	▶ 2022-23 School site budget spreadsheets returned to Budget (includes Title I from SPSA final draft reviewed by SSC and ELAC)	15-Apr	Principals
	▶ 2022-23 categorical budget spreadsheets (<i>with</i> position control) returned to Budget	22-Apr	Departments
	▶ Budget review and reconcile SPSA budgets	April	Heather
	▶ Lay-off Hearings	April	HR
	May	▶ Final Layoff Notices	2-May
▶ Facilities Funds due to Budget		2-May	Victoria
▶ Adult Ed., Child Dev. & Cafeteria Funds due to Budget		6-May	Vasseliki & Nataliya
▶ All budgets entered and balanced		13-May	Budget
▶ 2021-22 Estimated Actuals and SACS TRCs cleared		27-May	Heather
▶ SPSAs approved by SSC		27-May	Principals
June	▶ SACS 2022-23 Budget and Exec Summary complete for Board agenda	7-Jun	Kate
	▶ 2022-23 Budget available for public viewing	8-Jun	Kate
	▶ LCAP and Budget public hearing at Board meeting	14-Jun	Instructional Services/Budget
	▶ SPSAs Board approved	14-Jun	Instructional Services/Budget
	▶ LCAP and Budget Adoption by the Board	21-Jun	Instructional Services/Budget
July/Aug	▶ 45 day 2022-23 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	▶ 2022-23 Final Budget Revision to the Board	Aug./Sept.	Budget

Appendix B

Description	Object Codes	Projected Year Totals (Form 011) (A)	% Change (Cols. C-A/A) (B)	2022-23 Projection (C)	% Change (Cols. E-C/C) (D)	2023-24 Projection (E)
(Enter projections for subsequent years 1 and 2 in Columns C and E; current year - Column A - is extracted)						
A. REVENUES AND OTHER FINANCING SOURCES						
1. LCFF/Revenue Limit Sources	8010-8099	308,628,028.00	-1.60%	303,677,608.00	2.50%	311,260,331.00
2. Federal Revenues	8100-8299	212,366,486.00	-86.94%	27,736,720.00	0.00%	27,736,720.00
3. Other State Revenues	8300-8599	74,690,969.00	-21.37%	58,729,081.00	0.00%	58,729,081.00
4. Other Local Revenues	8600-8799	7,069,419.00	-37.68%	4,405,487.00	0.00%	4,405,487.00
5. Other Financing Sources						
a. Transfers In	8900-8929	355,000.00	0.00%	355,000.00	0.00%	355,000.00
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)		603,109,902.00	-34.52%	394,903,896.00	1.92%	402,486,619.00
B. EXPENDITURES AND OTHER FINANCING USES						
1. Certificated Salaries						
a. Base Salaries				162,880,269.00		155,048,593.00
b. Step & Column Adjustment				2,168,324.00		2,058,680.00
c. Cost-of-Living Adjustment				0.00		0.00
d. Other Adjustments				(10,000,000.00)		0.00
e. Total Certificated Salaries (Sum lines B1a thru B1d)	1000-1999	162,880,269.00	-4.81%	155,048,593.00	1.33%	157,107,273.00
2. Classified Salaries						
a. Base Salaries				57,303,240.00		55,308,911.00
b. Step & Column Adjustment				1,249,671.00		1,205,796.00
c. Cost-of-Living Adjustment				756,000.00		0.00
d. Other Adjustments				(4,000,000.00)		0.00
e. Total Classified Salaries (Sum lines B2a thru B2d)	2000-2999	57,303,240.00	-3.48%	55,308,911.00	2.18%	56,514,707.00
3. Employee Benefits	3000-3999	90,774,264.00	2.61%	93,144,263.00	1.51%	94,550,668.00
4. Books and Supplies	4000-4999	54,516,145.00	-74.29%	14,016,145.00	-2.14%	13,716,145.00
5. Services and Other Operating Expenditures	5000-5999	171,944,719.00	-73.90%	44,870,894.00	-0.29%	44,740,596.00
6. Capital Outlay	6000-6999	51,305,173.00	-97.54%	1,260,078.00	0.00%	1,260,078.00
7. Other Outgo (excluding Transfers of Indirect Costs)	7100-7299, 7400-7499	7,171,539.00	0.00%	7,171,539.00	0.00%	7,171,539.00
8. Other Outgo - Transfers of Indirect Costs	7300-7399	(1,311,334.00)	0.00%	(1,311,334.00)	0.00%	(1,311,334.00)
