



SACRAMENTO CITY UNIFIED SCHOOL DISTRICT BOARD OF EDUCATION

Agenda Item# 10.1

Meeting Date: May 21, 2020

Subject: Approve 2019-20 Third Interim Financial Report and FCMAT Update

- Information Item Only
- Approval on Consent Agenda
- Conference (for discussion only)
- Conference/First Reading (Action Anticipated: _____)
- Conference/Action
- Action
- Public Hearing

Division: Business Services

Recommendation: Approve the 2019-20 Third Interim Financial Report.

Background/Rationale: Education Code Section 42130 requires school districts to prepare Interim Financial Reports each year. The intent of these reports is to provide an “early warning” system to indicate whether a district can meet its current or future year financial obligations. This is the third of three interim financial reports presented to the Board of Education for the 2019-20 year. The report provides actual financial information as of April 30, 2020, projections for the remaining 2019-20 fiscal year and multi-year projections for 2020-21 and 2021-22 fiscal years.

Financial Considerations: The District is working closely with the Sacramento County Fiscal Advisor to address the disapproval of the 2019-20 adopted budget and the negative certification of the 2019-20 Second Interim Financial Report. A negative certification indicates that the District certifies that it will not meet its financial obligations for the current fiscal year or two subsequent years.

The 2019-20 Third Interim Financial Report projects that the district is deficit spending and will not meet its financial obligations in all three fiscal years.

LCAP Goal(s): Family and Community Empowerment; College, Career and Life Ready Graduates; Operational Excellence

Documents Attached:

1. Executive Summary
2. FCMAT Fiscal Health Risk Analysis Update

3. 2019-20 Third Interim Financial Report

Estimated Time: 10 Minutes
Submitted by: Rose Ramos, Chief Business Officer
Approved by: Jorge A. Aguilar, Superintendent

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I. Overview/History of Department or Program:

Interim budget reports provide a picture of a district's financial condition during the fiscal year. The Governing Board of a school district certifies the district's financial condition to the county office of education through these reports. The Third Interim Report is from July 1st through April 30th, and projects financial activity through June 30th. In addition, the Third Interim Report contains summarized and detailed budget information, multi-year projections, and estimated cash flow reports. The State budget and budget guidelines as provided by the county office of education, School Services of California, and other professional organizations provide the guidance for districts to develop and modify their budgets.

This is the third of the interim financial reports presented to the Governing Board for the 2019-20 fiscal year.

The District's 2019-20 revised adopted budget was disapproved by Sacramento County Office of Education (SCOE) due to the District's projected negative ending fund balance in 2021-22. The Governing Board approved a waiver regarding the formation of the Budget Review Committee, and the waiver was approved by California Department of Education. The District has been working with the Fiscal Advisor assigned by SCOE. The 2018-19 Revised Adopted Budget was also disapproved by the Sacramento County Office of Education (SCOE) due to the multi-year projected negative ending fund balances.

The 2018-19 disapproved budget qualified the District to receive additional financial support from the Fiscal Crisis and Management Assistance Team (FCMAT). At no cost to the District, FCMAT conducted a Fiscal Health Risk Analysis Study of the District in October 2018. FCMAT presented the findings to the Governing Board at the December 13, 2018 Board Meeting. A matrix titled FCMAT Fiscal Health Risk Analysis was created to track the District's progress to correct the findings. The District and the SCOE assigned Fiscal Advisor have worked together to implement FCMAT's recommendations.

The District provides regular updates on the progress made to address the FCMAT findings with each interim financial report. Following is a summary of the findings attempted, completed and remaining as of May 8, 2020.

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FCMAT Updates Presented	Number Identified FCMAT Findings	FCMAT Findings Updated this period	FCMAT Findings Completed this period	FCMAT Findings Completed	FCMAT Findings Remaining
February 28, 2019	60	28	0	0	60
April 11, 2019	60	18	18	18	42
June 13, 2019	60	23	1	19	41
July 23, 2019	60	10	0	19	41
November 20, 2019	60	31	7	26	34
December 19, 2019	60	0	0	26	34
March 19, 2020	60	26	1	27	33
May 8, 2020	60	36	*1	27	33

*one item was moved to "completed" status while another item was moved from "complete" to "in progress".

A report of the updated findings is included in the 3rd Interim documents and can also be found on the District's financial webpage at <https://www.scusd.edu/fcmat>.

II. Driving Governance:

- Education Code Section 42130 requires school districts to prepare interim financial reports each fiscal year. The requirement includes filing two interim financial reports. The First Interim Report, as of October 31st, requires Board approval by December 15th. The Second Interim Report, as of January 31st, requires Board approval by March 15th. If the District is in qualified or negative status, a Third Interim is required as of April 30, and requires Board approval by June 1st. All reports required shall be in a format or on forms prescribed by the Superintendent of Public Instruction.
- Education Code section 42131 requires the Board of Education to certify, in writing, whether the district is able to meet its financial obligations for the remainder of the fiscal year and, based on current projections, for the subsequent two fiscal years. Certifications shall be based on the Board's assessment of the district budget. The certifications provided with the first and second interim reports are classified as positive, qualified, or negative. A "positive" certification indicates that the district will meet its financial obligations for the current fiscal year as well as the two subsequent fiscal years. A "qualified" certification means that the district may not meet its financial obligations for the current fiscal year or two subsequent fiscal years. A "negative" certification means that the district is unable to meet its financial obligations for the

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remainder of the current fiscal year or the future fiscal year. This education code section also outlines the role of the County Office of Education.

III. Goals, Objectives and Measures:

Follow the timeline and take action on all necessary budget adjustments. It will be important to reduce the reliance on one-time funds used to balance the budget.

IV. Major Initiatives:

Use the Third Interim Financial Report information to guide budget development for FY 2020-21 and 2021-22.

Continue to work with the Fiscal Advisor and staff to implement FCMAT's recommendations.

V. Results:

Budget development for FY 2020-21 will follow the calendar and timeline approved by the Board. Required Board actions will take place in a timely manner to ensure a balanced Adopted Budget is in place on or before July 1, 2020.

VI. Lessons Learned/Next Steps:

Follow the approved calendar with adjustments made as necessary.

Continue to monitor the state budget and its impact on the district finances.

Continue to monitor the District and state fiscal health.

Continue to engage stakeholders in the budget development process through community budget meetings.

Meet and communicate with bargaining unit partners.

Ensure compliance with all LCFF and LCAP requirements.

Sacramento County Letter Regarding the 2019-20 Second Interim Period Report:

On April 15, 2020 the Sacramento County Office of Education (SCOE) issued a letter to the District in response to the District's submission of the 2019-20 Second Period Interim Report. SCOE's letter recognized that based on the District's multi-year projections and assumptions, the District will meet the 2% required reserve for the fiscal years 2019-20 and 2020-21 but will not meet the required reserve in 2021-22. Therefore, SCOE agreed with the District's negative certification. SCOE also acknowledged that the District's 2019-20 Second Interim Fiscal Recovery Plan included more than \$30 million in potential reductions to resolve the District's

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fiscal crisis. However, these potential budget solutions were not included in the budget because they are subject to negotiations.

SCOE also requested the following:

- Compliance with Government Code Section 3547.5 and the California Code of Regulations Title V section 15449 prior to any action on a proposed collective bargaining agreement and submission of the public disclosure of the collective bargaining agreement to SCOE for review at least ten (10) working days prior to the date the governing board will take action
- Notify SCOE and the fiscal advisor and provide for review any changes to the budget
- Continue to monitor enrollment trends and inform SCOE of budget adjustments if enrollment trends fluctuate

SCOE recognizes that the District has identified and implemented most of the non-negotiable items and therefore, recommended that the District and labor partners work together to agree to a solution.

Student Centered Fiscal Recovery Plan

We believe that students should be at the center of all budget decisions and that we must work collaboratively to protect funding for core academic programs and services. The District is committed to identifying areas where savings may be achieved in a manner that is fair and equitable without substantial disruptions to our educational programs. The District will continue to evaluate its programs and staffing levels, and other supply and services expenditures in order to determine whether additional non-negotiable savings may be achieved.

As we continue this work, we are guided by our core values and reminded that these values are not limited to our students, but should be applied when making decisions related to our employees.

Prior to the COVID-19 pandemic, the District was in need of a \$27 million on-going solution that could not be resolved without negotiated solutions. However, the district's projected budget deficit has been exacerbated due to the impact the COVID-19 pandemic has had on the State's economy which will result in funding reductions for K12 districts.

The state is projecting a budget deficit of \$54 billion with a revenue decline of \$41.2 billion. Under the Prop. 98 calculation this translates into a lower required funding level of \$18.2 billion for K-12 districts. The reduction in State funding will only worsen the District's fiscal crisis. The specific funding reductions are unknown and therefore FCMAT has recommended that districts

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prepare three LCFF COLA scenarios: 0%, -5% and -10% in order to understand the potential impact. The following tables show the projected change in LCFF revenue from second interim under these three scenarios.

**Sacramento City Unified School District
Multi-Year Projections Assumes Three LCFF COLA Scenarios: 0%, -5% and -10%**

LCFF Revenue Changes from 2019-20 2nd Interim	2020-2021	2021-2022
0% COLA both years	(8,500,000)	(20,300,000)
-5% COLA in 20-21 & 0% in 21-22	(29,400,000)	(40,300,000)
-10% COLA in 20-21 & 0% in 21-22	(49,600,000)	(60,300,000)

2019-20 3rd Interim Multi-Year Projections Assuming 0% COLA

	2020-21 Combined	2021-22 Combined
Total Revenue	566,425,688	530,894,668
Total Expenditures	603,511,187	592,283,822
Deficit/Surplus	(37,085,499)	(61,389,154)
Ending Balance	26,893,345	(34,899,081)

2019-20 3rd Interim Multi-Year Projections Assuming -5% COLA

	2020-21 Combined	2021-22 Combined
Total Revenue	546,244,668	510,868,616
Total Expenditures	603,511,187	592,283,822
Deficit/Surplus	(57,266,519)	(81,415,206)
Ending Balance	6,712,325	(75,106,153)

2019-20 3rd Interim Multi-Year Projections Assuming -10% COLA

	2020-21 Combined	2021-22 Combined
Total Revenue	526,055,643	490,834,576
Total Expenditures	603,511,187	592,283,822
Deficit/Surplus	(77,455,544)	(101,449,246)
Ending Balance	(13,476,700)	(115,329,218)

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The District has implemented over \$30 million in budget reductions and will need negotiated solutions. The District is seeking to return to District healthcare benefit contributions that are in parity to comparable school districts while maintaining high quality benefit plans for employees.

Third Interim 2019-20 Budget:

School district budgets are not static, but instead are constantly being revised to respond to decisions at the State and Federal levels, as well as to the expenditure needs of the district. District staff closely monitor enrollment, average daily attendance, State and Federal revenue and other areas that could impact the budget in the current or outlying years.

Although information regarding next year and future years' funding remains uncertain, it is expected that districts will plan for various funding scenarios. The District's 2019-20 3rd Interim financial report is budgeted assuming a 0% COLA in 2020-21 and 2021-22. The two additional COLA scenarios of -5% and -10% are also provided.

The Third Interim Financial Report includes assumptions and projections made with the best information available for the reporting period, and the documents attached are primarily State-required reports but also included District documents that provide additional related financial details. Key information includes the budget assumptions, multi-year projections, and cash flow reports.

Following is a comparison of the 2019-20 Second Interim Report to the Third Interim Report and an explanation of the changes.

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	Second Interim 2019-20			Third Interim 2019-20			Change in 2019-20 Since Second Interim			*Notes
	Unrestricted	Restricted	Combined	Unrestricted	Restricted	Combined	Unrestricted	Restricted	Combined	
Revenue										
General Purpose	411,337,323	0	411,337,323	411,121,607	0	411,121,607	(215,716)	0	(215,716)	1
Federal Revenue	155,908	62,945,237	63,101,145	155,908	66,562,043	66,717,951	0	3,616,806	3,616,806	2
State Revenue	12,021,398	62,292,745	74,314,143	12,021,398	63,050,864	75,072,262	0	758,119	758,119	3
Local Revenue	7,486,411	3,015,083	10,501,493	7,577,476	3,228,219	10,805,695	91,065	213,137	304,202	4
Total Revenue	431,001,040	128,253,065	559,254,104	430,876,389	132,841,126	563,717,515	(124,651)	4,588,061	4,463,410	
Expenditures										
Certificated Salaries	162,924,449	58,435,839	221,360,288	160,348,580	59,138,112	219,486,692	(2,575,870)	702,274	(1,873,596)	5
Classified Salaries	42,001,991	22,155,349	64,157,340	40,686,588	22,454,439	63,141,028	(1,315,403)	299,090	(1,016,312)	5
Benefits	109,145,503	64,532,213	173,677,716	109,150,924	65,806,245	174,957,169	5,421	1,274,032	1,279,453	6
Books and Supplies	5,853,121	20,426,064	26,279,185	6,433,087	16,078,108	22,511,195	579,966	(4,347,956)	(3,767,990)	7
Other Services & Oper. Expen	22,858,595	55,096,428	77,955,023	24,699,986	55,511,351	80,211,336	1,841,390	414,923	2,256,313	8
Capital Outlay	415,831	8,542,820	8,958,651	448,316	9,046,777	9,495,093	32,485	503,957	536,442	9
Other Outgo 7xxx	631,292	0	631,292	917,738	0	917,738	286,446	0	286,446	
Transfer of Indirect 73xx	(8,545,147)	7,125,993	(1,419,154)	(8,880,422)	7,421,642	(1,458,780)	(335,274)	295,648	(39,626)	10
Total Expenditures	335,285,635	236,314,706	571,600,341	333,804,797	235,456,674	569,261,471	(1,480,838)	(858,033)	(2,338,870)	
Deficit/Surplus	95,715,405	(108,061,642)	(12,346,237)	97,071,592	(102,615,548)	(5,543,956)	1,356,187	5,446,094	6,802,281	
Other Sources/(uses)	0	0	0	0	0	0	0	0	0	
Transfers in/(out)	573,850	0	573,850	(403,272)	0	(403,272)	(977,123)	0	(977,123)	
Contributions to Restricted	(98,866,131)	98,866,131	0	(93,420,037)	93,420,037	0	5,446,094	(5,446,094)	0	
Net increase (decrease) in Fund Balance	(2,576,876)	(9,195,511)	(11,772,386)	3,248,282	(9,195,511)	(5,947,228)	5,825,158	0	5,825,158	
Beginning Balance	61,133,835	9,195,511	70,329,345	61,133,835	9,195,511	70,329,345	0	0	0	
Ending Balance	58,556,959	0	58,556,959	64,382,117	(0)	64,382,117	5,825,158	0	5,825,158	
Revolving/Stores/Prepays	545,000		545,000	545,000		545,000	0	0	0	
Reserve for Econ Uncertainty (2%)	11,420,530		11,420,530	11,393,295		11,393,295	(27,235)	0	(27,235)	
Restricted Programs		0	0	0	(0)	(0)	0	(0)	(0)	
Assigned for Textbooks	6,000,000		6,000,000	5,000,000		5,000,000	(1,000,000)	0	(1,000,000)	
Unappropriated Fund Balance	40,591,429	0	40,591,429	47,443,822	0	47,443,822	6,852,393	0	6,852,393	
<i>Unappropriated Percent</i>			7.1%			8.3%				

*Notes: Explanation of Changes from 2nd Interim to 3rd Interim:

1. \$215k decrease in LCFF funding due to decrease in Non-Public Schools (NPS) and Community Day Schools (CDS) ADA
2. Increase in Federal funding due to third interim reflecting revised budget based on award allocations and not estimated actuals. \$100K difference from adopted budget
3. \$758k Increase in State funding (\$666k SB-117 COVID-19, \$45K Governors CTE Initiative- CPA, \$45k Clean Tech Renewable Energy)
4. Local revenue increased by \$304k for grants/donations received
5. Reconciled positions, vacancies and 1x personnel savings due to COVID-19

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*Notes: Explanation of Changes from 2nd Interim to 3rd Interim:

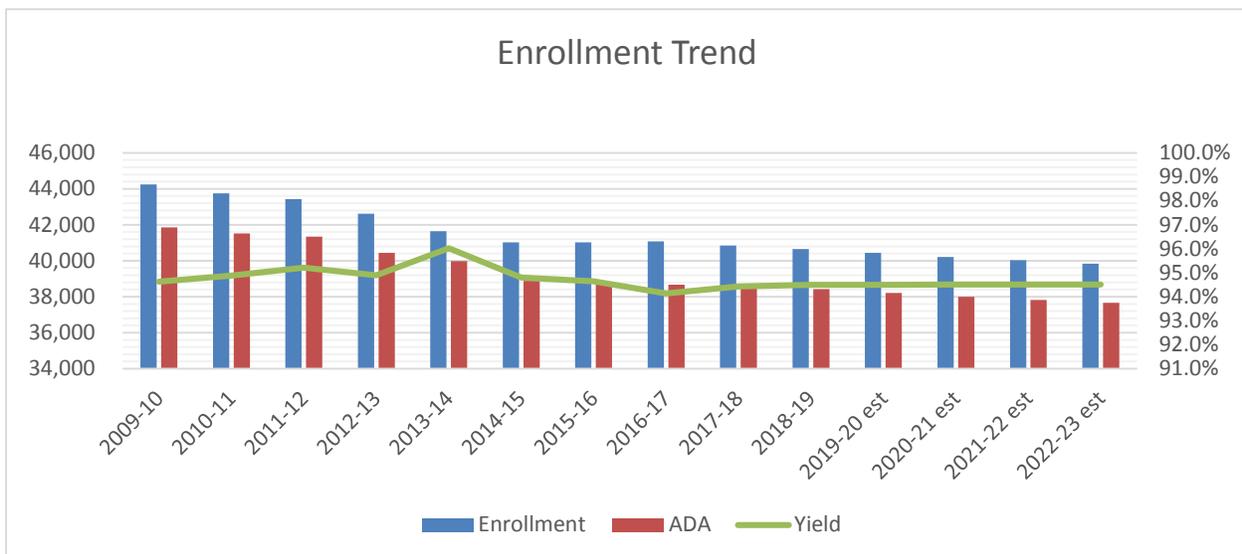
- 6. Benefits increase due to adjusting for negative balances (filled positions, changes, etc.) and third interim reflects the revised budget
- 7. \$3.7M decrease in books and supplies due to 1x savings and the 43xx account initially used as a budget placeholder for carryover and these funds have been reallocated to other accounts
- 8. \$2.2M increase in operations and service agreements (\$1.6M in service agreements, \$283k water, \$100k cellphones)
- 9. \$536k increase in capital outlay (\$137k equipment over \$5k, \$200k in building improvements, \$200k equipment replacement)
- 10. Change in indirect due to reconciling accounts and requires adjustments to indirect charges

2019-20 Sacramento City Unified School District Primary Budget Components:

Average Daily Attendance (ADA) is estimated at 38,286.36, or 38,213.84 (excluding COE ADA of 72.52).

Due to declining enrollment the funded ADA will be based on the prior year ADA of 38,470.98.

The District’s estimated unduplicated pupil percentage for supplemental and concentration funding is estimated to be 72.03%. The percentage will be revised based on actual data.



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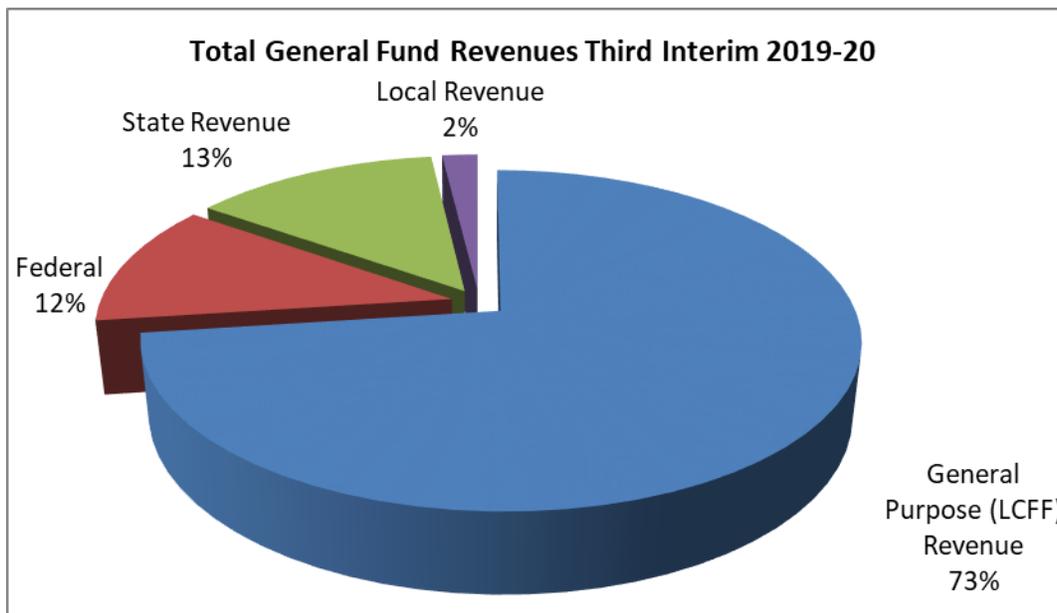
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General Fund Revenue Components:

The District receives funding for its general operations from various sources. A summary of the major funding sources is illustrated below:

DESCRIPTION	UNRESTRICTED	COMBINED AMOUNT
General Purpose (LCFF) Revenue	\$411,121,607	\$411,121,607
Federal	\$155,908	\$66,717,951
State Revenue	\$12,021,398	\$75,072,262
Local Revenue	\$7,577,476	\$10,805,695
TOTAL	\$430,876,389	\$563,717,515



Education Protection Account:

Proposition 30 provides that a portion of K-14 general purpose funds must be utilized for instructional purposes. Revenues generated from Proposition 30 are deposited into an account called the Education Protection Account (EPA). The District receives funds from the EPA based on its proportionate share of statewide general purpose funds. A corresponding reduction is made to its state aid funds.

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Illustrated below is how the District's EPA funds are appropriated for 2019-20. The amounts will be revised throughout the year based on information received from the State.

Education Protection Account (EPA)	
Fiscal Year Ending June 30, 2020	
Actual EPA Revenues:	
Estimated EPA Funds	\$ 62,387,502
Actual EPA Expenditures:	
Certificated Instructional Salaries	\$ 62,387,502
Balance	\$ -

Operating Expenditure Components:

The General Fund is used for the majority of the functions within the District. As illustrated in the following charts, salaries and benefits comprise approximately 80% of the total General Fund budget and approximately 90% of the unrestricted General Fund budget.

DESCRIPTION	UNRESTRICTED	RESTRICTED	COMBINED
Certificated Salaries	160,348,580	59,138,112	\$219,486,692
Classified Salaries	40,686,588	22,454,439	\$63,141,028
Benefits	109,150,924	65,806,245	\$174,957,169
Books and Supplies	6,433,087	16,078,108	\$22,511,195
Other Services & Oper.	24,699,986	55,511,351	\$80,211,336
Capital Outlay	448,316	9,046,777	\$9,495,093
Other Outgo/Transfer	917,738	0	\$917,738
Transfers Out	403,272	0	403,272
TOTAL	343,088,491	228,035,032	\$571,123,523

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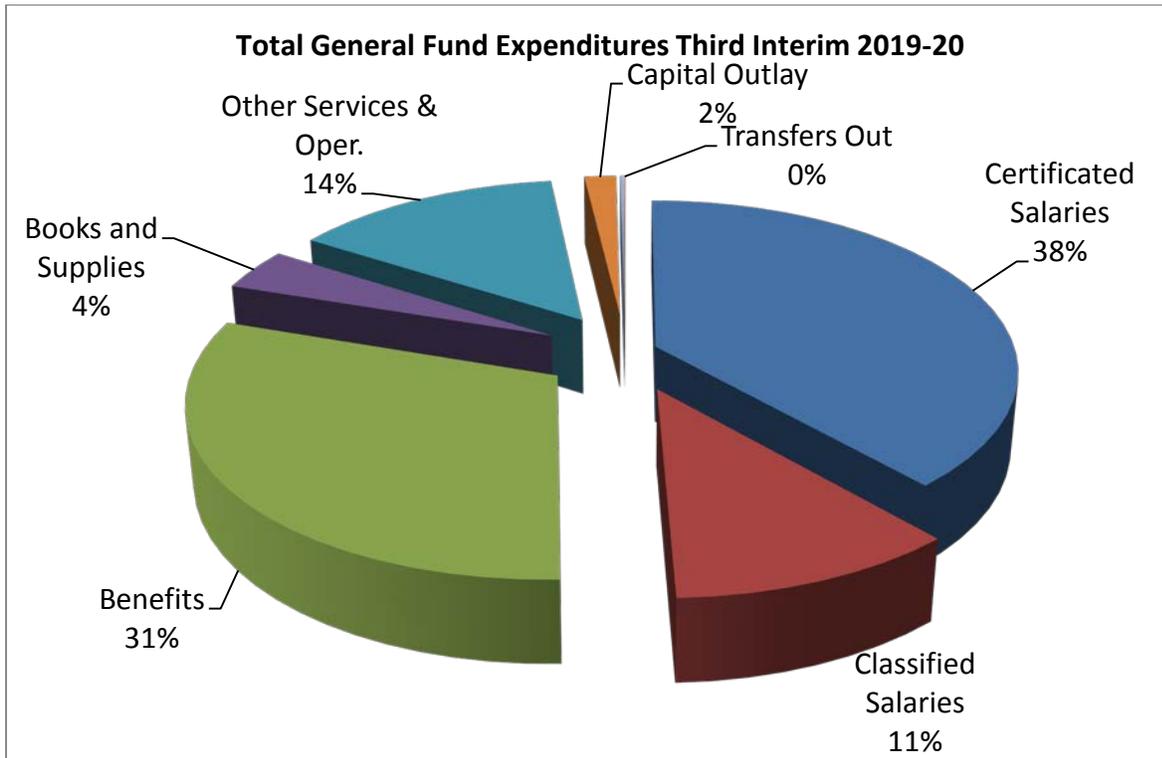
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Following is a graphical representation of total general fund expenditures by percentage:



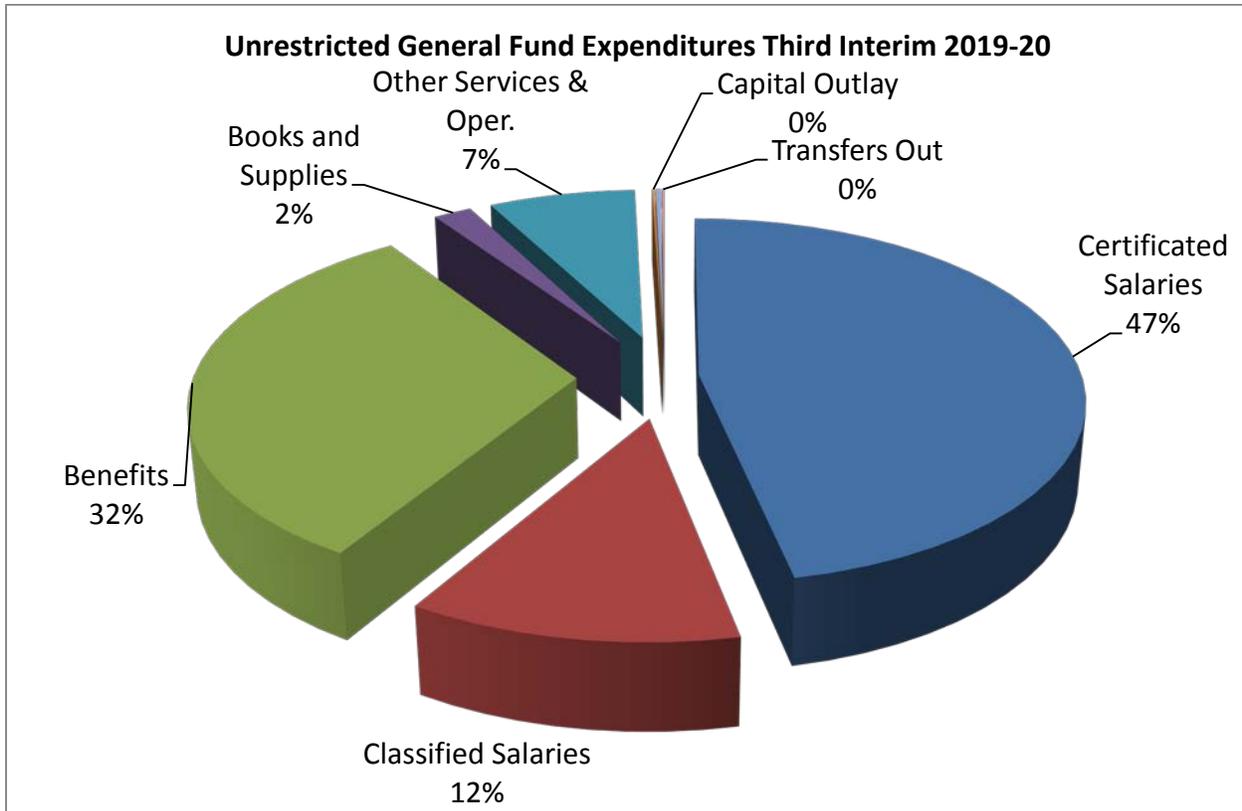
Transfers Out = .07%

Following is a graphical representation of unrestricted general fund expenditures by percentage:

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Capital Outlay = .13% Transfers Out = .12%

General Fund Contributions to Restricted Programs:

The following contributions of unrestricted resources to restricted programs are necessary to cover restricted program expenditures in excess of revenue:

Resource	2018-19 Unaudited Actuals	2019-20 Budget
Special Education	70,705,641	75,966,898
Routine Restricted Maintenance Account	12,490,468	17,453,139
ROTC	76,347	-
Donations	13,162	
<i>Special Ed: Indirect costs applied in 2019-20 & RRM increased from 2% in 2018-19 to 3% in 2019-20</i>	83,285,618	93,420,037

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Routine Restricted Maintenance Account:

Per Education Code Section 17070.75, school districts are required to deposit into the account a minimum amount equal to or greater than three percent (3%) of the total General Fund expenditures and other financing uses for that fiscal year. While school districts have taken advantage of multiple flexibility provisions over the past decade, school districts must now comply with the 3% contribution provision beginning in 2019-20 due to the interpretation of Education Code Section 17070.75(b)(2) (B-C) by the California Department of Education.

Illustrated below are the primary compliance components:

- The 3% contribution is calculated on total General Fund expenditures, including other financing uses (i.e. transfers out, debt issuances relating to the General Fund)
- The 3% contribution incorporates RRMA and CalSTRS on-behalf expenditures
- The final 3% contribution is based on year-end actual data; therefore, while it is developed based on budget, it must be trued up using actual expenditures
- The actual contribution will be audited as part of the School Facility Program Bond Audit

General Fund Summary:

The District's 2019-20 General Fund projects a total operating deficit of \$5,543,956 resulting in an estimated ending fund balance of \$64.3 million. The components of the District's fund balance are as follows: revolving cash & other nonspendables - \$545,000; restricted programs - \$0; economic uncertainty - \$11,393,295; unassigned - \$47,443,822. In accordance with SB 858 a detail description of assigned & unassigned balances is illustrated in the following page.

2019-20 Third Interim Fund Balance Component Summary

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Description	2019-20 3rd Interim		
	Unrestricted	Restricted	Combined
NONSPENDABLE			
Revolving Cash/Prepays	545,000		545,000
Other	-		-
TOTAL - NONSPENDABLE	545,000	-	545,000
RESTRICTED			
Restricted Categorical Balances		(0)	(0)
TOTAL - RESTRICTED	-	(0)	(0)
ASSIGNED	5,000,000		5,000,000
UNASSIGNED			
Economic Uncertainty (REU-2%)	11,393,295		11,393,295
Amount Above REU	47,443,822		47,443,822
TOTAL - UNASSIGNED	58,837,117	-	58,837,117
TOTAL - FUND BALANCE	64,382,117	(0)	64,382,117

The Government Financial Officers Association (GFOA) recommends a prudent reserve of 17%, representing two months' average payroll – for the District two months' average payroll is approximately \$86M. The District's reserves above the statutory reserves for economic uncertainty are projected at well below the GFOA recommendations.

Cash flow Reports:

The District prepared cash flows based on the SACS multi-year report. Based upon the analysis completed for the Interim Report and applying a **0% COLA**, the District projects having a positive cash balance through May 2021. Cash balances that are projecting negative can be managed through temporary interfund transfers until cash is received. However, as shown in the cash flow reports, the District will have major cash challenges starting in June 2021. Cash is always closely monitored in order to ensure the District is liquid to satisfy its obligations. In applying the -5% LCFF COLA the District's cash challenges are projected to accelerate to April 2021 and in applying the -10% LCFF COLAs the District's cash challenges are projected to accelerate to November 2020. The following charts shows the projected cash balances at June 30 for the 2020-21 and 2021-22 fiscal years under the three COLA scenarios.

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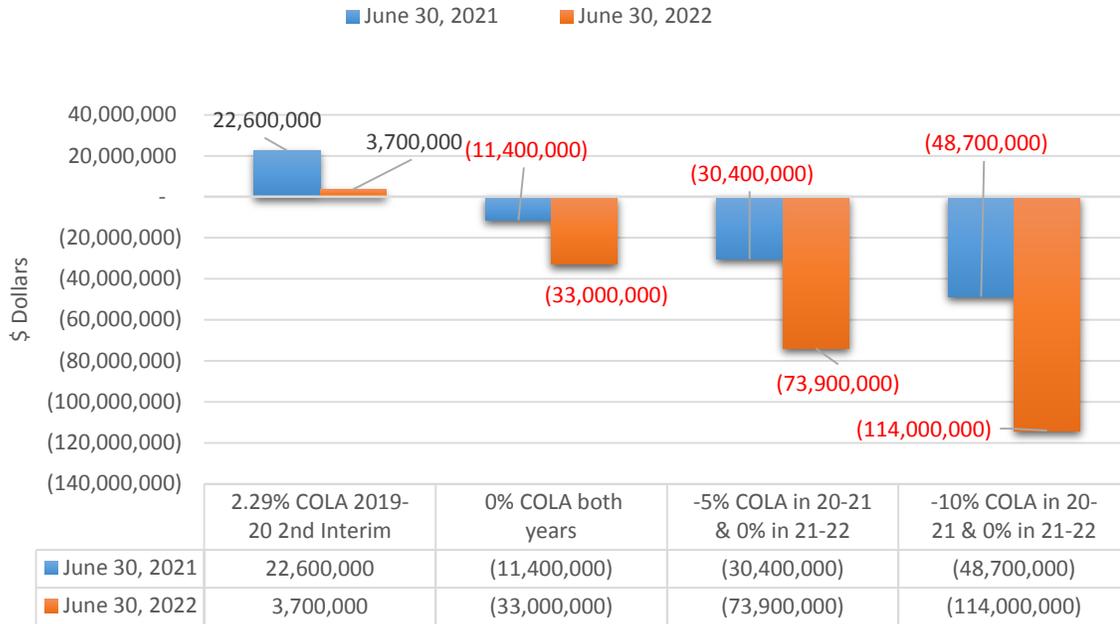
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Projected Cash Balances as of 2019-20 Third Interim



LCFF COLA Scenarios

Average Projected Cash Flow Needs 2019-20

Month(s)	Cash Needs	Notes:
July	\$8M	Lowest
August	\$18M	Lower than average
June	\$57M	Highest
Sept - June	\$49M	Average per month
3 Months	\$160M	Cumulative highest 3 months
Based on 2019-20 projected cash flow		

Multiyear Projections:

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General Planning Factors:

Illustrated below are the latest factors released by the Department of Finance (DOF) that districts are expected to utilize as planning factors:

Planning Factors	Fiscal Year			
	2018-19	2019-20	2020-21	2021-22
Description				
COLA	2.71% (3.70% LCFF Only)	3.26%	0.00%	0.00%
LCFF Gap Funding Percentage	100%/Target	N/A - Target	N/A - Target	N/A - Target
STRS Employer Rates	16.28%	17.10%	18.40%	18.10%
PERS Employer Rates (PERS Board / Actuary)	18.06%	19.72%	22.80%	24.90%
Lottery – Unrestricted per ADA 15% reduction planned in MYP	\$151.00	\$153.00	\$153.00	\$153.00
Lottery – Prop. 20 per ADA 15% reduction planned in MYP	\$53.00	\$54.00	\$54.00	\$54.00
Mandated Cost per ADA / One Time Allocation	\$184.00	\$0.00	\$0.00	\$0.00
Mandate Block Grant for Districts: K-8 per ADA	\$31.16	\$32.18	\$32.92	\$33.81
Mandate Block Grant for Districts: 9-12 per ADA	\$59.83	\$61.94	\$63.36	\$65.08
Mandate Block Grant for Charters: K-8 per ADA	\$16.33	\$16.86	\$17.25	\$17.72
Mandate Block Grant for Charters: 9-12 per ADA	\$45.23	\$46.87	\$47.94	\$49.24
Time Special Education Early Intervention Preschool Grant	n/a	\$9,010	0	0
Routine Restricted Maintenance Account	Minimum of 3% of total GF expenditures (based on actual expenditures)			
California Consumer Price Index (CPI)	3.62%	3.09%	2.99%	2.89%

Various aspects of the planning factors illustrated above will be further discussed below with the District’s specific revenue and expenditure assumptions.

Revenue Assumptions

Per enrollment trends, the District continues to anticipate a decline in its enrollment. Current enrollment is trending slightly lower than projected, possibly due to the impact of the COVID-19 pandemic and school closures. At Budget Adoption, the District projected enrollment at 40,236 and current enrollment is trending around 40,079. The District’s unduplicated count has declined by approximately 300 students compared to the prior year which results in a decrease of supplemental and concentration revenue. The District’s multi-year projections have been revised to reflect the decline in enrollment and in unduplicated count.

Unrestricted Multi-Year Revenue Projections:

Fiscal Year 2020-21

- LCFF COLA 0% and two additional scenarios -5% LCFF COLA and -10% LCFF COLA
- Federal Revenue is projected to remain constant
- State Revenue was adjusted to remove current year one-time State Revenue of \$4.2M

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and Lottery decrease of 15% representing \$877K

- Local Revenue was reduced to reflect less interest earned by \$400K due to lower cash balances
- Contributions to Special Ed were increased by \$507K to restore 2019-20 one-time savings and increased Special Education expenditures per historical trends, contribution is net of restoring AB 602 funding

Fiscal Year 2021-2022

- LCFF COLA 0%
- Federal Revenue is projected to remain constant
- State Revenue is adjusted for the increase in the Mandated Block Rate, approximate increase of \$27K
- Local Revenue is projected to remain constant
- Contributions to Special Ed were increased by \$21 M to restore 2020-21 one-time savings and increased Special Education expenditures per historical trends

Restricted Multi-Year Revenue Projections:

Fiscal Year 2020-21

- Federal Revenue was adjusted \$9.4M to remove one-time funding of \$6.5M (CSI, Low Performing Block Grant & carryover) and to add the 1X CARES COVID-19 funding of \$15.9M
- State Revenue was adjusted by \$200K to remove 1X LPBG revenue of \$1.7M, reduce Lottery by 15% representing \$310K, remove the State Relief funds for COVID-19 of \$666K and to add the increase in Special Ed funding AB 602 \$2.4M
- Local Revenue was adjusted by \$85K to reduce fees for service due to closures; these fees will not be collected
- Contributions to Special Ed were increased by \$507K to remove 2019-20 one-time savings, increased Special Education expenditures contribution is net of restoring AB 602 funding \$2.4M

Fiscal Year 2021-2022

- Federal Revenue was reduced by \$32.4M to remove SIG of \$15M & Title I of \$1.5M carryover and 1X CARES COVID-19 funding of \$15.9M
- State Revenue is projected to remain unchanged
- Local Revenue is projected to remain unchanged
- Contributions to Special Ed were increased by \$21M to remove 2019-20 one-time

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savings and increased Special Education expenditures

Expenditure Assumptions

Unrestricted Multi-Year Expenditure Projections:

Fiscal Year 2020-21

- Certificated step and column costs are expected to increase by 1.2% each year
- Other certificated salary adjustments include restoring expenditures for one-time vacancy savings, positions for summer school, positions from restricted resources (due to reduced funding) and aligning FTE to enrollment
- Classified step costs are expected to increase by .82% each year
- Adjustments to benefits reflect the effects of salary changes noted above, program adjustments, expected increases to employer pension costs and the additional increase for health benefits
- Books and Supplies have been adjusted to account for one-time expenditures (carryover, one-time funds, textbooks)
- Services have been adjusted to apply appropriate operational increases (rate changes) and to remove one-time expenditures
- Transfers out remains constant
- Indirect costs from restricted programs are expected to decrease due to program adjustments noted above

Fiscal Year 2021-2022

- Certificated step and column costs are expected to increase by 1.2% each year
- Other certificated salary adjustments include restoring expenditures for one-time vacancy savings, positions for summer school, positions from restricted resources (due to reduced funding) and aligning FTE to enrollment
- Classified step costs are expected to increase by .82% each year
- Adjustments to benefits of \$6M reflect the effects of salary changes noted above, program adjustments, expected increases to employer pension costs and the additional increase for health benefits
- Books and Supplies have been adjusted by \$4.5M to remove one-time expenditures of textbooks and IT of \$9.5M and add 1X textbook expenditure of \$5M
- Services have been adjusted to apply appropriate operational increases (rate changes) and to remove one-time expenditures
- Transfers out remains constant
- Indirect costs from restricted programs are expected to increase due to program adjustments

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Restricted Multi-Year Expenditure Projections:

Fiscal Year 2020-21

- Certificated step and column costs are expected to increase by 1.2% each year
- Other certificated salary adjustments include restoring expenditures for one-time savings, additional positions for special education services
- Classified step costs are expected to increase by .82% each year and adjustments have been made for additional special education services
- Adjustments to benefits of \$6.5M reflect the effects of salary changes noted above, program adjustments, expected increases to employer pension costs and the additional increase for health benefits
- Books and Supplies have been adjusted by \$5M to account one-time expenditures, carryover and additional special education expenditures
- Services have been adjusted by \$4.4M to account one-time expenditures, carryover and additional special education services
- Transfers remains constant
- Indirect costs are expected to increase due to program adjustments

Fiscal Year 2021-22

- Certificated step and column costs are expected to increase by 1.2% each year
- Other certificated salary adjustments include restoring expenditures for one-time savings, additional positions for special education services
- Classified step costs are expected to increase by .82% each year and adjustments have been made for additional special education services
- Adjustments to benefits of \$225K reflect the effects of salary changes noted above, program adjustments, and expected increases to employer pension costs and the additional increase for health benefits
- Books and Supplies have been adjusted by \$3M to account one-time expenditures, carryover and additional special education services
- Services have been adjusted by \$2.4M to account one-time expenditures, carryover and additional special education services
- Transfers remains constant
- Indirect costs are expected to decrease due to program adjustments

Estimated Ending Fund Balances:

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Assuming a 0% COLA:

The District estimates that the General Fund is projected to deficit spend by \$37 million resulting in an unrestricted ending General Fund balance of approximately \$27 million in 2020-21. The projected deficit for 2021-22 is \$61 million resulting in an unrestricted ending General Fund balance of -\$35 million.

The multi-year projections are provided in the following tables.

2019-20 Third Interim Multi-Year Projections Assuming 0% COLA

	3rd Interim 2019-20			Projection 2020-21			Projection 2021-22		
	Unrestricted	Restricted	Combined	Unrestricted	Restricted	Combined	Unrestricted	Restricted	Combined
Revenue									
General Purpose	411,121,607	0	411,121,607	410,161,125	0	410,161,125	407,064,031	0	407,064,031
Federal Revenue	155,908	66,562,043	66,717,951	155,908	76,022,572	76,178,480	155,908	43,562,043	43,717,951
State Revenue	12,021,398	63,050,864	75,072,262	6,915,637	62,849,751	69,765,388	6,942,240	62,849,751	69,791,991
Local Revenue	7,577,476	3,228,219	10,805,695	7,177,476	3,143,219	10,320,695	7,177,476	3,143,219	10,320,695
Total Revenue	430,876,389	132,841,126	563,717,515	424,410,146	142,015,542	566,425,688	421,339,655	109,555,013	530,894,668
Expenditures									
Certificated Salaries	160,348,580	59,138,112	219,486,692	167,393,068	60,461,125	227,854,193	169,426,975	55,762,732	225,189,707
Classified Salaries	40,686,588	22,454,439	63,141,028	41,617,393	23,785,714	65,403,108	42,187,547	23,172,249	65,359,797
Benefits	109,150,924	65,806,245	174,957,169	121,546,056	72,325,714	193,871,770	127,590,117	72,100,796	199,690,913
Books and Supplies	6,433,087	16,078,108	22,511,195	18,122,533	10,925,345	29,047,878	13,617,951	7,860,222	21,478,173
Other Services & Oper. Expenses	24,699,986	55,511,351	80,211,336	25,268,442	59,915,644	85,184,086	21,571,181	57,508,255	79,079,436
Capital Outlay	448,316	9,046,777	9,495,093	448,316	1,093,718	1,542,034	448,316	1,093,718	1,542,034
Other Outgo 7xxx	917,738	0	917,738	917,738	0	917,738	917,738	0	917,738
Transfer of Indirect 73xx	(8,880,422)	7,421,642	(1,458,780)	(7,744,736)	7,435,117	(309,619)	(8,021,975)	7,048,000	(973,975)
Budget Reductions				0	0	0	0	0	0
Total Expenditures	333,804,797	235,456,674	569,261,471	367,568,810	235,942,377	603,511,187	367,737,850	224,545,972	592,283,822
Deficit/Surplus	97,071,592	(102,615,548)	(5,543,956)	56,841,336	(93,926,835)	(37,085,499)	53,601,805	(114,990,959)	(61,389,154)
Other Sources/(uses)			0	0	0	0	0	0	0
Transfers in/(out)	(403,272)		(403,272)	(403,272)	0	(403,272)	(403,272)	0	(403,272)
Contributions to Restricted	(93,420,037)	93,420,037	0	(93,926,835)	93,926,835	0	(114,990,959)	114,990,959	0
Net increase (decrease) in Fund Balance	3,248,282	(9,195,511)	(5,947,228)	(37,488,771)	0	(37,488,771)	(61,792,426)	0	(61,792,426)
Beginning Balance	61,133,835	9,195,511	70,329,345	64,382,117	(0)	64,382,117	26,893,345	(0)	26,893,345
Ending Balance	64,382,117	(0)	64,382,117	26,893,345	(0)	26,893,345	(34,899,081)	(0)	(34,899,081)
Revolving/Stores/Prepays	545,000		545,000	545,000		545,000	545,000		545,000
Reserve for Econ Uncertainty (2%)	11,393,295		11,393,295	12,078,289		12,078,289	11,853,742		11,853,742
Restricted Programs		(0)	(0)	0	(0)	(0)	0	(0)	(0)
Assigned Textbooks	5,000,000		5,000,000	5,000,000		5,000,000	0		0
Unappropriated Fund Balance	47,443,822	0	47,443,822	9,270,056	0	9,270,056	(47,297,823)	0	(47,297,823)
<i>Unappropriated Percent</i>			8.3%			1.5%			-8.0%

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2019-20 Third Interim Multi-Year Projections Assuming -5% COLA