9. Other Financing Uses						
a. Transfers Out	7600-7629	25,000,000.00	0.00%	25,000,000.00	0.00%	25,000,000.00
b. Other Uses	7630-7699	0.00	0.00%	0.00	0.00%	0.00
10. Other Adjustments				182,145.00		(164,338.00)
11. Total (Sum lines B1 thru B10)		619,584,015.00	-36.30%	394,691,234.00	0.99%	398,585,334.00
C. NET INCREASE (DECREASE) IN FUND BALANCE (Line A6 minus line B11)						
		(16,474,113.00)		212,662.00		3,901,285.00
D. FUND BALANCE						
1. Net Beginning Fund Balance (Form 011, line F1e)		67,409,159.05		50,935,046.05		51,147,708.05
2. Ending Fund Balance (Sum lines C and D1)		50,935,046.05		51,147,708.05		55,048,993.05
3. Components of Ending Fund Balance (Form 011)						
a. Nonspendable	9710-9719	1,896,784.25		1,896,784.25		1,896,784.25
b. Restricted	9740	2.25		0.87		0.87
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	8,683,428.00		8,683,428.00		8,683,428.00
e. Unassigned/Unappropriated						
1. Reserve for Economic Uncertainties	9789	40,354,831.93		39,469,123.00		39,858,533.00
2. Unassigned/Unappropriated	9790	(0.38)		1,098,371.93		4,610,246.93
f. Total Components of Ending Fund Balance (Line D3f must agree with line D2)		50,935,046.05		51,147,708.05		55,048,993.05

Description	Object Codes	Projected Year Totals (Form 011) (A)	% Change (Cols. C-A/A) (B)	2022-23 Projection (C)	% Change (Cols. E-C/C) (D)	2023-24 Projection (E)
E. AVAILABLE RESERVES (Unrestricted except as noted)						
1. General Fund						
a. Stabilization Arrangements	9750	0.00		0.00		0.00
b. Reserve for Economic Uncertainties	9789	40,354,831.93		39,469,123.00		39,858,533.00
c. Unassigned/Unappropriated	9790	0.00		1,098,371.93		4,610,246.93
d. Negative Restricted Ending Balances (Negative resources 2000-9999)	979Z	(0.38)		0.00		0.00
2. Special Reserve Fund - Noncapital Outlay (Fund 17)						
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
3. Total Available Reserves - by Amount (Sum lines E1 thru E2c)		40,354,831.55		40,567,494.93		44,468,779.93
4. Total Available Reserves - by Percent (Line E3 divided by Line F3c)		6.51%		10.28%		11.16%
F. RECOMMENDED RESERVES						
1. Special Education Pass-through Exclusions						
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?	No					
b. If you are the SELPA AU and are excluding special education pass-through funds:						
1. Enter the name(s) of the SELPA(s):						
2. Special education pass-through funds						
(Column A: Fund 10, resources 3300-3499, 6500-6540 and 6546, objects 7211-7213 and 7221-7223; enter projections for subsequent years 1 and 2 in Columns C and E)						
		0.00		0.00		0.00
2. District ADA						
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)						
		22,386.00		22,291.00		22,291.00
3. Calculating the Reserves						
a. Expenditures and Other Financing Uses (Line B11)		619,584,015.00		394,691,234.00		398,585,334.00
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)		619,584,015.00		394,691,234.00		398,585,334.00
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)		18,587,520.45		11,840,737.02		11,957,560.02
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)		18,587,520.45		11,840,737.02		11,957,560.02
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)	2022-23 Projection (C)	% Change (Cols. E-C/C) (D)	2023-24 Projection (E)
(Enter projections for subsequent years 1 and 2 in Columns C and E; current year - Column A - is extracted)						
A. REVENUES AND OTHER FINANCING SOURCES						
1. LCFF/Revenue Limit Sources	8010-8099	307,128,028.00	-1.61%	302,177,608.00	2.51%	309,760,331.00