	3rd Interim 2019-20			Projection -5% LCFF COLA 2020-21			Projection 0% LCFF COLA 2021-22		
	Unrestricted	Restricted	Combined	Unrestricted	Restricted	Combined	Unrestricted	Restricted	Combined
Revenue									
General Purpose	411,121,607	0	411,121,607	389,980,105	0	389,980,105	387,037,979	0	387,037,979
Federal Revenue	155,908	66,562,043	66,717,951	155,908	76,022,572	76,178,480	155,908	43,562,043	43,717,951
State Revenue	12,021,398	63,050,864	75,072,262	6,915,637	62,849,751	69,765,388	6,942,240	62,849,751	69,791,991
Local Revenue	7,577,476	3,228,219	10,805,695	7,177,476	3,143,219	10,320,695	7,177,476	3,143,219	10,320,695
Total Revenue	430,876,389	132,841,126	563,717,515	404,229,126	142,015,542	546,244,668	401,313,603	109,555,013	510,868,616
Expenditures									
Certificated Salaries	160,348,580	59,138,112	219,486,692	167,393,068	60,461,125	227,854,193	169,426,975	55,762,732	225,189,707
Classified Salaries	40,686,588	22,454,439	63,141,028	41,617,393	23,785,714	65,403,108	42,187,547	23,172,249	65,359,797
Benefits	109,150,924	65,806,245	174,957,169	121,546,056	72,325,714	193,871,770	127,590,117	72,100,796	199,690,913
Books and Supplies	6,433,087	16,078,108	22,511,195	18,122,533	10,925,345	29,047,878	13,617,951	7,860,222	21,478,173
Other Services & Oper. Expenses	24,699,986	55,511,351	80,211,336	25,268,442	59,915,644	85,184,086	21,571,181	57,508,255	79,079,436
Capital Outlay	448,316	9,046,777	9,495,093	448,316	1,093,718	1,542,034	448,316	1,093,718	1,542,034
Other Outgo 7xxx	917,738	0	917,738	917,738	0	917,738	917,738	0	917,738
Transfer of Indirect 73xx	(8,880,422)	7,421,642	(1,458,780)	(7,744,736)	7,435,117	(309,619)	(8,021,975)	7,048,000	(973,975)
Budget Reductions				0	0	0	0	0	0
Total Expenditures	333,804,797	235,456,674	569,261,471	367,568,810	235,942,377	603,511,187	367,737,850	224,545,972	592,283,822
Deficit/Surplus	97,071,592	(102,615,548)	(5,543,956)	36,660,316	(93,926,835)	(57,266,519)	33,575,753	(114,990,959)	(81,415,206)
Other Sources/(uses)			0	0	0	0	0	0	0
Transfers in/(out)	(403,272)		(403,272)	(403,272)	0	(403,272)	(403,272)	0	(403,272)
Contributions to Restricted	(93,420,037)	93,420,037	0	(93,926,835)	93,926,835	0	(114,990,959)	114,990,959	0
Net increase (decrease) in Fund Balance	3,248,282	(9,195,511)	(5,947,228)	(57,669,791)	0	(57,669,791)	(81,818,478)	0	(81,818,478)
Beginning Balance	61,133,835	9,195,511	70,329,345	64,382,117	(0)	64,382,117	6,712,325	(0)	6,712,325
Ending Balance	64,382,117	(0)	64,382,117	6,712,325	(0)	6,712,325	(75,106,153)	(0)	(75,106,153)
Revolving/Stores/Prepays	545,000		545,000	545,000		545,000	545,000		545,000
Reserve for Econ Uncertainty (2%)	11,393,295		11,393,295	12,078,289		12,078,289	11,853,742		11,853,742
Restricted Programs		(0)	(0)	0	(0)	(0)	0	(0)	(0)
Assigned Textbooks	5,000,000		5,000,000	5,000,000		5,000,000	0		0
Unappropriated Fund Balance	47,443,822	0	47,443,822	(10,910,964)	0	(10,910,964)	(87,504,895)	0	(87,504,895)
<i>Unappropriated Percent</i>			8.3%			-1.8%			-14.8%

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2019-20 Third Interim Multi-Year Projections Assuming -10% COLA

	3rd Interim 2019-20			Projection -10% COLA 2020-21			Projection 0% COLA 2021-22		
	Unrestricted	Restricted	Combined	Unrestricted	Restricted	Combined	Unrestricted	Restricted	Combined
Revenue									
General Purpose	411,121,607	0	411,121,607	369,791,080	0	369,791,080	367,003,939	0	367,003,939
Federal Revenue	155,908	66,562,043	66,717,951	155,908	76,022,572	76,178,480	155,908	43,562,043	43,717,951
State Revenue	12,021,398	63,050,864	75,072,262	6,915,637	62,849,751	69,765,388	6,942,240	62,849,751	69,791,991
Local Revenue	7,577,476	3,228,219	10,805,695	7,177,476	3,143,219	10,320,695	7,177,476	3,143,219	10,320,695
Total Revenue	430,876,389	132,841,126	563,717,515	384,040,101	142,015,542	526,055,643	381,279,563	109,555,013	490,834,576
Expenditures									
Certificated Salaries	160,348,580	59,138,112	219,486,692	167,393,068	60,461,125	227,854,193	169,426,975	55,762,732	225,189,707
Classified Salaries	40,686,588	22,454,439	63,141,028	41,617,393	23,785,714	65,403,108	42,187,547	23,172,249	65,359,797
Benefits	109,150,924	65,806,245	174,957,169	121,546,056	72,325,714	193,871,770	127,590,117	72,100,796	199,690,913
Books and Supplies	6,433,087	16,078,108	22,511,195	18,122,533	10,925,345	29,047,878	13,617,951	7,860,222	21,478,173
Other Services & Oper. Expenses	24,699,986	55,511,351	80,211,336	25,268,442	59,915,644	85,184,086	21,571,181	57,508,255	79,079,436
Capital Outlay	448,316	9,046,777	9,495,093	448,316	1,093,718	1,542,034	448,316	1,093,718	1,542,034
Other Outgo 7xxx	917,738	0	917,738	917,738	0	917,738	917,738	0	917,738
Transfer of Indirect 73xx	(8,880,422)	7,421,642	(1,458,780)	(7,744,736)	7,435,117	(309,619)	(8,021,975)	7,048,000	(973,975)
Budget Reductions				0	0	0	0	0	0
Total Expenditures	333,804,797	235,456,674	569,261,471	367,568,810	235,942,377	603,511,187	367,737,850	224,545,972	592,283,822
Deficit/Surplus	97,071,592	(102,615,548)	(5,543,956)	16,471,291	(93,926,835)	(77,455,544)	13,541,713	(114,990,959)	(101,449,246)
Other Sources/(uses)			0	0	0	0	0	0	0
Transfers in/(out)	(403,272)		(403,272)	(403,272)	0	(403,272)	(403,272)	0	(403,272)
Contributions to Restricted	(93,420,037)	93,420,037	0	(93,926,835)	93,926,835	0	(114,990,959)	114,990,959	0
Net increase (decrease) in Fund Balance	3,248,282	(9,195,511)	(5,947,228)	(77,858,816)	0	(77,858,816)	(101,852,518)	0	(101,852,518)
Beginning Balance	61,133,835	9,195,511	70,329,345	64,382,117	(0)	64,382,117	(13,476,700)	(0)	(13,476,700)
Ending Balance	64,382,117	(0)	64,382,117	(13,476,700)	(0)	(13,476,700)	(115,329,218)	(0)	(115,329,218)
Revolving/Stores/Prepays	545,000		545,000	545,000		545,000	545,000		545,000
Reserve for Econ Uncertainty (2%)	11,393,295		11,393,295	12,078,289		12,078,289	11,853,742		11,853,742
Restricted Programs		(0)	(0)	0	(0)	(0)	0	(0)	(0)
Assigned Textbooks	5,000,000		5,000,000	5,000,000		5,000,000	0		0
Unappropriated Fund Balance	47,443,822	0	47,443,822	(31,099,989)	0	(31,099,989)	(127,727,960)	0	(127,727,960)
<i>Unappropriated Percent</i>			8.3%			-5.2%			-21.6%

Risks:

Uncertainty regarding revenue reductions and additional COVID-19 related expenses may exacerbate the District's fiscal crisis and accelerate the negative cash flow challenges.

Opportunities:

Additional Federal relief funding may mitigate the added COVID-19 related expenses and achieving an ongoing budget solution may restore the District's fiscal stability.

May Revise includes some relief, reduces the STRS and PERs employer contributions, restores an increase to Special Ed funding AB 602 and allocates Federal funds to K12 districts. These details will be included in the District's 2020-21 proposed budget.

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Conclusion:

The multi-year projection at 0% funded COLA supports that the District will be able to meet its financial obligations for the current year and subsequent year, but is currently projecting that it will not be able to meet its financial obligations in the 2021-22 fiscal year unless an ongoing solution is achieved. In the event that the final Enacted State Budget has a funding level below 0% COLA, both the spending down of reserves and negative cash balances will occur sooner and the District may face negative balances of both prior to the end of the 2020-21 fiscal year.

Over the past year the District has made significant on-going and one-time budget adjustments and any additional non-negotiable adjustment will be minimal. The District's multi-million shortfall will not be resolved without a negotiated solution.

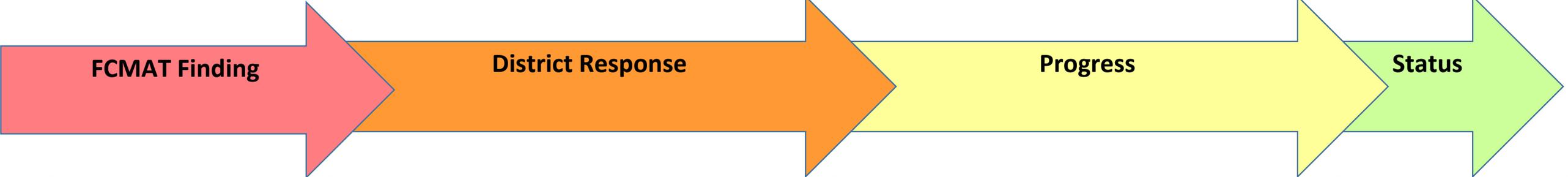
FCMAT Update May 21, 2020

FCMAT Findings
60

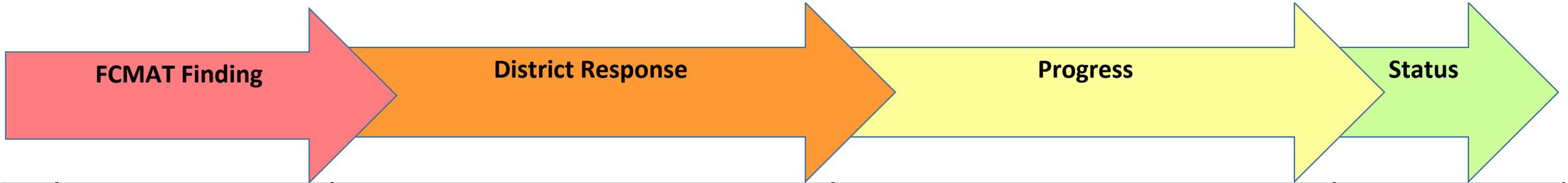
District Responses
60

Number of Items Updated at
Third Interim = 36

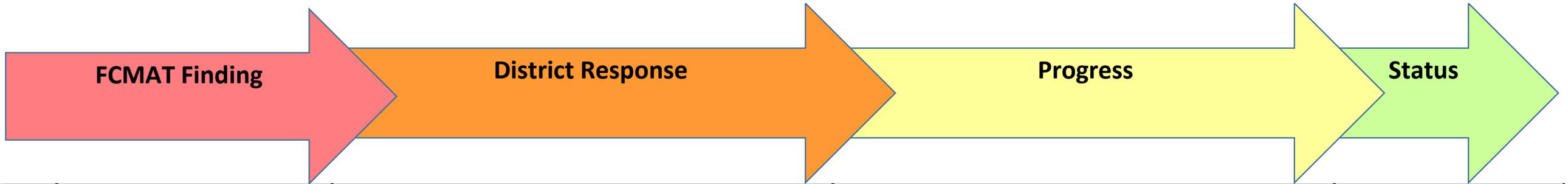
Total Number of Completed
Items to Date = 27



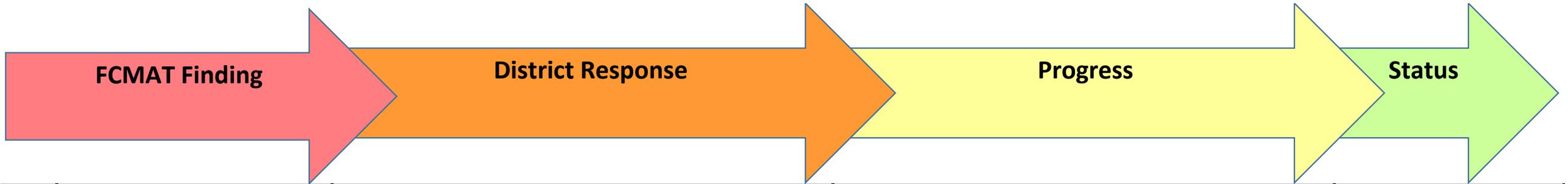
1	Are clear processes and policies in place to ensure that the district’s Local Control and Accountability Plan (LCAP) and budget are aligned with one another? (part 2)	Board policies (BPs) and administrative regulations (ARs) adopted by the district related to the LCAP included the following: AR 1220 – Citizen Advisory Committee, BP/AR 1312.3 – Uniform Complaint Procedure, BP 6173.1 – Foster Youth. The California School Boards Association’s online board policy service, known as GAMUT, has one main LCAP/Budget alignment policy, BP/AR 0460, which many districts have adopted. Although the district has a subscription to GAMUT, it has not adopted this policy.	Board Policy Staff are in the process of developing an initial draft of BP 0460: Local Control and Accountability Plan. BP 0460 was initially provided to the Board Policy Committee on 5/24/19 and will be scheduled for a detailed review by the Board Policy Committee and full Board action at a later date. 5/8/2020 Update: No change.	In Progress
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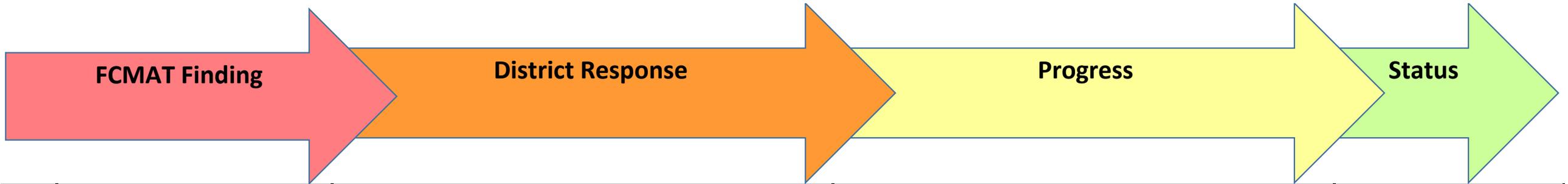
	FCMAT Finding	District Response	Progress	Status
2	Has the district addressed any deficiencies the county office of education has identified in its oversight letters? (part 1)	Since 2006, the county office of education has identified the need for the district to develop a viable plan to fund its long-term other post-employment benefits (OPEB) liability, which has not been measurably addressed.	<p>3/10/2020 Update: On October 25, 2019 the District received its updated Other Post Employment Benefit (OPEB) liability amount in our latest GASB 75 actuarial report for fiscal year ended June 30, 2019.</p> <p>The latest valuation reports the District's Total OPEB Liability at \$599 million, a \$181 million decrease from the prior report of \$780 million. This is a result of lower than projected medical premium growth and increased interest rates. While a portion of the change in interest rates is market-based, being able to maintain the higher interest (discount) rates is contingent upon sustained and/or increasing contributions to the OPEB trust. Failure to do so would likely result in a reduction to these rates in the future and revert to a higher Total OPEB Liability.</p> <p>The Net OPEB Liability decrease by \$199 million from the prior report to \$526 million. The decrease is a result of the continued funding of the District's OPEB irrevocable trust fund in addition to the decreases noted above. In other words, these continued contributions to the OPEB trust help not only in increasing the trust assets, but also in stabilizing or improving the discount rate used to calculate the Total OPEB Liability.</p> <p>This is a significant improvement, but the liability will continue to grow without continued efforts to decrease it. After budget is balanced, OPEB Commission to be established to further address the outstanding liability. 5/8/2020 Update: No change.</p>	In Progress



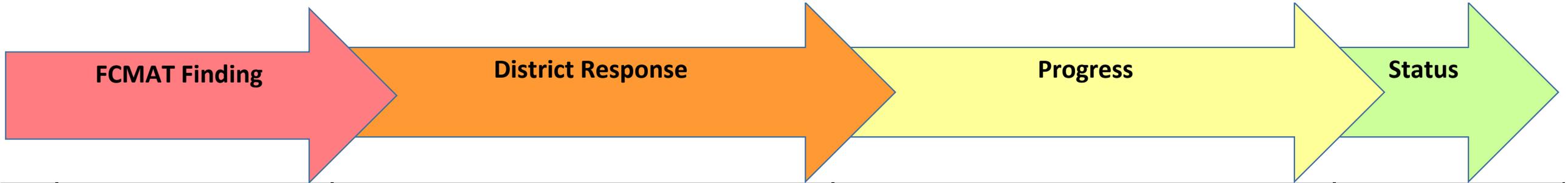
	FCMAT Finding	District Response	Progress	Status
3	Has the district addressed any deficiencies the county office of education has identified in its oversight letters? (part 2)	<p>In letters dated December 7, 2017, January 16, 2018, and April 16, 2018, the county office discussed and outlined its concerns with the district's ongoing structural deficit, and the need for the district to submit a board-approved budget reduction plan to reverse the deficit spending trend.</p> <p>On August 22, 2018, the county office disapproved the district's 2018-19 adopted budget, and the district was instructed to revise its 2018-19 budget and submit a balanced budget plan that supports ongoing expenditures from ongoing revenue sources, and that has a timeline showing when and how adjustments would be implemented no later than October 8, 2018. On October 11, 2018, the county office notified the district that its revised adopted budget was also disapproved based on their review. That budget showed that the district's unrestricted general fund balance would decrease by approximately \$34 million in 2018-19, approximately \$43 million in 2019-20 and \$66.5 million in 2020-21. The district was instructed to develop a viable board-approved budget and multiyear expenditure plan that would reverse the deficit spending trend, and to submit this plan with its 2018-19 first interim report, which is due December 14, 2018.</p>	<p>Ongoing: Working towards a balanced budget. Student Centered Fiscal Recovery Plan presented to Board and adopted at the 3/27/19 Board Meeting. Reductions in central staff and non-negotiable items have resulted in over \$20m in savings and as a result at 2nd interim: \$2.2m (19/20) and \$50m (20/21). 6/13/19 Update: District has made approximately \$45 million in adjustments through the 2019/20 Proposed Budget. Additional adjustments of \$26 million are needed through negotiations. As of the 2019-20 Revised Adopted Budget the District has implemented \$50.2M in ongoing budget adjustments and \$12.1M in one-time budget adjustments. These adjustments were made during the period of December 2018 through September 2019 and are not in addition to the previous adjustments listed above. Additional adjustments of \$27M are still needed to eliminate the deficit and achieve fiscal solvency. This information can be found in the Revised Adopted Budget 2019-20 presented at the October 3, 2019 Board Meeting. 3/10/2020 Update: The 2019-20 First Interim Financial Report and FCMAT Update was presented at the December 19, 2019 Board Meeting with a negative certification. A negotiated solution will be required to address the District's \$27M shortfall. The Fiscal Recovery Plan was presented at the February 6, 2020 Board Meeting and included proposals to to achieve the \$27M solution. These proposals require negotiations. 5/12/2020 Update: At the April 2, 2020 Board Meeting, the 2019-20 Second Interim Financial Report was approved with a negative certification and an update on the FCMAT matrix was also presented. At the May 7, 2020 Board Meeting, a State Budget update and impact on the District's finances using 3 LCFF COLA scenarios was presented to assess the impact on the District's revenue and cash flow for the 2020-21 and 2021-22 fiscal years. Under any of the 3 scenarios, the District's fiscal condition is worse and the cash challenges are projected to accelerate by a few months.</p>	In Progress
4	Are all balance sheet accounts in the general ledger reconciled, at a minimum, at each interim report?	Although balance sheet accounts are reconciled multiple times each fiscal year, a reconciliation is not done at each interim.	In 2019-20, staff will reconcile at each interim report period. 5/8/2020 Update: This item remains outstanding and staff have been assigned some balance sheets to reconcile.	In Progress



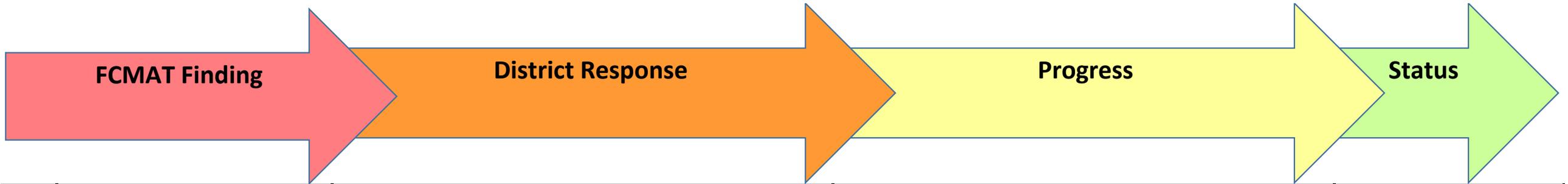
5	Does the district have sufficient cash resources in its other funds to support its current and projected obligations?	During FCMAT’s fieldwork, the district was projected to be cash insolvent as early as October 2019 if budget reductions are not made. A more recent cash flow projection prepared by the district at 2018-19 first interim shows the cash insolvency date as November 2019 without budget reductions.	The Third Interim and 2019-20 Proposed Budget Cash Flow reports were completed. Both reports showed an improved cash position due to the budget adjustments. The District projects a positive cash balance through October 2020. 3/10/2020 Update: The 2019-20 First Interim Report presented at the December 19, 2019 Board Meeting states that major cash challenges start in November 2021 unless further budget adjustments are made. 5/8/2020 Update: The 2019-20 Second Interim Report presented at the April 2, 2020 Board Meeting states that major cash challenges start in October 2021 unless further budget adjustments are made.	In Progress
6	Are all charters authorized by the district going concerns? (part 1)	The district has transferred funds to some of its authorized charter schools when those schools were in financial need. In 2017-18, the district transferred a total of \$239,697.59 to charter schools, and it is projecting a transfer of \$300,000 in 2018-19.	Update: SCOE Fiscal Expert currently conducting analysis on all charter schools. Due 6/30/2019. Update 7/23/19: During budget development, the fiscal consultant analyzed the five dependent charter schools who are governed by the SCUSD Board of trustees noting overspending in several of the schools. Contributions from the District's general fund are budgeted in both the budget year and continuing in the MYP. During the fiscal year, continued analysis and budget-balancing by staff will be needed to remove the general fund contribution to the charter school fund. 3/10/2020 Update: The 2019-20 First Interim Report provided the update on District staff meeting with Charter school administration to address the projected transfers from the District. 3 of the 4 schools have implemented the necessary adjustments to eliminate or reduce the need for a transfer. New Tech Charter School will require a transfer to support operations due to ongoing enrollment decline. 5/8/2020 Update: The 2019-20 Second Interim Report was presented at the April 2, 2020 Board Meeting reported a decrease of \$218,466 in general fund transfers to the 3 charter schools.	In Progress



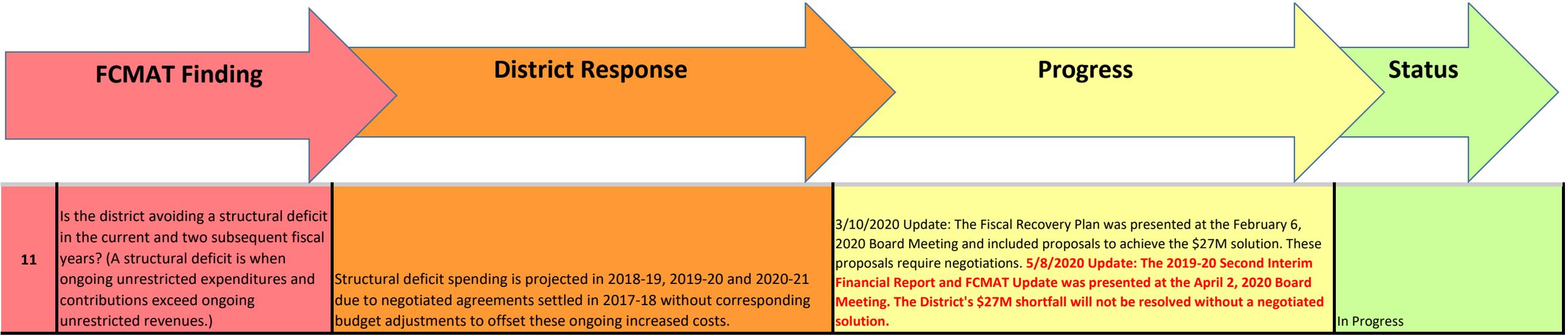
	FCMAT Finding	District Response	Progress	Status
7	<p>Are all charters authorized by the district going concerns? (part 2)</p>	<p>Of most concern is the district's ongoing support of the Sacramento New Technology Charter School for several years. Because this is an ongoing fiscal burden on the district, it needs to be discussed and remedied.</p> <p>The district has also given financial assistance in the past to George Washington Carver Charter School, though not every year. The district also needs to further study Sacramento Charter High School operated by St. Hope Public Schools to determine whether it is a going concern.</p> <p>The district's charter schools are dependent from the standpoint of governance because they are part of the district and are under the authority of the district's governing board. However, charter schools are not intended to have budget deficits that make them dependent on a district financially. Under California Code of Regulations (CCR), Section 11967.5.1(c)(3)(A), a charter school must have a realistic financial and operational plan. Part of that includes having a balanced budget and financial plan. The district should take steps to ensure that approved charter schools do not require assistance from the district to stay solvent.</p>	<p>Update: SCOE Fiscal Expert currently conducting analysis on all charter schools. Due 6/30/2019. Update 7/23/19: Over the next several months, SCOE's fiscal advisor is performing a comprehensive review of the processes and documentation of the District's authorized charter schools, focusing on the ten independent charter schools operating in the District as direct funded charter schools with their own boards and separate financial system and audit reports. As of the 2019-20 Revised Adopted Budget, four dependent charters schools were projected to need financial assistance from the District in future years. The District has since met with each school to address the fiscal issues and three of the four have revised their budgets or are working on a plan that will remedy their deficit. New Technology Charter (New Tech) remains a concern. Over the years, New Tech has experienced an ongoing enrollment decline which has reduced the revenue and although expenditures have been reduced, the deficit is projected to persist. Cabinet will continue to work with New Tech. The remaining work to be finalized is the comprehensive review of the processes and documentation of the ten independent charter schools. This work is being completed by the SCOE Fiscal Advisor. 3/10/2020 Update: The 2019-20 First Interim Report provided the update on District staff meeting with Charter school administration to address the projected transfers from the District. 3 of the 4 schools have implemented the necessary adjustments to eliminate or reduce the need for a transfer. New Tech Charter School will require a transfer to support operations due to ongoing enrollment decline. 5/8/2020 Update: The 2019-20 Second Interim Report presented at the April 2, 2020 Board Meeting reported a decrease of \$218,466 in general fund transfers to the 3 charter schools.</p>	<p>In Progress</p>

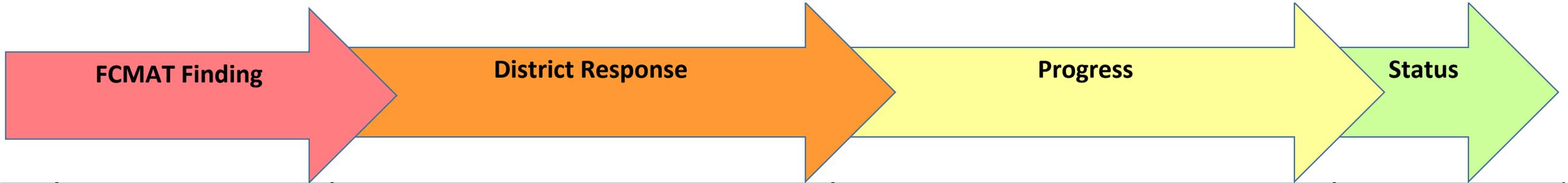


	FCMAT Finding	District Response	Progress	Status
8	<p>Did the district conduct a presettlement analysis and identify related costs or savings, if any (e.g., statutory benefits, and step and column salary increases), for the current and subsequent years, and did it identify ongoing revenue sources or expenditure reductions to support the agreement?</p>	<p>The district entered into a multiyear agreement with the Sacramento City Teachers Association (SCTA) on December 7, 2017. The agreement granted salary increases of 2.5% effective July 1, 2016, an additional 2.5% effective July 1, 2017, and an additional 6.0% (2.5% and an additional 3.5% to restructure the salary schedule) effective July 1, 2018. Based on multi year financial projections prepared at the time of the collective bargaining disclosure, it appeared that the district would be able to meet its required reserve for economic uncertainties in fiscal years 2017-18 and 2018-19 but would need to make budget reductions of approximately \$15.6 million to meet the minimum reserve requirement for fiscal year 2019-20. At that time, the district estimated that its unrestricted ending fund balance would decrease from \$73 million on July 1, 2017 to negative \$4 million on June 30, 2018 if no budget reductions were made. A budget reduction plan was not submitted with the collective bargaining disclosure.</p> <p>All of this information, including the fact that the increase was not affordable as agreed to without identified budget reductions, was communicated by the county office to the district in a letter dated December 7, 2017 and stated publicly at a district board meeting.</p>	<p>7/22/19: The District and SCTA have been meeting on the new salary schedules. Draft salary schedules have been shared with SCTA. 3/10/2020 Update: The California State Auditor conducted an audit of Sacramento City USD which was presented at the February 6, 2020 Board Meeting. Proposals and illustrations were presented on cost savings that could be achieved to resolve the fiscal distress. All proposals shared require negotiations with the District's 5 bargaining units: SCTA, SEIU, UPE, TCS and Teamsters Local 150. 5/8/2020 Update: The 2019-20 Second Interim Report presented at the April 2, 2020 Board Meeting reported that salary and benefit negotiations have not been settled for all bargaining units.</p>	<p>In Progress</p>

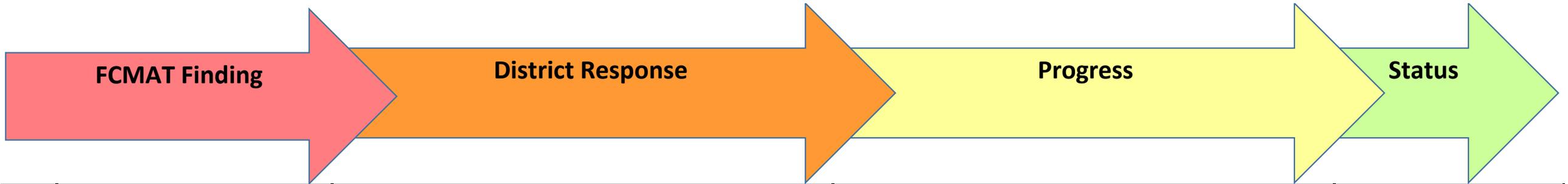


	FCMAT Finding	District Response	Progress	Status
9	Has the district settled the total cost of the bargaining agreements at or under the funded cost of living adjustment (COLA), and under gap funding if applicable?	The district entered into a multiyear agreement with the SCTA on December 7, 2017. The agreement granted salary increases of 2.5% effective July 1, 2016, an additional 2.5% effective July 1, 2017, and an additional 6.0% (i.e. 2.5% and additional 3.5% to restructure the salary schedule) effective July 1, 2018. The district and the SCTA disagree on the implementation date of the additional 3.5%, and the matter is being pursued in superior court. If the additional 3.5% is implemented on the date SCTA interprets as correct, it would result in a fiscal impact in 2018-19 of close to 7% for salary rescheduling rather than the 3.5% the district agreed to.	7/22/19: No new agreements at this time. District currently reviewing impact of contribution decision for 2019-20 and future years. The 2018-19 retro is planned for September 2019. 3/10/2020 Update: The SCTA Retros have been issued. The first SCTA Retro was paid on October 11, 2019 and the second SCTA Retro was paid on November 25, 2019. 5/8/2020 Update: No change.	In Progress
10	Does the district have a plan to reduce and/or eliminate any increasing contributions from the general fund to other resources?	Most of the district's general fund contributions are to special education programs and to the routine repair and maintenance account. Total contributions increased from \$62,581,129 in 2015-16 to \$67,759,639 in 2016-17 and to \$77,505,592 in 2017-18. The district's 2018-19 through 2020-21 budgets include continuing contributions for a total of \$89,134,727 in 2018-19, \$96,425,490 in 2019-20, and \$104,000,050 in 2020-21. FCMAT was not able to obtain an approved plan to reduce and/or eliminate increasing contributions from the general fund to other resources. The district did present an updated plan dated October 4, 2018 to reduce the district's overall deficit, but details were not found specific to reducing contributions to restricted programs.	Update: Program analysis was conducted and completed by SCOE Expert. Will be reviewed and shared by 6/30/19. The District has worked with the dependent charter schools to address the financial assistance projected during the 2019-20 Adopted Budget and has reduced the contribution for two of the four schools. The District is working with the remaining two schools to address the deficits. 3/10/2020 Update: The 2019-20 First Interim Report provided the update on District staff meeting with Charter school administration to address the projected transfers from the District. 3 of the 4 schools have implemented the necessary adjustments to eliminate or reduce the need for a transfer. New Tech Charter School will require a transfer to support operations due to ongoing enrollment decline. 5/8/2020 Update: No change.	In Progress

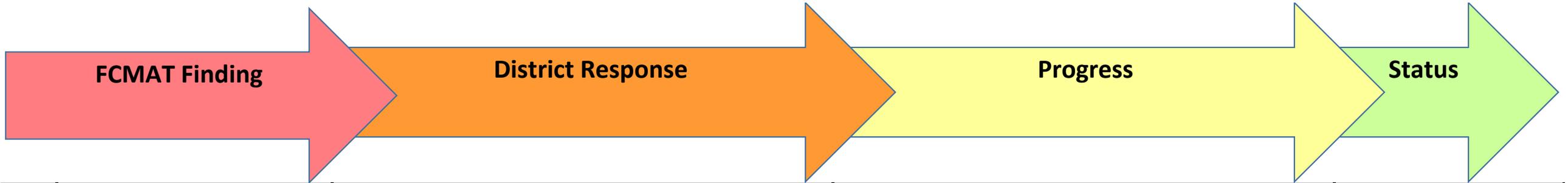




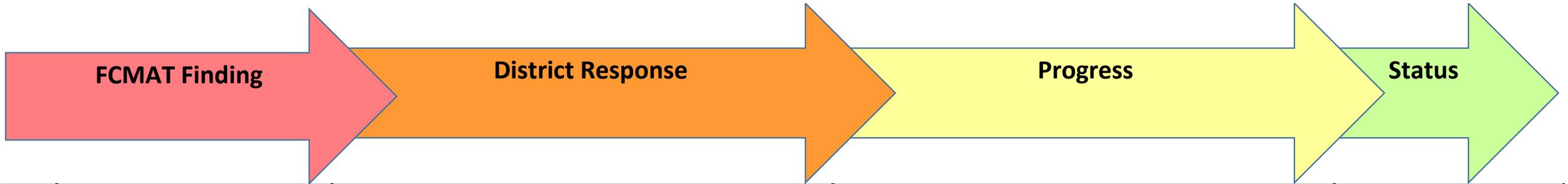
	FCMAT Finding	District Response	Progress	Status
12	<p>Is the district avoiding deficit spending in the current fiscal year? Is the district projected to avoid deficit spending in the two subsequent fiscal years? If the district has deficit spending in the current or two subsequent fiscal years, has the board approved and implemented a plan to reduce and/or eliminate deficit spending? Has the district decreased deficit spending over the past two fiscal years?</p>	<p>Based on the revised 2018-19 adopted budget, the district's deficit spending is projected to be \$ 35,950,457.05 in total unrestricted and restricted funds. The district's total deficit, including unrestricted and restricted funds, is projected to be \$52,563,654.00 in 2019-20 and \$49,923,727.28 in 2020-21. As part of the district's revised 2018-19 adopted budget, the board approved a plan to reduce deficit spending; however, the plan does not reduce or eliminate deficit spending to an amount sufficient to sustain solvency. Additional significant reductions are needed. The total plan brought to the board on October 4, 2018 was for \$11,483,500 in reductions to the unrestricted general fund. FCMAT's review of the past two fiscal years shows that the district did not start deficit spending until 2017-18; the deficit for that fiscal year was \$10,966,055.80. In 2016-17, the district had a surplus of \$5,747,472.67.</p>	<p>In Progress: District Recommended Plan will correct deficit spending. However, adjustments do require negotiated savings. As of the 2019-20 Revised Adopted Budget the District has implemented \$50.2M in ongoing budget adjustments and \$12.1M in one-time budget adjustments during the period of December 2018 through September 2019. Although these adjustments did not eliminate the deficit, the District's financial position was improved as follows: 2018-2019 actual deficit was \$171K in total unrestricted and restricted funds and the District's total deficit, including unrestricted and restricted funds, is projected to be \$18,706,878 in 2019-20, \$28,1253,536 in 2020-21 and \$30,977,139 in 2021-22. In order to eliminate the deficit and maintain sufficient reserves to satisfy the 2% required for economic uncertainties, the District will need to about \$27M in ongoing solutions. The District will continue to research opportunities to mitigate the deficit but major adjustments will require a negotiated solution. This information can be found in the Revised Adopted Budget 2019-20 presented at the October 3, 2019 Board Meeting. 3/10/2020 Update: The 2019-20 First Interim Financial Report and FCMAT Update was presented at the December 19, 2019 Board Meeting with a negative certification. The District has implemented most of the non-negotiable items. The District estimates deficit spending during 2020-21 in the amount of \$28.6M resulting in unrestricted ending General Fund balance of approximately \$30.5M. The estimate for 2021-22 deficit spending is \$29.8M resulting in an unrestricted General Fund balance of approximately \$695K. A negotiated solution will be required to address the District's \$27M shortfall. 5/8/2020 Update: The 2019-20 Second Interim Financial Report and FCMAT Update was presented at the April 2, 2020 Board Meeting with projected deficit spending for 2020-21 of \$32M and \$30M for 2021-22.</p>	<p>In Progress</p>



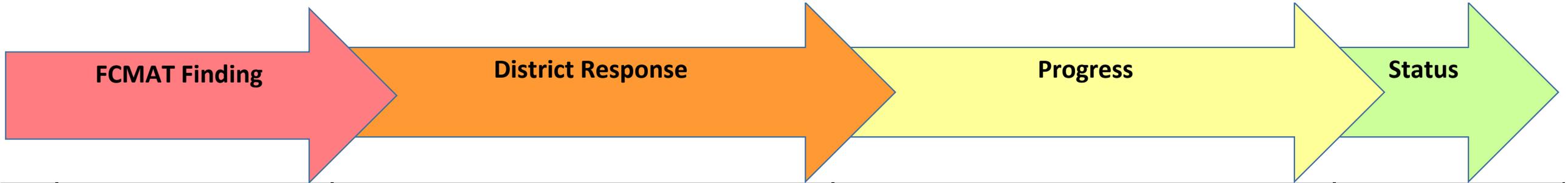
	FCMAT Finding	District Response	Progress	Status
13	Does the district have a plan to fund its liabilities for retiree benefits?	<p>The district commissioned an actuarial valuation dated June 30, 2016, in accordance with Governmental Accounting Standards Board (GASB) Statement 75, Actuarial Report of OPEB Liabilities.</p> <p>The actuarial report estimates the district's total other post-employment benefits (OPEB) liability to be \$780,518,410 for the fiscal year ending June 30, 2018, and its net OPEB liability (i.e., factoring in employer contributions to the trust, net investment income, benefit payments, and administrative expenses) to be \$725,760,458 for the same period.</p> <p>The district has established an irrevocable OPEB trust with assets dedicated toward paying future retiree medical benefits. GASB 75 allows prefunded plans to use a discount rate that reflects the expected earning on trust assets. However, the actuarial report states:</p> <p>... the district expects to yield 7.25% per year over the long term, based on information published by CalPERS as of the June 30, 2016 actuarial valuation date. However, total net contributions to the trust have averaged 31% of the amount that would have been needed to be deposited to the OPEB trust so that total OPEB contributions would equal the actuarially defined contribution.</p>	<p>The Superintendent plans to establish an OPEB commission to further address the outstanding liability once a balanced budget is adopted. 3/10/2020 Update: On October 25, 2019 the District received its updated Other Post Employment Benefit (OPEB) liability amount in our latest GASB 75 actuarial report for fiscal year ended June 30, 2019.</p> <p>The latest valuation reports the District's Total OPEB Liability at \$599 million, a \$181 million decrease from the prior report of \$780 million. This is a result of lower than projected medical premium growth and increased interest rates. While a portion of the change in interest rates is market-based, being able to maintain the higher interest (discount) rates is contingent upon sustained and/or increasing contributions to the OPEB trust. Failure to do so would likely result in a reduction to these rates in the future and revert to a higher Total OPEB Liability.</p> <p>The Net OPEB Liability decrease by \$199 million from the prior report to \$526 million. The decrease is a result of the continued funding of the District's OPEB irrevocable trust fund in addition to the decreases noted above. In other words, these continued contributions to the OPEB trust help not only in increasing the trust assets, but also in stabilizing or improving the discount rate used to calculate the Total OPEB Liability.</p> <p>This is a significant improvement, but the liability will continue to grow without continued efforts to decrease it. 5/8/2020 Update: No change.</p>	In Progress
14	Has the district developed measures to mitigate the effect of student transfers out of the district?	The district authorizes all interdistrict transfers out of the district and does not require the parents of students who receive interdistrict transfer permits to reapply annually.	In Progress: 3/10/2020 Staff is currently in the process of interviewing nearby districts to see what their process is as it relates to interdistrict permits requesting to leave their districts. The end result will be a proposal identifying the pros and cons for SCUSD to be submitted in the coming weeks. 5/8/2020 Update: No change, delayed due to COVID-19 pandemic.	In Progress



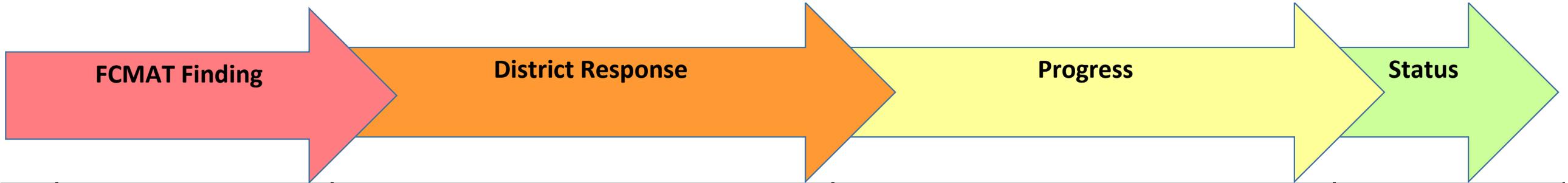
	FCMAT Finding	District Response	Progress	Status
15	Is the district able to maintain the minimum reserve for economic uncertainty in the two subsequent years?	The district will fall short of its 2019-20 and 2020-21 minimum reserve requirement based on its revised (October 4, 2018) adopted 2018-19 budget projections, which show unrestricted ending fund balances of (\$17,491,788.17) in 2019-20 and (\$66,494,314.95) in 2020-21.	<p>The 2019/20 Proposed Budget shows the District will have their minimum reserve for the 19/20 and 20/21 fiscal year. However, if no adjustments are made the 21/22 fiscal year the district will have a negative reserve. District is working on a negotiated solution. Although the District has made significant budget adjustments in the amount of \$50.2M in ongoing and \$12.1M in one-time resulting in improving the unrestricted fund balances to \$51.6M in 2019-20 and \$23.5M in 2010-21, the third year 2021-22 remains a challenge without a \$27M solution. The fund balances for the third year 2021-22 are projected at (\$7.5M).</p> <p>3/10/2020 Update: The 2019-20 First Interim Financial Report and FCMAT Update was presented at the December 19, 2019 Board Meeting with a negative certification. The 2019-20 General Fund Balance presented at First Interim is \$59,146,111 for FY 19-20, and projected at \$30,523,941 in FY 2020-21 and \$695,344 in FY 2021-22. 5/8/2020 Update: At the April 2, 2020 Board Meeting, the 2019-20 Second Interim Financial Report was approved with a negative certification and an update on the FCMAT matrix was also presented. The unrestricted general fund balance at the 2019-20 Second Interim is as follows: *2019-20: \$58,556,959 *2020-21: \$26,956,247 and *2021-22: -\$2,043,174. The District may not meet the minimum required 2% reserve in Fiscal Year 2021-22.</p>	In Progress



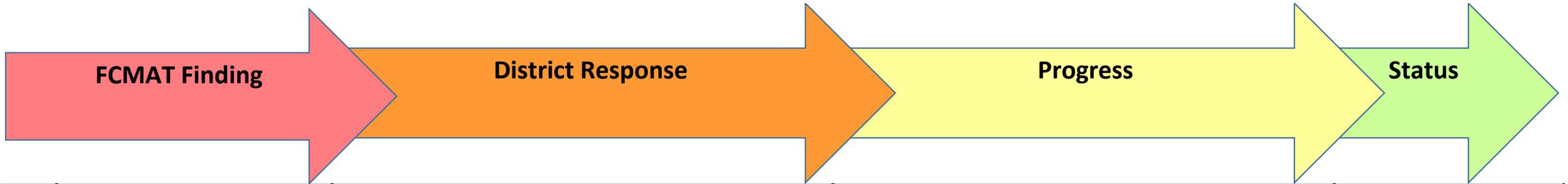
	FCMAT Finding	District Response	Progress	Status
16	<p>If the district is not able to maintain the minimum reserve for economic uncertainty, does the district's multiyear financial projection include a board-approved plan to restore the reserve?</p>	<p>The district does not have a board-approved plan sufficient to restore the reserve at the time of this Fiscal Health Risk Analysis.</p>	<p>The District continues to work on a negotiated solution. The status remains unchanged, the District needs a negotiated solution to address the deficit and achieve fiscal solvency. 3/10/2020 Update: In order to maintain fiscal solvency, restore stability and address the long term financial issues, the District presented for consideration revisions to Board Policy (BP) 3100: Business and Noninstructional Operations which include the increase of the general fund expenditure reserve from the minimum 2% to a 5% reserve level. BP 3100 was presented to the Board at the February 6, 2020 Board Meeting as a First Reading. 5/8/2020 Update: The proposed policy BP 3100 was scheduled for further Board review and discussion in March or April 2020 Board meetings but this was delayed due to the impact of the COVID-19 pandemic on District operations. BP 3100 will be presented to the Board at the May 21, 2020 Board Meeting as a First Reading for further review and discussion.</p>	<p>In Progress</p>
17	<p>Is the district's projected unrestricted fund balance stable or increasing in the two subsequent fiscal years?</p>	<p>The district's unrestricted general fund balance is projected to decrease significantly in 2019-20 and 2020-21 compared to its 2018-19 budgeted amount:</p> <ul style="list-style-type: none"> * 2018-19: \$25,926,177.49 * 2019-20: (\$17,491,788.17) * 2020-21: (\$66,494,314.95) 	<p>While the District has made progress, the District continues to work on a negotiated solution. Although the District still needs a \$27M solution to achieve fiscal solvency, the adjustments implemented in the last year have improved the unrestricted general fund balance as follows: * 2018-19: \$61,133,835 *2019-20: \$51,622,467.60 *2020-21: \$23,498,932 and *2021-22: (\$7,478,207). 3/10/2020 Update: The 2019-20 First Interim Financial Report and FCMAT Update was presented at the December 19, 2019 Board Meeting with a negative certification. The unrestricted general fund balance at the 2019-20 First Interim is as follows: *2019-20: \$59,146,111 *2020-21: \$30,523,941 and *2021-22: 695,344. 5/8/2020 Update: At the April 2, 2020 Board Meeting, the 2019-20 Second Interim Financial Report was approved with a negative certification and an update on the FCMAT matrix was also presented. The unrestricted general fund balance is decreasing in the subsequent fiscal years and at the 2019-20 Second Interim is as follows: *2019-20: \$58,556,959 *2020-21: \$26,956,247 and *2021-22: -\$2,043,174.</p>	<p>In Progress</p>