2. Federal Revenues	8100-8299	0.00	0.00%	0.00	0.00%	0.00
3. Other State Revenues	8300-8599	4,558,644.00	0.00%	4,558,644.00	0.00%	4,558,644.00
4. Other Local Revenues	8600-8799	4,383,977.00	0.00%	4,383,977.00	0.00%	4,383,977.00
5. Other Financing Sources						
a. Transfers In	8900-8929	355,000.00	0.00%	355,000.00	0.00%	355,000.00
b. Other Sources	8930-8979	0.00	0.00%	0.00	0.00%	0.00
c. Contributions	8980-8999	(42,959,967.00)	1.51%	(43,607,967.00)	1.49%	(44,255,967.00)
6. Total (Sum lines A1 thru A5c)		273,465,682.00	-2.05%	267,867,262.00	2.59%	274,801,985.00
B. EXPENDITURES AND OTHER FINANCING USES						
1. Certificated Salaries						
a. Base Salaries				110,778,718.00		112,917,620.00
b. Step & Column Adjustment				1,438,902.00		1,468,847.00
c. Cost-of-Living Adjustment						
d. Other Adjustments				700,000.00		
e. Total Certificated Salaries (Sum lines B1a thru B1d)	1000-1999	110,778,718.00	1.93%	112,917,620.00	1.30%	114,386,467.00
2. Classified Salaries						
a. Base Salaries				34,894,470.00		36,407,148.00
b. Step & Column Adjustment				756,678.00		789,957.00
c. Cost-of-Living Adjustment				756,000.00		
d. Other Adjustments						
e. Total Classified Salaries (Sum lines B2a thru B2d)	2000-2999	34,894,470.00	4.34%	36,407,148.00	2.17%	37,197,105.00
3. Employee Benefits	3000-3999	51,773,706.00	8.75%	56,305,397.00	1.77%	57,301,177.00
4. Books and Supplies	4000-4999	14,437,893.00	-38.09%	8,937,893.00	0.00%	8,937,893.00
5. Services and Other Operating Expenditures	5000-5999	33,814,991.00	-6.39%	31,652,991.00	1.07%	31,990,991.00
6. Capital Outlay	6000-6999	1,260,078.00	0.00%	1,260,078.00	0.00%	1,260,078.00
7. Other Outgo (excluding Transfers of Indirect Costs)	7100-7299, 7400-7499	2,111,014.00	0.00%	2,111,014.00	0.00%	2,111,014.00
8. Other Outgo - Transfers of Indirect Costs	7300-7399	(8,119,687.00)	-12.32%	(7,119,687.00)	0.00%	(7,119,687.00)
9. Other Financing Uses						
a. Transfers Out	7600-7629	25,000,000.00	0.00%	25,000,000.00	0.00%	25,000,000.00
b. Other Uses	7630-7699	0.00	0.00%	0.00	0.00%	0.00
10. Other Adjustments (Explain in Section F below)				182,145.00		(164,338.00)
11. Total (Sum lines B1 thru B10)		265,951,183.00	0.64%	267,654,599.00	1.21%	270,900,700.00
C. NET INCREASE (DECREASE) IN FUND BALANCE						
(Line A6 minus line B11)						
		7,514,499.00		212,663.00		3,901,285.00
D. FUND BALANCE						
1. Net Beginning Fund Balance (Form 011, line F1e)		43,420,545.18		50,935,044.18		51,147,707.18
2. Ending Fund Balance (Sum lines C and D1)		50,935,044.18		51,147,707.18		55,048,992.18
3. Components of Ending Fund Balance (Form 011)						
a. Nonspendable	9710-9719	1,896,784.25		1,896,784.25		1,896,784.25
b. Restricted	9740					
c. Committed						
1. Stabilization Arrangements	9750	0.00				
2. Other Commitments	9760	0.00				
d. Assigned	9780	8,683,428.00		8,683,428.00		8,683,428.00
e. Unassigned/Unappropriated						
1. Reserve for Economic Uncertainties	9789	40,354,831.93		39,469,123.00		39,858,533.00
2. Unassigned/Unappropriated	9790	0.00		1,098,371.93		4,610,246.93
f. Total Components of Ending Fund Balance (Line D3f must agree with line D2)		50,935,044.18		51,147,707.18		55,048,992.18

Description Object Codes	Projected Year Totals (Form 011) (A)	% Change (Cols. C-A/A) (B)	2022-23 Projection (C)	% Change (Cols. E-C/C) (D)	2023-24 Projection (E)
E. AVAILABLE RESERVES					
1. General Fund					
a. Stabilization Arrangements 9750	0.00		0.00		0.00