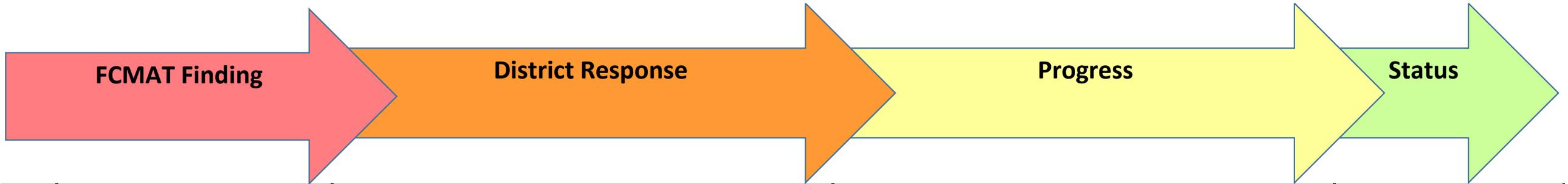
	FCMAT Finding	District Response	Progress	Status
18	<p>If the district has unfunded or contingent liabilities or one-time costs, does the unrestricted fund balance include any assigned or committed reserves above the recommended reserve level?</p>	<p>The district's unrestricted ending fund balance does not include amounts for the following liabilities:</p> <ul style="list-style-type: none"> * Because the district and the SCTA disagree on the implementation date of a 3.5% increase included in the December 7, 2017 negotiated agreement, * There is a potential fiscal impact for 2019-20 and beyond of a 7% increase related to salary schedule restructuring rather than the 3.5% stated in the agreement. * The district's net contributions to the irrevocable OPEB trust established to pay future retiree medical benefits have averaged 31% of the amount that will be needed to ensure that total OPEB contributions equal the actuarially- defined contribution. The area of retirement benefits is a liability that the district will need to face because the costs are outpacing contributions. 	<p>In Progress: Superintendent to establish commission to further address the outstanding liability once a balanced budget is adopted. 3/10/2020 Update: On October 25, 2019 the District received its updated Other Post Employment Benefit (OPEB) liability amount in our latest GASB 75 actuarial report for fiscal year ended June 30, 2019.</p> <p>The latest valuation reports the District's Total OPEB Liability at \$599 million, a \$181 million decrease from the prior report of \$780 million. This is a result of lower than projected medical premium growth and increased interest rates. While a portion of the change in interest rates is market-based, being able to maintain the higher interest (discount) rates is contingent upon sustained and/or increasing contributions to the OPEB trust. Failure to do so would likely result in a reduction to these rates in the future and revert to a higher Total OPEB Liability.</p> <p>The Net OPEB Liability decrease by \$199 million from the prior report to \$526 million. The decrease is a result of the continued funding of the District's OPEB irrevocable trust fund in addition to the decreases noted above. In other words, these continued contributions to the OPEB trust help not only in increasing the trust assets, but also in stabilizing or improving the discount rate used to calculate the Total OPEB Liability.</p> <p>This is a significant improvement, but the liability will continue to grow without continued efforts to decrease it. 5/8/2020 Update: No change.</p>	<p>In Progress</p>



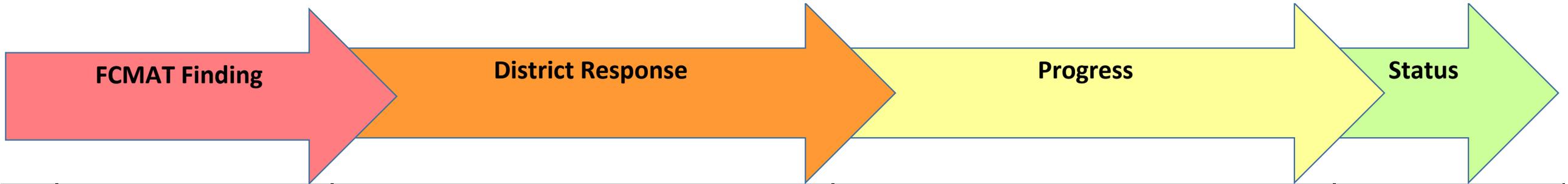
	FCMAT Finding	District Response	Progress	Status
19	Is the percentage of the district's general fund unrestricted budget that is allocated to salaries and benefits at or under the statewide average for the current year?	The statewide average for unified school districts as of 2016-17 (the latest data available) is 84.63%. At 2018-19 first interim, the district is exceeding the statewide average by 6.37%.	In Progress: Once the final calculations are determined for the second retro payment, this can then be determined. Update: 3/10/2020 The SCTA Retros have been issued. The first SCTA Retro was paid on October 11, 2019 and the second SCTA Retro was paid on November 25, 2019. At the 2019-20 First Interim, the District's Salaries and Benefits was at 92.6% which falls within the standard percentage of 87.5%-93.5%. 5/8/2020 Update: At the 19-20 Second Interim, the District's Salaries and Benefits was at 93.7% which does not fall within the standard percentage of 87.5%-93.5%. The District does not meet the status and is exceeding the statewide average by .5%.	In Progress
20	Is the percentage of the district's general fund unrestricted budget that is allocated to salaries and benefits at or below the statewide average for the three prior years?	The district exceeds the statewide average in this area for all three prior years, with its highest percentage in 2015-16 at 6.93% higher than the state average.	In Progress: Once the final calculations are determined for the second retro payment, this can then be determined. 3/10/2020 Update: The SCTA Retros have been issued. The first SCTA Retro was paid on October 11, 2019 and the second SCTA Retro was paid on November 25, 2019. At the 2019-20 First Interim, the District's Salaries and Benefits was at 92.6% which falls within the standard percentage of 87.5%-93.5%. 5/8/2020 Update: At the 19-20 Second Interim, the District's Salaries and Benefits was at 93.7% which does not fall within the standard percentage of 87.5%-93.5%. The District does not meet the status and is exceeding the statewide average by .5%.	In Progress



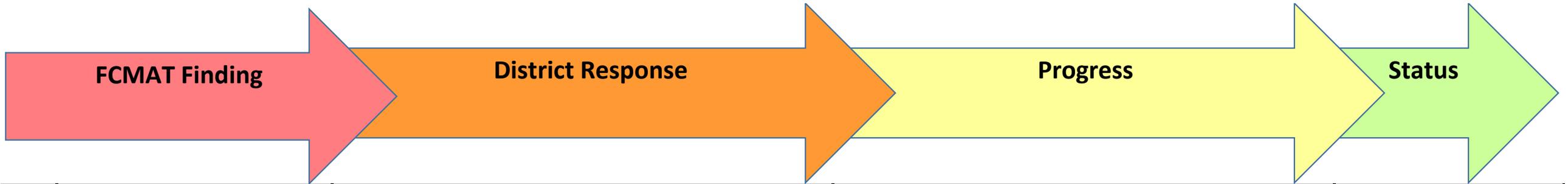
21	Is the district using its restricted dollars fully by expending allocations for restricted programs within the required time?	The district has seen a 129% increase in its total restricted ending fund balance from 2014-15 to 2017-18. This increase indicates that the district is not fully expending its restricted funding allocations. In addition, staff stated that some federal funds have gone unspent and have been returned to the federal government.	For 2019/20 budget, most of the title type current year allocations for the year have been programmed for the upcoming year. This includes Title I and Title II. Some Title III funds still need to be programmed and team members are working on this matter. Title IV first year allocations have been program. Title IV second year has not been allocated at this time. While Title I funds have been allocated, the multi-year conservatively assumes \$1.5 million in Title I funds will not be spent by June 30 and utilized in 2020-21. Medi-Cal has \$1.4 million carryover that needs to be programmed. SIG carryover of \$4 million will be spent over 2019-20 and 2020-21. These funds require discussions with the consortium as to the best option on spending carryover funds. Staff will monitor projected restricted carryover, so that plans can be developed to utilize these one-time carryover funds appropriately. 5/8/2020 Update: No change.	In Progress
22	Are the district's financial system's access and authorization controls reviewed and updated upon employment actions (i.e. resignations, terminations, promotions or demotions) and at least annually?	The district does not regularly update authorization controls, and discrepancies based on changes in positions are often found many months later. The district relies on a digital change form that requires manual signatures, which slows the process or results in lost forms. The district should move to a digital form process to increase efficiency.	Yes. HR annually conducts a review of personnel transactions to ensure accurate staffing. The Information Technology Department is in the process of implementing a computer system (UMRA) to perform this task electronically. 3/11/2020 Update: The implementation will continue after the new Chief Information Officer is hired. 5/8/2020 Update: No change.	In Progress
23	Does the district ensure that duties in the following areas are segregated, and that they are supervised and monitored? • Accounts payable (AP)	Although the accounts payable process appears properly supervised and monitored, the printing of the warrants is completed in the business department rather than in a separate department, such as technology, which would improve segregation of duties. One department should input the information and a different department should print warrants	In Progress: Staff to review technology, and conduct Cabinet to Cabinet discussion on implementation. No target date has been set. The status remains unchanged. The Business Office and Technology will continue reviewing options for addressing the segregation of duties. However, due to the reductions in personnel, appropriately adhering to segregation of duties will be a challenge. 3/10/2020 Update: No change. 5/8/2020 Update: No change.	In Progress



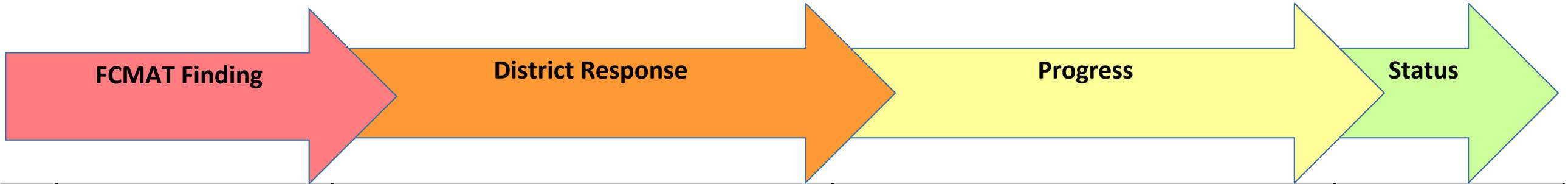
FCMAT Finding	District Response	Progress	Status
<p>24</p> <p>Does the district ensure that duties in the following areas are segregated, and that they are supervised and monitored?</p> <ul style="list-style-type: none"> • Payroll 	<p>The payroll process appears properly supervised and monitored; however, the business department prints the warrants rather than having a separate department, such as technology, do so to ensure separation of duties. One department should input the information and a different department should print warrants.</p>	<p>In Progress: Staff to review technology, and conduct Cabinet to Cabinet discussion on implementation. No target date has been set. The status remains unchanged. The Business Office and Technology will continue reviewing options for addressing the segregation of duties. However, due to the reductions in personnel, appropriately adhering to segregation of duties will be a challenge. 3/10/2020 Update: No change. 5/8/2020 Update: No change.</p>	<p>In Progress</p>
<p>25</p> <p>Is training on financial management and budget offered to site and department administrators who are responsible for budget management?</p>	<p>There has been little or no budget and fiscal training for site and department administrators who are responsible for budget management. Training is done informally and as needed or requested rather than on a regular schedule.</p> <p>The amount of expertise, access to and knowledge of the financial system vary by site and department.</p>	<p>The District's Business Office scheduled a budget/fiscal training on January 8th, 2020 from 8:30 to 9:30am for all site administrators at the Priority Initiative Meeting (Principal's Meeting). This session covered the following 3 topics: 1. how to access and understand a site budget 2. how to check on the status of a submitted requisition 3. the workflow for contracts and travel requisitions from creating a requisition to approval. The District's Business Office intends to provide regular budget/fiscal sessions at the Priority Initiative Meetings. Escape trainings offered monthly to all staff. 5/8/2020 Update: No change.</p>	<p>In Progress</p>



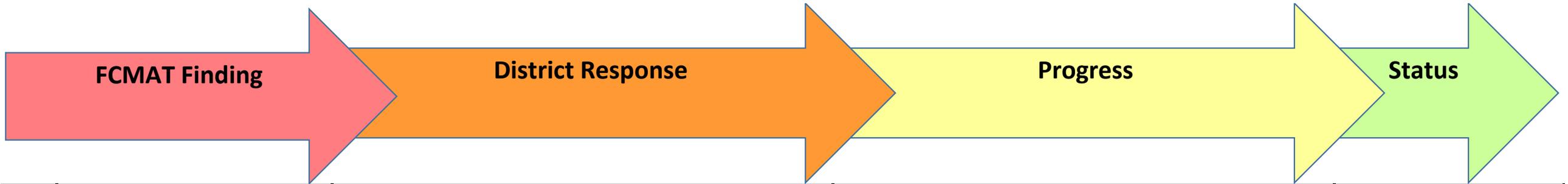
FCMAT Finding	District Response	Progress	Status
<p>26</p> <p>Does the governing board adopt and revise policies and administrative regulations annually?</p>	<p>Although board policies and administrative regulations are brought to the board sporadically for revision and/or adoption, there was no evidence of an intent to review the information annually or to ensure that it is a priority to communicate the permissions, limitations and standards of the board.</p>	<p>Staff, in conjunction with the Board Policy Committee, has begun developing structures to ensure new and current BPs/ARs are systematically reviewed, revised, and readopted as needed. 3/10/2020 Update: In order to maintain fiscal solvency, restore stability and address the long term financial issues, the District presented for consideration revisions to Board Policy (BP) 3100: Business and Noninstructional Operations which include: 1. The increase of the general fund expenditure reserve from the minimum 2% to a 5% reserve level. 2. One-Time funding should be used for one-time expenditures and shall only be used for an ongoing expenditure as a last resort. As part of the approval of the annual budget, the Board shall consider any proposed use of One-Time funding and shall take separate action to approve such uses. BP 3100 was presented to the Board at the February 6, 2020 Board Meeting as a First Reading. 5/8/2020 Update: The proposed policy BP 3100 was scheduled for further Board review and discussion in March or April 2020 Board meetings but this was delayed due to the impact of the COVID-19 pandemic on District operations. BP 3100 will be presented to the Board at the May 21, 2020 Board Meeting as a First Reading for further review and discussion.</p>	<p>In Progress</p>
<p>27</p> <p>Are newly adopted or revised policies and administrative regulations communicated to staff and implemented?</p>	<p>When it brings policies to the board for revision or adoption, the district has no process for communicating the information to staff or implementing the policies in detail. A communication is sent to staff after each board meeting that summarizes the meeting, but for staff to fully understand changes in board policy and administrative regulations, further detail and instructions are needed.</p>	<p>Staff will develop a structure to ensure adoptions and revisions to policies and administrative regulations are communicated to staff once a system is in place to ensure BPs/ARs are reviewed, revised, and adopted on a regular basis. 3/11/2020 Update: Staff is finalizing guidance regarding the process for adopting and implementing new or revised policies on a regular basis. Following cabinet and Board approval, the process will include steps for dissemination to the impacted staff, departments, and schools through appropriate memorandum, meetings, or trainings. 5/8/2020 Update: At the upcoming board meeting in June, the District will adopt a new process for implementing new or revised policies on a regular and ongoing basis. The process will include steps for dissemination to the impacted staff, departments, and schools through appropriate memorandum, meetings, or trainings.</p>	<p>In Progress</p>



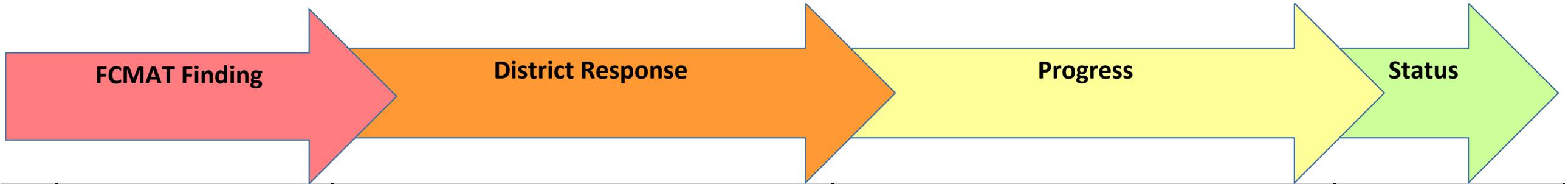
FCMAT Finding	District Response	Progress	Status
<p>28</p> <p>Does the district have board-adopted staffing ratios for certificated, classified and administrative positions?</p>	<p>Staffing ratios, where documented, appear to be a result of terms in the collective bargaining agreement rather than board-adopted.</p>	<p>The District presented staffing ratios to the Board in May. These staffing ratios were used in the development of the 2019-20 budget. Further refinements for future years will be presented to the Board. Target 10/30/2019. Update 11/19/19: In Progress: Board-adopted staffing ratios for certificated, classified, and administrative positions are being updated and additionally defined. 5/8/2020 Update: The staffing ratios for fiscal year 2020-21 were completed in preparation for One Stop staffing in January 2020 which is part of the budget development process. The staffing ratios will be approved in June 2020 when the Budget for 2020-21 is approved.</p>	<p>In Progress</p>
<p>29</p> <p>Does the district account correctly for all costs related to special education (e.g., transportation, indirect costs, service providers)?</p>	<p>Not all appropriate costs related to special education are charged to the program, including legal fees and the full allowable indirect costs.</p>	<p>Update: Program analysis was conducted and completed by SCOE Expert. Will be reviewed and shared by 4/30/19. 6/5/19 Update: Final report has not been received from SCOE Expert. 5/8/2020 Update: No change.</p>	<p>In Progress</p>
<p>30</p> <p>Is the district's contribution rate to special education at or below the statewide average contribution rate?</p>	<p>The district's 2018-19 budget plan indicates that its general fund contribution to special education will be \$73,590,731 and that its total special education expenditures will be \$107,398,026, which means that its contribution will equal 68.52% of total expenditures for the program. The statewide average contribution rate is 64.5% as of 2016-17.</p>	<p>Update: Program analysis was conducted and completed by SCOE Expert. Will be reviewed and shared by 4/30/19. 6/5/19 Update: Final report has not been received from SCOE Expert. 3/10/2020 Update: The 2019-20 First Interim indicates \$82,559,549 of General Fund contribution towards the Special Education restricted program. This is a percentage increase in contribution of 12%. At the January 19, 2020 Board Meeting, staff shared the work underway with special education programs and services and the implementation of the multi-tiered system of support (MTSS). 5/8/2020 Update: No change.</p>	<p>In Progress</p>
<p>31</p> <p>Is the district's rate of identification of students as eligible for special education comparable with countywide and statewide average rates?</p>	<p>The district has an identification rate of 14.5%, while the statewide average identification rate is 11.5% and the countywide identification rate is 12.3%.</p>	<p>Update: Program analysis was conducted and completed by SCOE Expert. Will be reviewed and shared by 4/30/19. 6/5/19 Update: Final report has not been received from SCOE Expert. 5/8/2020 Update: No change.</p>	<p>In Progress</p>



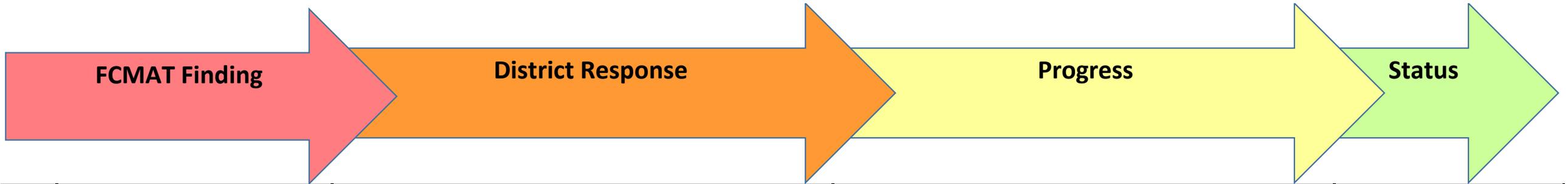
FCMAT Finding	District Response	Progress	Status
<p>32</p> <p>Does the district analyze and plan for the costs of due process hearings?</p>	<p>The district analyzes the incidence and cost of due process hearings. Employees interviewed stated that the current budgeted amount for due process hearings is insufficient and that the district would be increasing the shortfall during the next budget cycle. The average cost of a due process settlement has doubled in the last five years.</p>	<p>Update: Program analysis was conducted and completed by SCOE Expert. Will be reviewed and shared by 4/30/19. 6/5/19 Update: Final report has not been received from SCOE Expert. 5/8/2020 Update: No change.</p>	<p>In Progress</p>
<p>33</p> <p>Does the district use its facilities fully in accordance with the Office of Public School Construction's loading standards?</p>	<p>Although the district has a 24-to-1 student-to-staff ratio for K-3, and follows the class size standards in its collective bargaining agreement with SCTA for the other grade levels, its facilities department estimates that the district has approximately 20% more capacity than needed for its current student enrollment. The district closed six schools in the last seven years and reopened one.</p>	<p>The Facilities Master Plan was Board approved on June 20, 2019 and will incorporate an analysis of District capacity. The contract was awarded to DLR Group, commenced on July 1, 2019 and will be completed Spring of 2020. 5/8/2020 Update: The assessments were delayed due to the closure of schools. Staff has been in communication with DLR to discuss progress with completion of the assessments and developing a revised timeline.</p>	<p>In Progress</p>
<p>34</p> <p>Does the district have an up-to-date long range facilities master plan?</p>	<p>The district's facilities master plan was prepared by MTD Architecture in 2012 and has not been updated since.</p>	<p>The current facilities master plan was prepared by MTD Architecture in 2012. An RFQ was submitted. The new Facilities Master Plan was Board approved on June 20, 2019 and will incorporate an analysis of District capacity. The contract was awarded to DLR Group, commenced on July 1, 2019 and will be completed Spring of 2020. 5/8/2020 Update: The facility assessments are approximately 80% complete and will progress with a revised timeline. The completion of the assessments have been delayed due to the school closures.</p>	<p>In Progress</p>



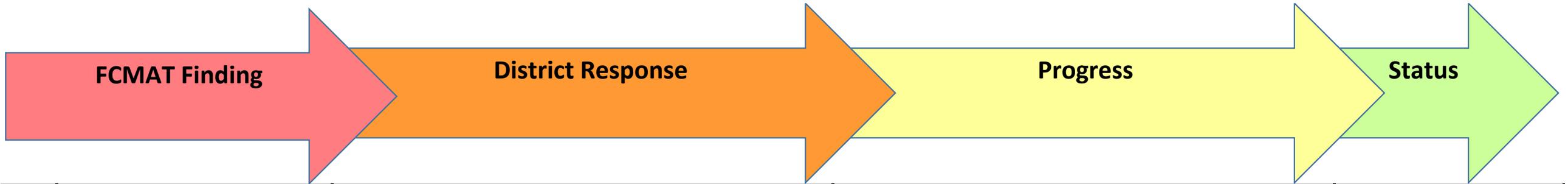
FCMAT Finding	District Response	Progress	Status
<p>35</p> <p>Has the district corrected all audit findings?</p>	<p>The district has only partially implemented the findings related to student body funds and student attendance from the 2015, 2016 and 2017 audits. Student body findings identified in the 2015 audit have been reported as partially implemented through the 2017 audit; student attendance findings, identified in 2016, have not been implemented as of the 2017 audit.</p>	<p>The District has partially implemented corrective actions for the student body fund findings identified beginning with the 2015 audit and the student attendance findings identified beginning with the 2016 audit. Findings have occurred each fiscal year since there is a rotation of school sites audited each fiscal year as well as turnover in site staff. Training is provided directly to school sites with findings. Also, ongoing trainings to all sites are provided throughout the fiscal year at both school sites and the district office to assist staff. 5/12/2020 Update: The District did not have any student body funds or attendance audit findings in the 2018-19 audit report. The student body funds and attendance findings included from the 2015, 2016, and 2017 audit reports were updated in the 2018-19 audit report as implemented.</p>	<p>Complete</p>



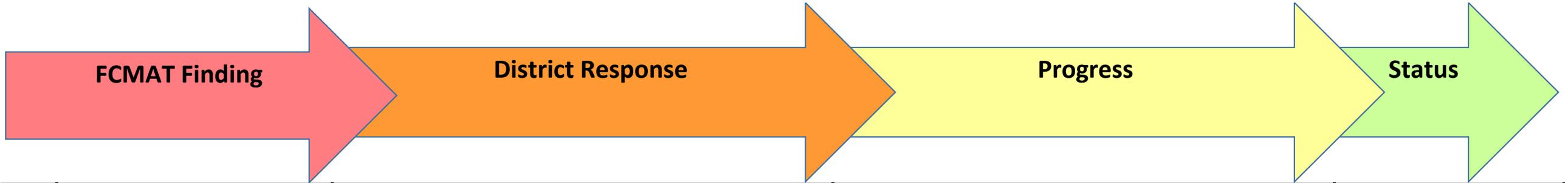
FCMAT Finding	District Response	Progress	Status
<p>36</p> <p>Is the superintendent's evaluation performed according to the terms of the contract</p>	<p>FCMAT was not able to obtain evidence that the superintendent has received any evaluations since he was hired. His contract states:</p> <p>The Board shall evaluate the Superintendent in writing each year of this agreement. The evaluation shall be based on this agreement, the duties of the position, the 2016-2021 Strategic Plan, policy goals for the District, and other goals and objectives through a collaborative process with the Superintendent. The Superintendent and a committee of the Board will develop the evaluation instrument upon which the superintendent shall be evaluated. The Board shall approve the evaluation instrument and metrics by which to evaluate the Superintendent. The annual evaluation shall be completed based on a timeline determined by the Board.</p> <p>Subsequent to fieldwork, FCMAT was notified that the superintendent's initial evaluation was to be voted on by the governing board on December 6, 2018.</p>	<p>The current superintendent has been provided with evaluations as outlined in his contract.</p>	<p>Complete</p>
<p>37</p> <p>Does the district include facility needs when adopting a budget?</p>	<p>The district discusses districtwide facility needs whenever it sells general obligation bonds, which occurs approximately every two years; this does not occur on the same cycle as budget adoption.</p>	<p>The district discusses districtwide facility needs whenever it sells general obligation bonds, which occurs approximately every two years; this does not occur on the same cycle as budget adoption, but the district does allocate 3 percent of general fund expenditures to the Routine Repair and Maintenance account to address facility maintenance needs.</p>	<p>Complete</p>
<p>38</p> <p>Is the district using the same financial system as its county office of education?</p>	<p>The county office of education uses Quintessential Control Center (QCC) (part of the Quintessential School Systems financial system) and the district uses Escape.</p>	<p>SCOE staff were trained by District staff on accessing data, data entry, and how to run reports. SCOE is currently working in ESCAPE for our District.</p>	<p>Complete</p>



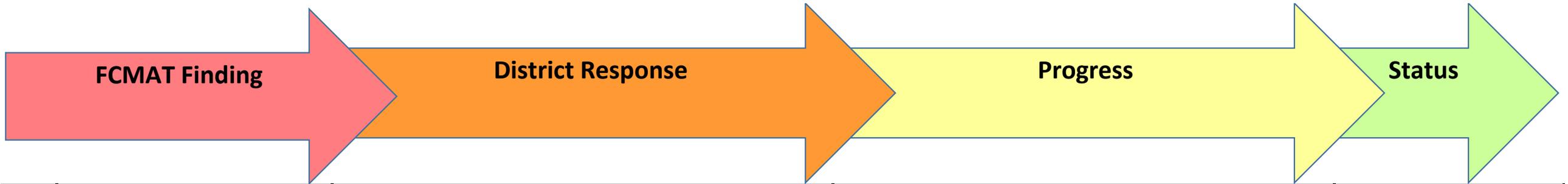
FCMAT Finding	District Response	Progress	Status
<p>39 If the district is using a separate financial system from its county office of education and is not fiscally independent, is there an automated interface with the financial system used by the county office of education?</p>	<p>There is no automated interface between the two systems. When the district processes payroll and accounts payable warrants, information related to these transactions is uploaded to the county via a file transfer protocol (FTP). This process is started manually once payroll and accounts payable warrant processing is complete. No other electronic interface exists between the two systems.</p>	<p>SCOE is currently working in Escape for District oversight and data entry.</p>	<p>Complete</p>
<p>40 If the district is using a separate financial system from its county office of education, has the district provided the county office with direct access so the county office can provide oversight, review and assistance?</p>	<p>The county office of education has not been able to access the district's Escape system online, but conversations continue between the two agencies about how this will be accomplished. The software needed to access the Escape system has been installed on some systems at the county office, but there has been no training. The county office has had to create a second set of books for the district in its QCC system so it can attempt to monitor financial transactions and balances at the major object level. This requires much manual entry by county office staff since the district sends the county office only limited data related to warrant processing.</p>	<p>SCOE now has access to and training in Escape and is working in the system. SCOE and District staff are developing the process of reconciling in Escape.</p>	<p>Complete</p>



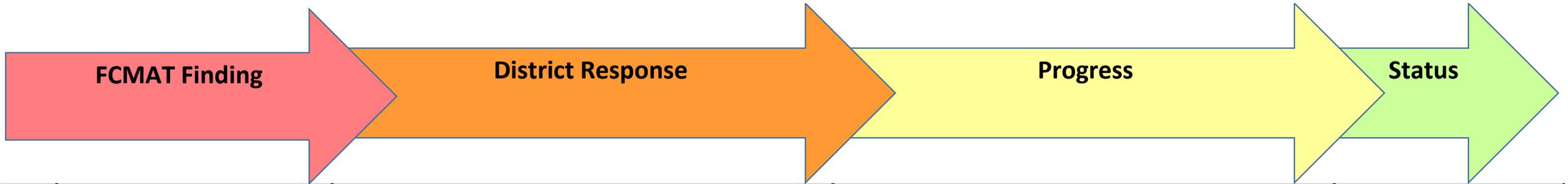
	FCMAT Finding	District Response	Progress	Status
41	Does the district account for all positions and costs?	<p>The district must improve its position control process. The district currently uses the same position control number for multiple positions, and for full-time equivalent (FTE) positions that have the same title, instead of creating a unique position control number for each board-approved position or FTE. The district's current practice leads to lack of clarity about which positions are being filled and about the site to which each belongs, because the same position number can exist at multiple sites if the same title is assigned. The district needs to use a unique identifier, or position control number, for each board-authorized position.</p> <p>Another area to improve on in the position control process involves the ramifications of the one-stop process, because confusion often arises when employees are transferred between sites and departments without a paperwork trail since the information was input directly into the system and the typical forms are not used during one-stop meetings. In addition, as employee transfers and changes are discussed and made later in the year, position control system information about which positions are open and about employees' work locations is often found to be inaccurate. Because paperwork is not generated during one-stop meetings, it is often more difficult to determine the history and details of past decisions.</p>	<p>Staff has negotiated with Escape to receive no-cost support to expedite implementation of the position control changes recommended by FCMAT. To be completed by 7/1/2019. 6/12/19 Update: Interdepartmental project team has concluded extensive testing of the technical solution and obtained approval from Executive Cabinet to proceed with implementation in the production environment. Roll-out of new position control system planned for week of June 17, 2019. Update 7/22/19: Position Control conversion completed. Although the Position Control (PC) conversion has been completed, the District is continuing to implement additional PC features and provide staff training on these features. Recent progress includes using Escape to analyze the changes in FTE from a past reporting period to the current reporting period, this was implemented November 15, 2019 with the assistance of the SCOE fiscal advisor. The next Escape tool to be implemented is budgeting for vacancies. The SCOE fiscal advisor introduced this feature to District staff on November 15, 2019 and the plan is to have this implemented for use by 2nd Interim. Escape's budgeting for vacancies feature will improve the accuracy and efficiency.</p>	Complete



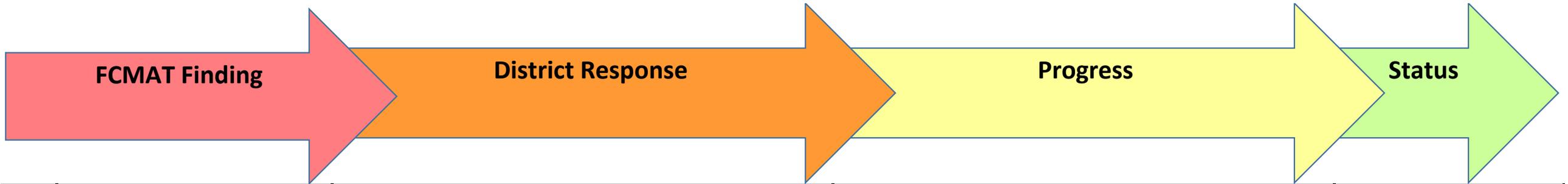
	FCMAT Finding	District Response	Progress	Status
42	Does the district use a budget development method other than a rollover budget, and if so, does that method include tasks such as review of prior year estimated actuals by major object code and removal of one-time revenues and expenses? (part 1)	Although the district uses a one-stop method for budget development rather than a rollover budget, it appears that the primary driving force behind this method is to develop a list of employees who will receive a preliminary layoff notice on March 15 rather than to truly develop a reliable budget. The budget development process needs to be further refined so that all revenues and expenditures are reviewed and adjusted, not only those budgets with larger staffing allocations. A comprehensive budget development process is need for the entire budget to ensure all revenues and expenditures are understood and used according to the district's goals and objectives.	Monthly reviews are conducted of the District's Revenues and Expenditures. 3/23/2020 Update: The District will be utilizing budget models in Escape for budget development. Budget staff will analyze the budget and compare it to prior year estimated actuals by major object. One time revenue and expenses will be removed during this process.	Complete /Ongoing



	FCMAT Finding	District Response	Progress	Status
43	Does the district use a budget development method other than a rollover budget, and if so, does that method include tasks such as review of prior year estimated actuals by major object code and removal of one-time revenues and expenses? (part 2)	<p>The district uses its one-stop method in January and February. During that time, site administrators and department managers are scheduled to meet in a district office conference room on days set aside for that specific site or department. The site administrators and department managers are provided a funding estimate from the business department, then work collaboratively with the business and human resources staff (using updated staffing costs) to determine staffing and other expenditure levels for the upcoming budget year. All information is input into the financial system during the meeting, and because appropriate approval authorities are physically in the conference room, approvals are obtained and actual staffing is determined for the next fiscal year. This is a more expedited process than the typical routing of position change forms between departments to obtain various approvals, and it ensures that staffing decisions, and thus layoff notices for the next school year, are determined by the March 15 deadline.</p> <p>The above process is efficient for meeting the March 15 deadline. However, not all budgets are assessed using this method. As additional staffing decisions are made during other one-stop meetings, or even after budget development ends, confusion can arise when employees are transferred between sites and departments without a paperwork trail since the information was input directly into the system and the typical forms are not used at the one-stop meetings.</p>	Ongoing: Personnel Requisitions are now required for all changes, signed off by Business Office and submitted to H.R. for processing.	Complete



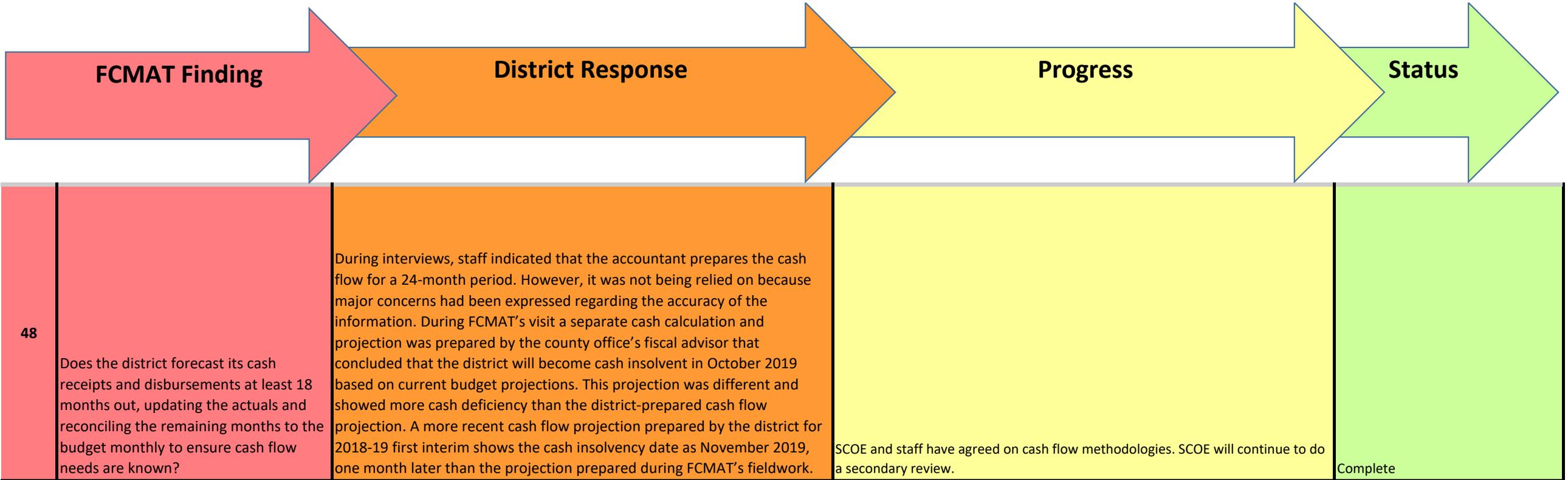
44	Has the district's budget been approved unconditionally by its county office of education in the current and two prior fiscal years?	Although the district's budgets were approved by the county office in 2016-17 and 2017-18, the district's 2018-19 adopted budget was not approved. The district submitted a revised budget dated October 4, 2018, which the county office disapproved on October 11, 2018.	Fiscal Recovery Plan submitted with Second Interim and presented at the March 21 Board Meeting. SCOE Vetted.	Complete
45	Are clear processes and policies in place to ensure that the district's Local Control and Accountability Plan (LCAP) and budget are aligned with one another? (part 1)	No evidence was provided that the LCAP and the budget are aligned with one another. Information obtained during interviews indicates that the business department has not been engaged in the LCAP process in the past, although the current administration plans to work with teams to integrate the work more closely.	<p>6/5/19 Update: 1. LCAP/Budget staff schedule quarterly meetings to review milestones and project goals. (Dates: 9/24/18, 12/19/18, 4/5/19, 4/16/19) 2. School site budgets are now aligned to the LCAP goals and state priorities in the California School Dashboard as part of the One-Stop Staffing process.</p> <p>7/23/19 Update: 1. The budget office and LCAP staff worked closely in developing the public hearing and board adoption documents for both the June 6th and June 20th board meetings. There was intentional effort to make sure numbers tied in both the LCAP and budget presentations. 2. A cross department group of staff from State and Federal, LCAP, school leadership and fiscal met June 27-28 to debrief and identify lessons learned in the LCAP, Budget, SPSA and continuous improvement process integration effort. The goal is to apply these learnings for the 2020-2021 budget, LCAP and SPSA processes with a focus on continuous improvement</p>	Complete

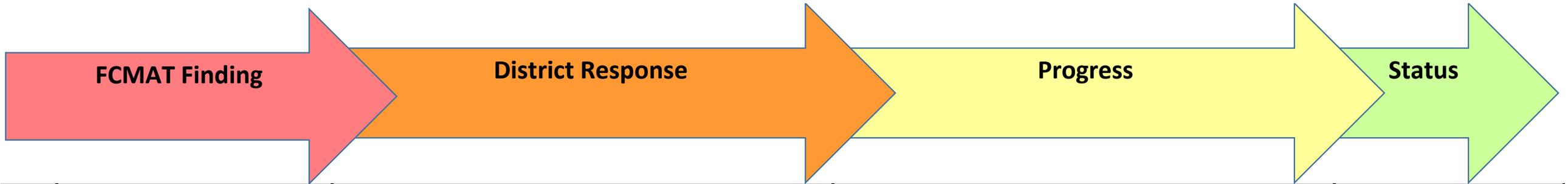


FCMAT Finding	District Response	Progress	Status
46	Does the district develop and use written budget assumptions and projections that are reasonable, are aligned with the Common Message or county office of education instructions, and have been clearly articulated?	<p>Guidance provided in the May Revision Common Message stated that districts were “not to balance their budgets based on one-time revenues.” The narrative included with the district’s 2018-19 budget presented to its governing board on June 21, 2018 states that the district is using “\$13.2 million of one-time funds to meet the increase of labor contract negotiations.” The district cited and used appropriate assumptions related to percentages and amounts per unit of average daily attendance (ADA); however, the district did not follow the guidance included in the Common Message, the governor’s statement about one-time funds, or other industry-standard guidance, which expressly state not to budget one-time funding for ongoing costs. That one-time funding was an estimated \$344 per ADA at that time. The approved state budget enacted subsequent to the May Revision decreased the one-time per-ADA funding amount from an estimated \$344 per ADA to \$185 per ADA, which created an approximately \$7.4 million deficit in the district’s 2018-19 budget due to the district’s action to fully commit the one-time funds to ongoing costs. This action will also have severe impacts on future years because the one-time funding will likely be unavailable to the district, leaving a \$13.2 million deficit moving forward.</p>	<p>This is no longer the philosophy of the Superintendent or Board beginning July 1, 2018. The revised adopted budget was taken to the Board in October 2018. 3/10/2020 Update: In order to maintain fiscal solvency, restore stability and address the long term financial issues, the District presented for consideration revisions to Board Policy (BP) 3100: Business and Noninstructional Operations which include: 1. The increase of the general fund expenditure reserve from the minimum 2% to a 5% reserve level. 2. One-Time funding should be used for one-time expenditures and shall only be used for an on-going expenditure as a last resort. As part of the approval of the annual budget, the Board shall consider any proposed use of One-Time funding and shall take separate action to approve such uses. BP 3100 was presented to the Board at the February 6, 2020 Board Meeting as a First Reading. 5/8/2020 Update: The proposed policy BP 3100 was scheduled for further Board review and discussion in March or April 2020 Board meetings but this was delayed due to the impact of the COVID-19 pandemic on District operations. BP 3100 will be presented to the Board at the May 21, 2020 Board Meeting as a First Reading for further review and discussion.</p>
47	When appropriate, does the district budget and expend restricted funds before unrestricted funds?	<p>The district’s restricted general fund ending fund balance increased from \$4,456,029 in 2014-15 to \$10,224,117 in 2017-18. This indicates unrestricted funds are being expended before restricted funds, which creates a potential liability because the district may be required to return unspent restricted funds to the grantor.</p>	<p>Ongoing: Monthly monitoring</p>

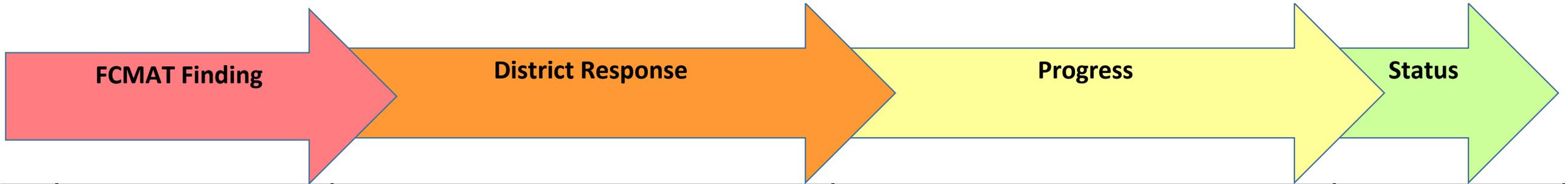
Complete /Ongoing

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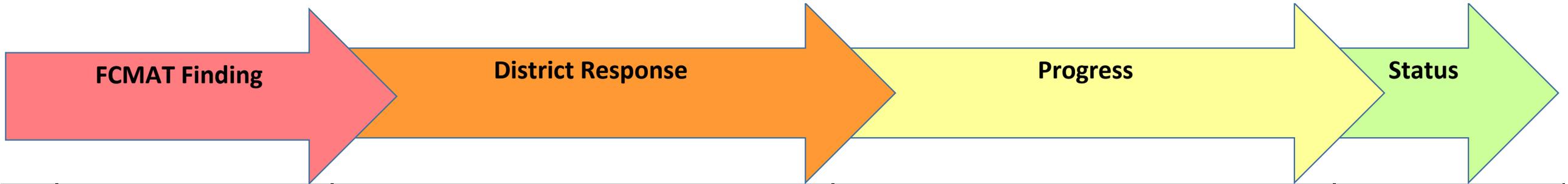




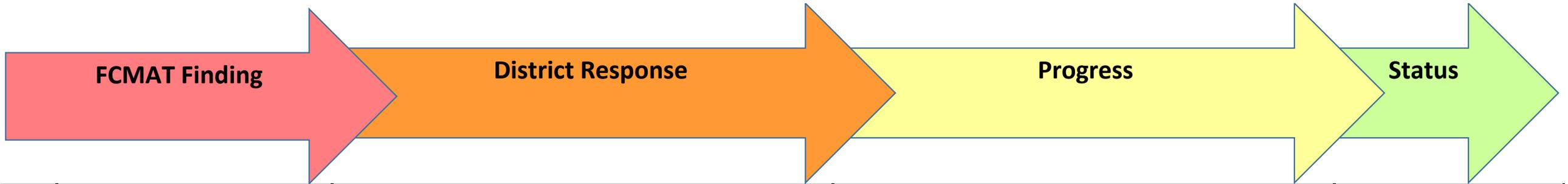
	FCMAT Finding	District Response	Progress	Status
49	<p>If the district has deficit spending in funds other than the general fund, has it included in its multiyear projection any transfers from the general fund to cover the deficit spending?</p>	<p>from the general fund to cover deficit spending in other funds, FCMAT believes that those transfers are inadequate based on prior year deficits. Without a specific plan to reduce deficit spending, specifically in the child development fund, the budgeted transfers are likely inadequate to cover the increasing costs of salaries and benefits.</p> <p>Based on unaudited actuals data, the following transfers were made from the general fund to the child development fund: 2015-16: \$1,500,000 2016-17: \$322,344 2017-18: \$502,296</p> <p>Based on 2018-19 Standardized Account Code Structure (SACS) data, transfers to the child development fund are projected to be as follows: 2018-19: \$2,345,207 2019-20: \$382,178 2020-21: \$382,178</p> <p>Assuming revenue and spending patterns remain the same, even if the current projected transfers of \$382,178 in 2019-20 and 2020-21 are included, the district's shortfall in cash would be as follows: 2019-20: (\$791,940.93) 2020-21: (\$2,754,969.93)</p> <p>The district must develop a plan to ensure its expenditures are equal to or</p>	<p>Board took action to reduce the size of the Child Development program by returning slots to the grantor (SETA) and thus the contribution to the Child Development program.</p>	<p>Complete</p>
50	<p>Has the district's enrollment been increasing or stable for the current and three prior years?</p>	<p>The district's enrollment has been declining for the last 15 years.</p>	<p>Adopted FCMAT recommendation of using Cohort Survival Method for staffing and enrollment purposes.</p>	<p>Complete</p>