b. Reserve for Economic Uncertainties 9789	40,354,831.93		39,469,123.00		39,858,533.00
c. Unassigned/Unappropriated 9790	0.00		1,098,371.93		4,610,246.93
(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)	40,354,831.93		40,567,494.93		44,468,779.93
F. ASSUMPTIONS					
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)	2022-23 Projection (C)	% Change (Cols. E-C/C) (D)	2023-24 Projection (E)
(Enter projections for subsequent years 1 and 2 in Columns C and E; current year - Column A - is extracted)						
A. REVENUES AND OTHER FINANCING SOURCES						
1. LCFF/Revenue Limit Sources	8010-8099	1,500,000.00	0.00%	1,500,000.00	0.00%	1,500,000.00
2. Federal Revenues	8100-8299	212,366,486.00	-86.94%	27,736,720.00	0.00%	27,736,720.00
3. Other State Revenues	8300-8599	70,132,325.00	-22.76%	54,170,437.00	0.00%	54,170,437.00
4. Other Local Revenues	8600-8799	2,685,442.00	-99.20%	21,510.00	0.00%	21,510.00
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	42,959,967.00	1.51%	43,607,967.00	1.49%	44,255,967.00
6. Total (Sum lines A1 thru A5c)		329,644,220.00	-61.46%	127,036,634.00	0.51%	127,684,634.00
B. EXPENDITURES AND OTHER FINANCING USES						
1. Certificated Salaries						
a. Base Salaries				52,101,551.00		42,130,973.00
b. Step & Column Adjustment				729,422.00		589,833.00
c. Cost-of-Living Adjustment						
d. Other Adjustments				(10,700,000.00)		
e. Total Certificated Salaries (Sum lines B1a thru B1d)	1000-1999	52,101,551.00	-19.14%	42,130,973.00	1.40%	42,720,806.00
2. Classified Salaries						
a. Base Salaries				22,408,770.00		18,901,763.00
b. Step & Column Adjustment				492,993.00		415,839.00
c. Cost-of-Living Adjustment						
d. Other Adjustments				(4,000,000.00)		
e. Total Classified Salaries (Sum lines B2a thru B2d)	2000-2999	22,408,770.00	-15.65%	18,901,763.00	2.20%	19,317,602.00
3. Employee Benefits	3000-3999	39,000,558.00	-5.54%	36,838,866.00	1.11%	37,249,491.00
4. Books and Supplies	4000-4999	40,078,252.00	-87.33%	5,078,252.00	-5.91%	4,778,252.00
5. Services and Other Operating Expenditures	5000-5999	138,129,728.00	-90.43%	13,217,903.00	-3.54%	12,749,605.00
6. Capital Outlay	6000-6999	50,045,095.00	-100.00%	0.00	0.00%	0.00
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	6,808,353.00	-14.69%	5,808,353.00	0.00%	5,808,353.00
9. Other Financing Uses						
a. Transfers Out	7600-7629	0.00	0.00%	0.00	0.00%	
b. Other Uses	7630-7699	0.00	0.00%	0.00	0.00%	
10. Other Adjustments (Explain in Section F below)						
11. Total (Sum lines B1 thru B10)		353,632,832.00	-64.08%	127,036,635.00	0.51%	127,684,634.00
C. NET INCREASE (DECREASE) IN FUND BALANCE						
(Line A6 minus line B11)						
		(23,988,612.00)		(1.00)		0.00
D. FUND BALANCE						
1. Net Beginning Fund Balance (Form 011, line F1e)		23,988,613.87		1.87		0.87
2. Ending Fund Balance (Sum lines C and D1)		1.87		0.87		0.87
3. Components of Ending Fund Balance (Form 011)						
a. Nonspendable	9710-9719	0.00				
b. Restricted	9740	2.25		0.87		0.87
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	(0.38)		0.00		0.00
f. Total Components of Ending Fund Balance		1.87		0.87		0.87
(Line D3f must agree with line D2)						

Description	Object Codes	Projected Year Totals (Form 011) (A)	% Change (Cols. C-A/A) (B)	2022-23 Projection (C)	% Change (Cols. E-C/C) (D)	2023-24 Projection (E)
E. AVAILABLE RESERVES						
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)						
F. ASSUMPTIONS						
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.						