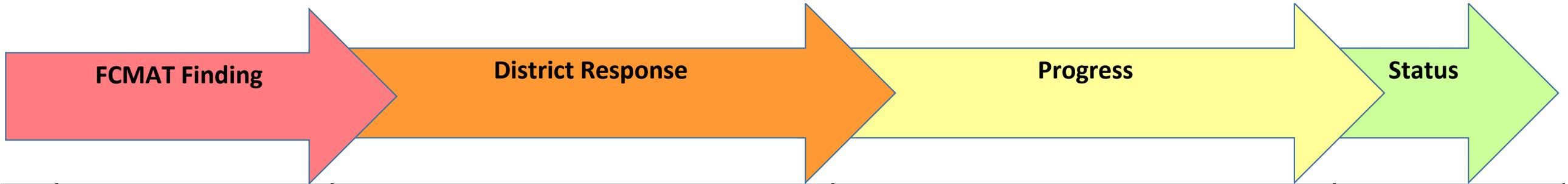
	FCMAT Finding	District Response	Progress	Status
51	<p>Are the district's enrollment projection and assumptions based on historical data, industry-standard methods, and other reasonable considerations?</p>	<p>The district tracked the number of children who enter kindergarten as a percentage of countywide live births five years earlier to project kindergarten enrollment for the 2018- 19 school year.</p> <p>However, to project enrollment in grades one through 12 for the same period, it used simple grade level progression rather than the more commonly used cohort survival method.</p> <p>The cohort survival method groups students by grade level upon entry and tracks them through each year they stay in school. This method evaluates the longitudinal relationship of the number of students passing from one grade to the next in a subsequent year. This method more closely accounts for retention, dropouts and students transferring to and from a school or district by grade. Although other enrollment forecasting techniques are available, the cohort survival method usually is the best choice for local education agencies because of its sensitivity to incremental changes to several key variables including:</p> <ul style="list-style-type: none"> * Birth rates and trends. * The historical ratio of enrollment progression between grade levels. * Migration patterns. * Changes in local and regional demographics. 	<p>Adopted FCMAT recommendation of using Cohort Survival Method for staffing and enrollment purposes.</p>	<p>Complete</p>



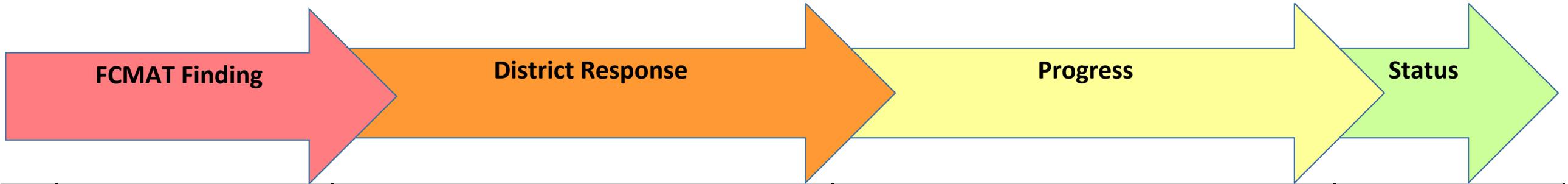
FCMAT Finding	District Response	Progress	Status
<p>52</p> <p>Does the district ensure that one-time revenues do not pay for ongoing expenditures?</p>	<p>As mentioned in the budget development section of this analysis, the district stated in its 2018-19 budget narrative that one-time funding was used to pay for salary increases. This action will also have severe effects on the budget in future years because the one-time funding will likely not be available to the district, leaving a \$13.2 million deficit moving forward.</p>	<p>3/10/2020 Update: BP 3100 was presented to the Board at the February 6, 2020 Board Meeting as a First Reading. One-Time funding should be used for one-time expenditures and shall only be used for an on-going expenditure as a last resort. As part of the approval of the annual budget, the Board shall consider any proposed use of One-Time funding and shall take separate action to approve such uses. 5/8/2020 Update: The proposed policy BP 3100 was scheduled for further Board review and discussion in March or April 2020 Board meetings but this was delayed due to the impact of the COVID-19 pandemic on District operations. BP 3100 will be presented to the Board at the May 21, 2020 Board Meeting as a First Reading for further review and discussion.</p>	<p>Complete</p>
<p>53</p> <p>Does the district consistently account for all program costs, including allowable indirect costs, for each restricted resource?</p>	<p>The district does not charge allowable indirect costs to special education, and as a result there is underreporting of the total cost of the program. If the indirect cost rate of 4.21% for 2018-19 were applied to the district's 2018-19 annual special education expenditures of \$107,398,026, the resulting allowable indirect cost would be \$4,521,457. The district's total actual indirect charge for special education has been approximately \$100,000 per year. The industry-standard practice is to consistently account for indirect costs in all restricted resources, including special education. The district is not correctly identifying the true cost of its special education programs.</p>	<p>The 2019/20 Proposed Budget includes charging indirect to all appropriate grants.</p>	<p>Complete</p>
<p>54</p> <p>Is training on the budget and governance provided to board members at least every two years?</p>	<p>There was no evidence that budget or governance training is provided to board members regularly.</p>	<p>Superintendent has been conducting Board Learning Sessions. Board governance trainings have been an ongoing and regular practice for the Board of Education for the past two years. Budget trainings have not previously been provided outside of the regular meeting setting over the past couple of years, but will begin with the 2019-20 academic year.</p>	<p>Complete</p>



55	FCMAT Finding	District Response	Progress	Status
56	Does the district use its most current multiyear projection when making financial decisions?	It appears that the district used multiyear projections when making financial decisions until the 2017-18 fiscal year, but that this practice ceased in that year, during which it also entered into a multiyear agreement with the SCTA (December 7, 2017) that granted ongoing salary increases without a budget reduction plan to maintain minimum reserves through 2020-21.	Current budget philosophy is to understand fourth year budget implications of financial decisions.	Complete
	Are the sources of repayment for non-voter-approved debt stable (such as certificates of participation (COPs), bridge financing, bond anticipation notes (BANS), revenue anticipation notes (RANS) and others), predictable, and other than unrestricted general fund?	The district has \$67,920,000 in outstanding lease revenue bonds. The annual debt service payment is approximately \$5,400,000 and continues through fiscal year 2025-26. The annual debt service payments are made from a combination of unrestricted general fund revenue and developer fees.	Debt payment transferred outside of General Fund to Mello Roos tax collections.	Complete



	FCMAT Finding	District Response	Progress	Status
57	Does the district analyze and adjust staffing based on staffing ratios and enrollment?	<p>The district did not provide evidence that regular analysis of staffing ratios is compared with actual enrollment or that adjustments are made in accordance with sites' or departments' needs after the one-stop budget and staffing process occurs in January or February of each year during the budget development process. During one-stop, because the primary purpose appears to be developing the March 15 notice list, staffing ratios are compared against enrollment projections, and staffing is scheduled accordingly.</p> <p>Although this process is efficient for meeting the March 15 deadline as well as initial budget development projections, the decisions made during one-stop need to be reassessed as the year proceeds and actual enrollment numbers are known.</p>	Yes. Allocations to staffing are based on contract class size ratios and adopted Cohort Survival Method for enrollment projections.	Complete



FCMAT Finding	District Response	Progress	Status
<p>58</p> <p>Does the district reconcile budget, payroll and position control regularly, meaning at least at budget adoption and interim reporting periods?</p>	<p>It is best practice to have a position control system that is integrated with, or at least reconciled with, budget, payroll and human resources records. The district does not reconcile these records regularly to ensure that its budget represents the amount the district should set aside for such costs. In interviews, employees indicated that the number of open positions shown in financial reports is usually inflated.</p> <p>At interim reporting times, the district identifies variances between budgeted and actual amounts, and salary and benefit budgets are often revised based on that analysis. By contrast, standard industry practice is to reconcile actual human resources and payroll records to ensure that only open, authorized positions are shown as such in the budget; if an open position exists that should be closed, the appropriate paperwork is completed to do so, and the budget is updated.</p>	<p>Position Control true-up conducted with the support of SCOE fiscal expert. Regular bi-weekly meetings are now being conducted to ensure position control is reconciled.</p>	<p>Complete</p>
<p>59</p> <p>Does the governing board approve all new positions before positions are posted?</p>	<p>The governing board approves new positions after employees have been hired rather than when the position is vacant or posted.</p>	<p>New process established: Cabinet Member to bring forth new positions to the Cabinet meeting for review and discussion. If allowed, new position moves forward to Deputy and Superintendent for approval. Approved position is then submitted to the Budget department for assignment of position control identifying number. Budget then sends completed position requisition to H.R. for posting (Business Process Map was created for this new process and is currently being revised).</p>	<p>Complete</p>
<p>60</p> <p>Do managers and staff responsible for the district's human resources, payroll and budget functions meet regularly to discuss issues and improve processes?</p>	<p>Staff indicated that those responsible for human resources, payroll and budget meet two times per year. Scheduled meetings should be conducted at least monthly to resolve ongoing issues and problems, as well as improve processes, between the departments.</p>	<p>H.R. and Business Services now meets bi-monthly.</p>	<p>Complete</p>

2019-2020 Third Interim Financial Report



Guiding Principle

All students graduate with the greatest number of postsecondary choices from the widest array of options.

Board of Education
May 21, 2020

Sacramento City Unified School District

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Rose F. Ramos, Chief Business Officer
Tara Gallegos, Chief Communications Officer

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Description	Object Codes	Projected Year Totals (Form 011) (A)	% Change (Cols. C-A/A) (B)	2020-21 Projection (C)	% Change (Cols. E-C/C) (D)	2021-22 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	411,121,607.75	-0.23%	410,161,125.00	-0.76%	407,064,031.00
2. Federal Revenues	8100-8299	155,908.30	0.00%	155,908.00	0.00%	155,908.00
3. Other State Revenues	8300-8599	12,021,397.78	-42.47%	6,915,637.00	0.38%	6,942,240.00
4. Other Local Revenues	8600-8799	7,577,955.55	-5.28%	7,177,476.00	0.00%	7,177,476.00
5. Other Financing Sources						
a. Transfers In	8900-8929	2,191,263.00	0.00%	2,191,263.00	0.00%	2,191,263.00
b. Other Sources	8930-8979	0.00	0.00%	0.00	0.00%	0.00
c. Contributions	8980-8999	(93,420,037.00)	0.54%	(93,926,835.00)	22.43%	(114,990,959.00)
6. Total (Sum lines A1 thru A5c)		339,648,095.38	-2.05%	332,674,574.00	-7.25%	308,539,959.00
B. EXPENDITURES AND OTHER FINANCING USES						
1. Certificated Salaries						
a. Base Salaries				160,345,199.44		167,393,068.00
b. Step & Column Adjustment				1,763,807.00		2,083,907.00
c. Cost-of-Living Adjustment				0.00		0.00
d. Other Adjustments				5,284,061.56		(50,000.00)
e. Total Certificated Salaries (Sum lines B1a thru B1d)	1000-1999	160,345,199.44	4.40%	167,393,068.00	1.22%	169,426,975.00
2. Classified Salaries						
a. Base Salaries				40,685,765.82		41,617,393.00
b. Step & Column Adjustment				170,900.00		540,154.00
c. Cost-of-Living Adjustment				0.00		0.00
d. Other Adjustments				760,727.18		30,000.00
e. Total Classified Salaries (Sum lines B2a thru B2d)	2000-2999	40,685,765.82	2.29%	41,617,393.00	1.37%	42,187,547.00
3. Employee Benefits	3000-3999	109,146,396.02	11.36%	121,546,056.00	4.97%	127,590,117.00
4. Books and Supplies	4000-4999	6,521,592.33	177.89%	18,122,533.00	-24.86%	13,617,951.00
5. Services and Other Operating Expenditures	5000-5999	24,638,110.21	2.56%	25,268,442.00	-14.63%	21,571,181.00
6. Capital Outlay	6000-6999	448,316.02	0.00%	448,316.00	0.00%	448,316.00
7. Other Outgo (excluding Transfers of Indirect Costs)	7100-7299, 7400-7499	917,738.00	0.00%	917,738.00	0.00%	917,738.00
8. Other Outgo - Transfers of Indirect Costs	7300-7399	(8,880,421.50)	-12.79%	(7,744,736.00)	3.58%	(8,021,975.00)
9. Other Financing Uses						
a. Transfers Out	7600-7629	2,594,535.42	0.00%	2,594,535.00	0.00%	2,594,535.00
b. Other Uses	7630-7699	0.00	0.00%	0.00	0.00%	0.00
10. Other Adjustments (Explain in Section F below)				0.00		0.00
11. Total (Sum lines B1 thru B10)		336,417,231.76	10.03%	370,163,345.00	0.05%	370,332,385.00
C. NET INCREASE (DECREASE) IN FUND BALANCE (Line A6 minus line B11)						
		3,230,863.62		(37,488,771.00)		(61,792,426.00)
D. FUND BALANCE						
1. Net Beginning Fund Balance (Form 011, line F1e)		61,133,834.79		64,364,698.41		26,875,927.41
2. Ending Fund Balance (Sum lines C and D1)		64,364,698.41		26,875,927.41		(34,916,498.59)
3. Components of Ending Fund Balance (Form 011)						
a. Nonspendable	9710-9719	545,000.00		545,000.00		545,000.00
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	5,000,000.00		5,000,000.00		0.00
e. Unassigned/Unappropriated						
1. Reserve for Economic Uncertainties	9789	0.00		0.00		0.00
2. Unassigned/Unappropriated	9790	58,819,698.41		21,330,927.41		(35,461,498.59)
f. Total Components of Ending Fund Balance (Line D3f must agree with line D2)		64,364,698.41		26,875,927.41		(34,916,498.59)

Description	Object Codes	Projected Year Totals (Form 011) (A)	% Change (Cols. C-A/A) (B)	2020-21 Projection (C)	% Change (Cols. E-C/C) (D)	2021-22 Projection (E)
E. AVAILABLE RESERVES						
1. General Fund						
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	58,819,698.41		21,330,927.41		(35,461,498.59)
(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		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 (Sum lines E1a thru E2c)						
		58,819,698.41		21,330,927.41		(35,461,498.59)
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.						
2020-21 & 2021-22 assumes 0% LCFF COLA, a 4% increase for health and welfare for both certificated and classified, an additional 3M increase in Health and Welfare is anticipated in both						

Description	Object Codes	Projected Year Totals (Form 011) (A)	% Change (Cols. C-A/A) (B)	2020-21 Projection (C)	% Change (Cols. E-C/C) (D)	2021-22 Projection (E)
fiscal years. Assumes a 15% reduction in lottery funds. 2020-21- removed a 1x Health net savings of 1.053M. 2020-21 and 2021-22 assumes STRS at 18.4% and 18.1%, respectively, and PERS at 22.80% and 24.90%, respectively. 2020-21 includes 1x 666k COVID-19 state relief funds						
2020-21 B1d- includes 1x personnel savings, less 7.0 FTE due to declining enrollment B2d- includes summer school and 1x personnel savings added back to the budget. 2020-21 and 2021-22, line B10, projected increase in Supplemental/Concentration funds programmed for expanded summer learning and additional teaching positions above baseline staffing parameters. 2020-21 book and supplies increase due to 1x textbook adoption 5M, 4.5M for Technology supply needs/textbooks needs, and restoring 1x supply savings. 2021-22 books and supplies includes a 1x textbook adoption of 5M						

Description	Object Codes	Projected Year Totals (Form 011) (A)	% Change (Cols. C-A/A) (B)	2020-21 Projection (C)	% Change (Cols. E-C/C) (D)	2021-22 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. LCFE/Revenue Limit Sources	8010-8099	0.00	0.00%	0.00	0.00%	0.00
2. Federal Revenues	8100-8299	66,562,042.59	14.21%	76,022,572.00	-42.70%	43,562,043.00
3. Other State Revenues	8300-8599	63,050,864.29	-0.32%	62,849,751.00	0.00%	62,849,751.00
4. Other Local Revenues	8600-8799	3,228,219.32	-2.63%	3,143,219.00	0.00%	3,143,219.00
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	93,420,037.00	0.54%	93,926,835.00	22.43%	114,990,959.00
6. Total (Sum lines A1 thru A5c)		226,261,163.20	4.28%	235,942,377.00	-4.83%	224,545,972.00
B. EXPENDITURES AND OTHER FINANCING USES						
1. Certificated Salaries						
a. Base Salaries				59,149,067.10		60,461,125.00
b. Step & Column Adjustment				650,500.00		484,900.00
c. Cost-of-Living Adjustment				0.00		0.00
d. Other Adjustments				661,557.90		(5,183,293.00)
e. Total Certificated Salaries (Sum lines B1a thru B1d)	1000-1999	59,149,067.10	2.22%	60,461,125.00	-7.77%	55,762,732.00
2. Classified Salaries						
a. Base Salaries				22,461,415.25		23,785,714.00
b. Step & Column Adjustment				247,000.00		184,100.00
c. Cost-of-Living Adjustment				0.00		0.00
d. Other Adjustments				1,077,298.75		(797,565.00)
e. Total Classified Salaries (Sum lines B2a thru B2d)	2000-2999	22,461,415.25	5.90%	23,785,714.00	-2.58%	23,172,249.00
3. Employee Benefits	3000-3999	65,801,858.48	9.91%	72,325,714.00	-0.31%	72,100,796.00
4. Books and Supplies	4000-4999	16,294,117.18	-32.95%	10,925,345.00	-28.06%	7,860,222.00
5. Services and Other Operating Expenditures	5000-5999	55,173,097.16	8.60%	59,915,644.00	-4.02%	57,508,255.00
6. Capital Outlay	6000-6999	9,155,476.82	-88.05%	1,093,718.00	0.00%	1,093,718.00
7. Other Outgo (excluding Transfers of Indirect Costs)	7100-7299, 7400-7499	0.00	0.00%	0.00	0.00%	0.00
8. Other Outgo - Transfers of Indirect Costs	7300-7399	7,421,641.74	0.18%	7,435,117.00	-5.21%	7,048,000.00
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)				0.00		0.00
11. Total (Sum lines B1 thru B10)		235,456,673.73	0.21%	235,942,377.00	-4.83%	224,545,972.00
C. NET INCREASE (DECREASE) IN FUND BALANCE (Line A6 minus line B11)						
		(9,195,510.53)		0.00		0.00
D. FUND BALANCE						
1. Net Beginning Fund Balance (Form 011, line F1e)		9,195,510.53		0.00		0.00
2. Ending Fund Balance (Sum lines C and D1)		0.00		0.00		0.00
3. Components of Ending Fund Balance (Form 011)						
a. Nonspendable	9710-9719	0.00		0.00		0.00
b. Restricted	9740	0.00		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	0.00		0.00		0.00
f. Total Components of Ending Fund Balance (Line D3f must agree with line D2)		0.00		0.00		0.00

Description	Object Codes	Projected Year Totals (Form 011) (A)	% Change (Cols. C-A/A) (B)	2020-21 Projection (C)	% Change (Cols. E-C/C) (D)	2021-22 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.

Description	Object Codes	Projected Year Totals (Form 011) (A)	% Change (Cols. C-A/A) (B)	2020-21 Projection (C)	% Change (Cols. E-C/C) (D)	2021-22 Projection (E)
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2020-21 and 2021-22 assumes STRS at 18.4% and 18.1%, respectively, and PERS at 22.80% and 24.90%, respectively. 2019-20 Contribution increase funds Routine Repair and Maintenance to meet the required 3% and Special Education. 2020-21 line B1d and B2d, increasing support for our students with disabilities and the implementation of the Expanded Learning Summer Program. Also removes one time funds for training and additional IEP team. 2021-22, line B1d and B2d, increasing support for our students with disabilities. Revenue and expense adjustments for less grant carryover and grants ending in both 2020-21 and 2021-22 including Title I, Title III, Title IV, SIG, Low Performing Block Grant, CTE Incentive, ASES KCCP, etc.
Includes 1x CARES funds in 2020-21 approx 15.096M, includes loss of 1x Special Ed funds received in 2019-20 and 15% reduction in restricted lottery funds.

Description	Object Codes	Projected Year Totals (Form 011) (A)	% Change (Cols. C-A/A) (B)	2020-21 Projection (C)	% Change (Cols. E-C/C) (D)	2021-22 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	411,121,607.75	-0.23%	410,161,125.00	-0.76%	407,064,031.00
2. Federal Revenues	8100-8299	66,717,950.89	14.18%	76,178,480.00	-42.61%	43,717,951.00
3. Other State Revenues	8300-8599	75,072,262.07	-7.07%	69,765,388.00	0.04%	69,791,991.00
4. Other Local Revenues	8600-8799	10,806,174.87	-4.49%	10,320,695.00	0.00%	10,320,695.00
5. Other Financing Sources						
a. Transfers In	8900-8929	2,191,263.00	0.00%	2,191,263.00	0.00%	2,191,263.00
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)		565,909,258.58	0.48%	568,616,951.00	-6.25%	533,085,931.00
B. EXPENDITURES AND OTHER FINANCING USES						
1. Certificated Salaries						
a. Base Salaries				219,494,266.54		227,854,193.00
b. Step & Column Adjustment				2,414,307.00		2,568,807.00
c. Cost-of-Living Adjustment				0.00		0.00
d. Other Adjustments				5,945,619.46		(5,233,293.00)
e. Total Certificated Salaries (Sum lines B1a thru B1d)	1000-1999	219,494,266.54	3.81%	227,854,193.00	-1.17%	225,189,707.00
2. Classified Salaries						
a. Base Salaries				63,147,181.07		65,403,107.00
b. Step & Column Adjustment				417,900.00		724,254.00
c. Cost-of-Living Adjustment				0.00		0.00
d. Other Adjustments				1,838,025.93		(767,565.00)
e. Total Classified Salaries (Sum lines B2a thru B2d)	2000-2999	63,147,181.07	3.57%	65,403,107.00	-0.07%	65,359,796.00
3. Employee Benefits	3000-3999	174,948,254.50	10.82%	193,871,770.00	3.00%	199,690,913.00
4. Books and Supplies	4000-4999	22,815,709.51	27.32%	29,047,878.00	-26.06%	21,478,173.00
5. Services and Other Operating Expenditures	5000-5999	79,811,207.37	6.73%	85,184,086.00	-7.17%	79,079,436.00
6. Capital Outlay	6000-6999	9,603,792.84	-83.94%	1,542,034.00	0.00%	1,542,034.00
7. Other Outgo (excluding Transfers of Indirect Costs)	7100-7299, 7400-7499	917,738.00	0.00%	917,738.00	0.00%	917,738.00
8. Other Outgo - Transfers of Indirect Costs	7300-7399	(1,458,779.76)	-78.78%	(309,619.00)	214.57%	(973,975.00)
9. Other Financing Uses						
a. Transfers Out	7600-7629	2,594,535.42	0.00%	2,594,535.00	0.00%	2,594,535.00
b. Other Uses	7630-7699	0.00	0.00%	0.00	0.00%	0.00
10. Other Adjustments				0.00		0.00
11. Total (Sum lines B1 thru B10)		571,873,905.49	5.99%	606,105,722.00	-1.85%	594,878,357.00
C. NET INCREASE (DECREASE) IN FUND BALANCE (Line A6 minus line B11)						
		(5,964,646.91)		(37,488,771.00)		(61,792,426.00)
D. FUND BALANCE						
1. Net Beginning Fund Balance (Form 011, line F1e)		70,329,345.32		64,364,698.41		26,875,927.41
2. Ending Fund Balance (Sum lines C and D1)		64,364,698.41		26,875,927.41		(34,916,498.59)
3. Components of Ending Fund Balance (Form 011)						
a. Nonspendable	9710-9719	545,000.00		545,000.00		545,000.00
b. Restricted	9740	0.00		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	5,000,000.00		5,000,000.00		0.00
e. Unassigned/Unappropriated						
1. Reserve for Economic Uncertainties	9789	0.00		0.00		0.00
2. Unassigned/Unappropriated	9790	58,819,698.41		21,330,927.41		(35,461,498.59)
f. Total Components of Ending Fund Balance (Line D3f must agree with line D2)		64,364,698.41		26,875,927.41		(34,916,498.59)

Description	Object Codes	Projected Year Totals (Form 011) (A)	% Change (Cols. C-A/A) (B)	2020-21 Projection (C)	% Change (Cols. E-C/C) (D)	2021-22 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	0.00		0.00		0.00
c. Unassigned/Unappropriated	9790	58,819,698.41		21,330,927.41		(35,461,498.59)
d. Negative Restricted Ending Balances (Negative resources 2000-9999)	979Z			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)		58,819,698.41		21,330,927.41		(35,461,498.59)
4. Total Available Reserves - by Percent (Line E3 divided by Line F3c)		10.29%		3.52%		-5.96%
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?	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):						
2. Special education pass-through funds						
(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		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)						
		38,213.84		38,007.01		37,828.93
3. Calculating the Reserves						
a. Expenditures and Other Financing Uses (Line B11)		571,873,905.49		606,105,722.00		594,878,357.00
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)		571,873,905.49		606,105,722.00		594,878,357.00
d. Reserve Standard Percentage Level (Refer to Form 01CSI, Criterion 10 for calculation details)		2%		2%		2%
e. Reserve Standard - By Percent (Line F3c times F3d)		11,437,478.11		12,122,114.44		11,897,567.14
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)		11,437,478.11		12,122,114.44		11,897,567.14
h. Available Reserves (Line E3) Meet Reserve Standard (Line F3g)		YES		YES		NO

GENERAL FUND

General Fund Definition

The General Fund is the general operating fund of the District and accounts for all revenues and expenditures of the District not encompassed within other funds. All general tax revenues and other receipts that are not allocated by law or contractual agreement to some other fund are accounted for in this fund. General operating expenditures and the capital improvement costs that are not paid through other funds are paid from the General Fund. The General Fund also contains categorical programs such as Educator Effectiveness, Every Student Succeeds Act (ESSA), Title I, After School Education and Safety (ASES), and others.

Description	Resource Codes	Object Codes	Original Budget (A)	Board Approved Operating Budget (B)	Actuals To Date (C)	Projected Year Totals (D)	Difference (Col B & D) (E)	% Diff (E/B) (F)
A. REVENUES								
1) LCFF Sources		8010-8099	411,797,231.10	411,121,607.75	349,573,475.72	411,121,607.75	0.00	0.0%
2) Federal Revenue		8100-8299	66,583,549.53	66,717,950.89	20,149,865.40	66,717,950.89	0.00	0.0%
3) Other State Revenue		8300-8599	72,319,786.25	75,072,262.07	44,467,801.47	75,072,262.07	0.00	0.0%
4) Other Local Revenue		8600-8799	9,090,754.62	10,805,694.87	6,274,441.91	10,806,174.87	480.00	0.0%
5) TOTAL, REVENUES			559,791,321.50	563,717,515.58	420,465,584.50	563,717,995.58		
B. EXPENDITURES								
1) Certificated Salaries		1000-1999	222,800,621.49	219,486,691.80	168,938,438.86	219,494,266.54	(7,574.74)	0.0%
2) Classified Salaries		2000-2999	62,778,940.58	63,141,027.71	49,506,659.16	63,147,181.07	(6,153.36)	0.0%
3) Employee Benefits		3000-3999	177,606,806.44	174,957,168.73	121,315,972.25	174,948,254.50	8,914.23	0.0%
4) Books and Supplies		4000-4999	41,196,691.23	22,511,195.35	5,698,543.81	22,815,709.51	(304,514.16)	-1.4%
5) Services and Other Operating Expenditures		5000-5999	75,194,801.94	80,211,336.16	46,068,168.58	79,793,788.13	417,548.03	0.5%
6) Capital Outlay		6000-6999	627,792.00	9,495,092.84	6,753,866.09	9,603,792.84	(108,700.00)	-1.1%
7) Other Outgo (excluding Transfers of Indirect Costs)		7100-7299 7400-7499	481,300.00	917,738.00	723,722.17	917,738.00	0.00	0.0%
8) Other Outgo - Transfers of Indirect Costs		7300-7399	(1,847,912.46)	(1,458,779.76)	(315,912.14)	(1,458,779.76)	0.00	0.0%
9) TOTAL, EXPENDITURES			578,839,041.22	569,261,470.83	398,689,458.78	569,261,950.83		
C. EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES BEFORE OTHER FINANCING SOURCES AND USES (A5 - B9)			(19,047,719.72)	(5,543,955.25)	21,776,125.72	(5,543,955.25)		
D. OTHER FINANCING SOURCES/USES								
1) Interfund Transfers								
a) Transfers In		8900-8929	2,174,627.00	2,191,263.00	1,368,853.96	2,191,263.00	0.00	0.0%
b) Transfers Out		7600-7629	1,833,785.00	2,594,535.42	0.00	2,594,535.42	0.00	0.0%
2) Other Sources/Uses								
a) Sources		8930-8979	0.00	0.00	0.00	0.00	0.00	0.0%
b) Uses		7630-7699	0.00	0.00	0.00	0.00	0.00	0.0%
3) Contributions		8980-8999	0.00	0.00	0.00	0.00	0.00	0.0%
4) TOTAL, OTHER FINANCING SOURCES/USES			340,842.00	(403,272.42)	1,368,853.96	(403,272.42)		

Description	Resource Codes	Object Codes	Original Budget (A)	Board Approved Operating Budget (B)	Actuals To Date (C)	Projected Year Totals (D)	Difference (Col B & D) (E)	% Diff (E/B) (F)
E. NET INCREASE (DECREASE) IN FUND BALANCE (C + D4)			(18,706,877.72)	(5,947,227.67)	23,144,979.68	(5,947,227.67)		
F. FUND BALANCE, RESERVES								
1) Beginning Fund Balance								
a) As of July 1 - Unaudited		9791	70,329,345.32	70,329,345.32		70,329,345.32	0.00	0.0%
b) Audit Adjustments		9793	0.00	0.00		0.00	0.00	0.0%
c) As of July 1 - Audited (F1a + F1b)			70,329,345.32	70,329,345.32		70,329,345.32		
d) Other Restatements		9795	0.00	0.00		0.00	0.00	0.0%
e) Adjusted Beginning Balance (F1c + F1d)			70,329,345.32	70,329,345.32		70,329,345.32		
2) Ending Balance, June 30 (E + F1e)			51,622,467.60	64,382,117.65		64,382,117.65		
Components of Ending Fund Balance								
a) Nonspendable								
Revolving Cash		9711	225,000.00	225,000.00		225,000.00		
Stores		9712	320,000.00	320,000.00		320,000.00		
Prepaid Items		9713	0.00	0.00		0.00		
All Others		9719	0.00	0.00		0.00		
b) Restricted								
		9740	0.00	0.00		0.00		
c) Committed								
Stabilization Arrangements		9750	0.00	0.00		0.00		
Other Commitments		9760	0.00	0.00		0.00		
d) Assigned								
Other Assignments		9780	0.00	0.00		0.00		
e) Unassigned/Unappropriated								
Reserve for Economic Uncertainties		9789	0.00	0.00		0.00		
Unassigned/Unappropriated Amount			51,077,467.60	63,837,117.65		63,837,117.65		

Description	Resource Codes	Object Codes	Original Budget (A)	Board Approved Operating Budget (B)	Actuals To Date (C)	Projected Year Totals (D)	Difference (Col B & D) (E)	% Diff (E/B) (F)
LCFF SOURCES								
Principal Apportionment								
State Aid - Current Year		8011	262,075,453.00	255,683,525.00	209,148,594.00	255,683,525.00	0.00	0.0%
Education Protection Account State Aid - Current Year		8012	58,445,520.00	62,387,502.00	49,089,776.00	62,387,502.00	0.00	0.0%
State Aid - Prior Years		8019	0.00	0.00	0.00	0.00	0.00	0.0%
Tax Relief Subventions								
Homeowners' Exemptions		8021	710,538.46	689,413.00	600,027.85	689,413.00	0.00	0.0%
Timber Yield Tax		8022	0.00	0.00	0.00	0.00	0.00	0.0%
Other Subventions/In-Lieu Taxes		8029	0.00	0.00	0.00	0.00	0.00	0.0%
County & District Taxes								
Secured Roll Taxes		8041	70,646,176.73	74,408,116.00	74,171,462.08	74,408,116.00	0.00	0.0%
Unsecured Roll Taxes		8042	2,708,758.63	2,382,982.26	2,923,862.43	2,382,982.26	0.00	0.0%
Prior Years' Taxes		8043	743,096.74	513,294.00	894,178.36	513,294.00	0.00	0.0%
Supplemental Taxes		8044	1,894,300.35	3,475,962.00	1,397,135.52	3,475,962.00	0.00	0.0%
Education Revenue Augmentation Fund (ERAF)		8045	18,685,329.78	15,968,937.08	15,908,988.05	15,968,937.08	0.00	0.0%
Community Redevelopment Funds (SB 617/699/1992)		8047	8,653,105.61	8,653,105.61	3,960,578.44	8,653,105.61	0.00	0.0%
Penalties and Interest from Delinquent Taxes		8048	0.00	0.00	0.00	0.00	0.00	0.0%
Miscellaneous Funds (EC 41604)								
Royalties and Bonuses		8081	0.00	0.00	0.00	0.00	0.00	0.0%
Other In-Lieu Taxes		8082	27,839.60	27,839.60	25,919.99	27,839.60	0.00	0.0%
Less: Non-LCFF (50%) Adjustment		8089	(13,919.80)	(13,919.80)	0.00	(13,919.80)	0.00	0.0%
Subtotal, LCFF Sources			424,576,199.10	424,176,756.75	358,120,522.72	424,176,756.75	0.00	0.0%
LCFF Transfers								
Unrestricted LCFF Transfers - Current Year	0000	8091	0.00	0.00	0.00	0.00	0.00	0.0%
All Other LCFF Transfers - Current Year	All Other	8091	0.00	0.00	0.00	0.00	0.00	0.0%
Transfers to Charter Schools in Lieu of Property Taxes		8096	(12,778,968.00)	(13,055,149.00)	(9,681,755.00)	(13,055,149.00)	0.00	0.0%
Property Taxes Transfers		8097	0.00	0.00	1,134,708.00	0.00	0.00	0.0%
LCFF/Revenue Limit Transfers - Prior Years		8099	0.00	0.00	0.00	0.00	0.00	0.0%
TOTAL, LCFF SOURCES			411,797,231.10	411,121,607.75	349,573,475.72	411,121,607.75	0.00	0.0%
FEDERAL REVENUE								
Maintenance and Operations		8110	0.00	0.00	0.00	0.00	0.00	0.0%
Special Education Entitlement		8181	9,951,406.69	9,763,290.69	0.00	9,763,290.69	0.00	0.0%
Special Education Discretionary Grants		8182	913,588.00	916,838.00	193,913.47	916,838.00	0.00	0.0%
Child Nutrition Programs		8220	0.00	0.00	0.00	0.00	0.00	0.0%
Donated Food Commodities		8221	0.00	0.00	0.00	0.00	0.00	0.0%
Forest Reserve Funds		8260	0.00	0.00	0.00	0.00	0.00	0.0%
Flood Control Funds		8270	0.00	0.00	0.00	0.00	0.00	0.0%
Wildlife Reserve Funds		8280	0.00	0.00	0.00	0.00	0.00	0.0%
FEMA		8281	0.00	0.00	0.00	0.00	0.00	0.0%
Interagency Contracts Between LEAs		8285	0.00	0.00	0.00	0.00	0.00	0.0%
Pass-Through Revenues from Federal Sources		8287	0.00	0.00	0.00	0.00	0.00	0.0%
Title I, Part A, Basic	3010	8290	25,982,757.97	25,256,515.97	9,273,832.85	25,256,515.97	0.00	0.0%
Title I, Part D, Local Delinquent Programs	3025	8290	0.00	0.00	0.00	0.00	0.00	0.0%
Title II, Part A, Supporting Effective Instruction	4035	8290	2,216,443.91	1,909,933.91	876,461.91	1,909,933.91	0.00	0.0%

Description	Resource Codes	Object Codes	Original Budget (A)	Board Approved Operating Budget (B)	Actuals To Date (C)	Projected Year Totals (D)	Difference (Col B & D) (E)	% Diff (E/B) (F)
Title III, Part A, Immigrant Student Program	4201	8290	254,182.94	251,425.94	251,425.94	251,425.94	0.00	0.0%
Title III, Part A, English Learner Program	4203	8290	1,261,978.37	1,292,177.37	522,226.58	1,292,177.37	0.00	0.0%
Public Charter Schools Grant Program (PCSGP)	4610	8290	0.00	0.00	0.00	0.00	0.00	0.0%
	3020, 3040, 3041, 3045, 3060, 3061, 3110, 3150, 3155, 3177, 3180, 3181, 3182, 3185, 4050, 4123, 4124, 4126, 4127, 4128, 5510,							
Other NCLB / Every Student Succeeds Act	5630	8290	23,225,133.49	23,904,041.10	7,472,935.47	23,904,041.10	0.00	0.0%
Career and Technical Education	3500-3599	8290	0.00	427,243.00	14,345.91	427,243.00	0.00	0.0%
All Other Federal Revenue	All Other	8290	2,778,058.16	2,996,484.91	1,544,723.27	2,996,484.91	0.00	0.0%
TOTAL, FEDERAL REVENUE			66,583,549.53	66,717,950.89	20,149,865.40	66,717,950.89	0.00	0.0%
OTHER STATE REVENUE								
Other State Apportionments								
ROC/P Entitlement Prior Years	6360	8319	0.00	0.00	0.00	0.00	0.00	0.0%
Special Education Master Plan Current Year	6500	8311	24,601,218.00	23,279,318.00	18,994,208.00	23,279,318.00	0.00	0.0%
Prior Years	6500	8319	77,531.00	77,531.00	71,535.00	77,531.00	0.00	0.0%
All Other State Apportionments - Current Year	All Other	8311	0.00	0.00	0.00	0.00	0.00	0.0%
All Other State Apportionments - Prior Years	All Other	8319	0.00	0.00	0.00	0.00	0.00	0.0%
Child Nutrition Programs		8520	0.00	0.00	0.00	0.00	0.00	0.0%
Mandated Costs Reimbursements		8550	1,548,748.00	1,548,748.00	1,548,748.00	1,548,748.00	0.00	0.0%
Lottery - Unrestricted and Instructional Materials		8560	8,423,214.78	8,423,214.78	4,216,342.61	8,423,214.78	0.00	0.0%
Tax Relief Subventions								
Restricted Levies - Other								
Homeowners' Exemptions		8575	0.00	0.00	0.00	0.00	0.00	0.0%
Other Subventions/In-Lieu Taxes		8576	0.00	0.00	0.00	0.00	0.00	0.0%
Pass-Through Revenues from State Sources		8587	0.00	0.00	0.00	0.00	0.00	0.0%
After School Education and Safety (ASES)	6010	8590	7,038,377.00	8,011,528.33	7,244,055.85	8,011,528.33	0.00	0.0%
Charter School Facility Grant	6030	8590	0.00	0.00	0.00	0.00	0.00	0.0%
Career Technical Education Incentive Grant Program	6387	8590	2,341,471.76	3,461,464.61	3,452,471.03	3,461,464.61	0.00	0.0%
Drug/Alcohol/Tobacco Funds	6650, 6690, 6695	8590	367,842.00	367,842.00	0.00	367,842.00	0.00	0.0%
California Clean Energy Jobs Act	6230	8590	0.00	0.00	0.00	0.00	0.00	0.0%
Specialized Secondary	7370	8590	0.00	0.00	0.00	0.00	0.00	0.0%
American Indian Early Childhood Education	7210	8590	0.00	0.00	0.00	0.00	0.00	0.0%
Quality Education Investment Act	7400	8590	0.00	0.00	0.00	0.00	0.00	0.0%
All Other State Revenue	All Other	8590	27,921,383.71	29,902,615.35	8,940,440.98	29,902,615.35	0.00	0.0%
TOTAL, OTHER STATE REVENUE			72,319,786.25	75,072,262.07	44,467,801.47	75,072,262.07	0.00	0.0%

Description	Resource Codes	Object Codes	Original Budget (A)	Board Approved Operating Budget (B)	Actuals To Date (C)	Projected Year Totals (D)	Difference (Col B & D) (E)	% Diff (E/B) (F)
OTHER LOCAL REVENUE								
Other Local Revenue								
County and District Taxes								
Other Restricted Levies								
Secured Roll		8615	0.00	0.00	0.00	0.00	0.00	0.0%
Unsecured Roll		8616	0.00	0.00	0.00	0.00	0.00	0.0%
Prior Years' Taxes		8617	0.00	0.00	0.00	0.00	0.00	0.0%
Supplemental Taxes		8618	0.00	0.00	0.00	0.00	0.00	0.0%
Non-Ad Valorem Taxes								
Parcel Taxes		8621	0.00	0.00	0.00	0.00	0.00	0.0%
Other		8622	0.00	0.00	0.00	0.00	0.00	0.0%
Community Redevelopment Funds								
Not Subject to LCFF Deduction		8625	0.00	0.00	0.00	0.00	0.00	0.0%
Penalties and Interest from Delinquent Non-LCFF								
Taxes		8629	0.00	0.00	0.00	0.00	0.00	0.0%
Sales								
Sale of Equipment/Supplies		8631	69,057.00	83,624.40	16,881.30	83,624.40	0.00	0.0%
Sale of Publications		8632	0.00	0.00	0.00	0.00	0.00	0.0%
Food Service Sales		8634	0.00	0.00	0.00	0.00	0.00	0.0%
All Other Sales		8639	0.00	0.00	0.00	0.00	0.00	0.0%
Leases and Rentals		8650	2,533,034.00	2,533,034.00	1,005,688.26	2,533,034.00	0.00	0.0%
Interest		8660	1,855,400.00	1,855,400.00	1,023,235.24	1,855,400.00	0.00	0.0%
Net Increase (Decrease) in the Fair Value of Investments		8662	0.00	0.00	0.00	0.00	0.00	0.0%
Fees and Contracts								
Adult Education Fees		8671	0.00	0.00	0.00	0.00	0.00	0.0%
Non-Resident Students		8672	0.00	0.00	0.00	0.00	0.00	0.0%
Transportation Fees From Individuals		8675	0.00	0.00	0.00	0.00	0.00	0.0%
Interagency Services		8677	1,825,532.00	1,825,532.00	938,756.92	1,825,532.00	0.00	0.0%
Mitigation/Developer Fees		8681	0.00	0.00	0.00	0.00	0.00	0.0%
All Other Fees and Contracts		8689	0.00	0.00	0.00	0.00	0.00	0.0%
Other Local Revenue								
Plus: Misc Funds Non-LCFF (50%) Adjustment		8691	5,128.00	5,128.00	0.00	5,128.00	0.00	0.0%
Pass-Through Revenues From Local Sources		8697	0.00	0.00	0.00	0.00	0.00	0.0%
All Other Local Revenue		8699	2,609,791.62	4,310,164.47	3,200,286.55	4,310,644.47	480.00	0.0%
Tuition		8710	192,812.00	192,812.00	89,593.64	192,812.00	0.00	0.0%
All Other Transfers In		8781-8783	0.00	0.00	0.00	0.00	0.00	0.0%
Transfers Of Apportionments								
Special Education SELPA Transfers								
From Districts or Charter Schools	6500	8791	0.00	0.00	0.00	0.00	0.00	0.0%
From County Offices	6500	8792	0.00	0.00	0.00	0.00	0.00	0.0%
From JPAs	6500	8793	0.00	0.00	0.00	0.00	0.00	0.0%
ROC/P Transfers								
From Districts or Charter Schools	6360	8791	0.00	0.00	0.00	0.00	0.00	0.0%
From County Offices	6360	8792	0.00	0.00	0.00	0.00	0.00	0.0%
From JPAs	6360	8793	0.00	0.00	0.00	0.00	0.00	0.0%
Other Transfers of Apportionments								
From Districts or Charter Schools	All Other	8791	0.00	0.00	0.00	0.00	0.00	0.0%
From County Offices	All Other	8792	0.00	0.00	0.00	0.00	0.00	0.0%
From JPAs	All Other	8793	0.00	0.00	0.00	0.00	0.00	0.0%
All Other Transfers In from All Others		8799	0.00	0.00	0.00	0.00	0.00	0.0%
TOTAL, OTHER LOCAL REVENUE			9,090,754.62	10,805,694.87	6,274,441.91	10,806,174.87	480.00	0.0%
TOTAL, REVENUES			559,791,321.50	563,717,515.58	420,465,584.50	563,717,995.58	480.00	0.0%

Description	Resource Codes	Object Codes	Original Budget (A)	Board Approved Operating Budget (B)	Actuals To Date (C)	Projected Year Totals (D)	Difference (Col B & D) (E)	% Diff (E/B) (F)
CERTIFICATED SALARIES								
Certificated Teachers' Salaries		1100	177,949,838.07	173,430,436.26	133,055,532.03	173,435,913.65	(5,477.39)	0.0%
Certificated Pupil Support Salaries		1200	13,478,620.97	14,948,813.10	11,605,912.93	14,948,813.10	0.00	0.0%
Certificated Supervisors' and Administrators' Salaries		1300	21,028,554.00	19,924,641.52	16,168,297.06	19,926,196.81	(1,555.29)	0.0%
Other Certificated Salaries		1900	10,343,608.45	11,182,800.92	8,108,696.84	11,183,342.98	(542.06)	0.0%
TOTAL, CERTIFICATED SALARIES			222,800,621.49	219,486,691.80	168,938,438.86	219,494,266.54	(7,574.74)	0.0%
CLASSIFIED SALARIES								
Classified Instructional Salaries		2100	11,415,018.00	10,849,869.17	8,304,803.30	10,856,780.48	(6,911.31)	-0.1%
Classified Support Salaries		2200	24,733,376.20	24,875,434.78	19,718,588.31	24,873,540.68	1,894.10	0.0%
Classified Supervisors' and Administrators' Salaries		2300	7,184,124.83	7,444,239.31	5,782,646.16	7,444,258.65	(19.34)	0.0%
Clerical, Technical and Office Salaries		2400	16,825,285.74	16,815,137.01	13,630,805.01	16,816,253.82	(1,116.81)	0.0%
Other Classified Salaries		2900	2,621,135.81	3,156,347.44	2,069,816.38	3,156,347.44	0.00	0.0%
TOTAL, CLASSIFIED SALARIES			62,778,940.58	63,141,027.71	49,506,659.16	63,147,181.07	(6,153.36)	0.0%
EMPLOYEE BENEFITS								
STRS		3101-3102	55,926,272.58	53,930,794.45	27,218,629.90	53,932,657.54	(1,863.09)	0.0%
PERS		3201-3202	11,347,774.86	12,138,429.18	9,420,578.29	12,139,201.84	(772.66)	0.0%
OASDI/Medicare/Alternative		3301-3302	8,592,572.55	8,265,153.53	6,297,504.51	8,265,102.26	51.27	0.0%
Health and Welfare Benefits		3401-3402	75,131,419.25	74,204,274.93	57,815,040.60	74,195,444.02	8,830.91	0.0%
Unemployment Insurance		3501-3502	152,955.72	153,492.75	108,391.40	153,504.31	(11.56)	0.0%
Workers' Compensation		3601-3602	4,906,011.28	4,585,685.85	3,504,041.29	4,585,929.55	(243.70)	0.0%
OPEB, Allocated		3701-3702	21,463,843.00	21,595,341.96	16,885,582.56	21,592,399.78	2,942.18	0.0%
OPEB, Active Employees		3751-3752	0.00	0.00	0.00	0.00	0.00	0.0%
Other Employee Benefits		3901-3902	85,957.20	83,996.08	66,203.70	84,015.20	(19.12)	0.0%
TOTAL, EMPLOYEE BENEFITS			177,606,806.44	174,957,168.73	121,315,972.25	174,948,254.50	8,914.23	0.0%
BOOKS AND SUPPLIES								
Approved Textbooks and Core Curricula Materials		4100	3,229,343.08	3,040,552.89	1,737,816.58	3,040,552.89	0.00	0.0%
Books and Other Reference Materials		4200	134,011.00	213,331.73	27,136.23	213,331.73	0.00	0.0%
Materials and Supplies		4300	36,815,918.15	16,010,675.91	3,258,042.24	16,292,090.80	(281,414.89)	-1.8%
Noncapitalized Equipment		4400	1,017,419.00	3,246,634.82	675,548.76	3,269,734.09	(23,099.27)	-0.7%
Food		4700	0.00	0.00	0.00	0.00	0.00	0.0%
TOTAL, BOOKS AND SUPPLIES			41,196,691.23	22,511,195.35	5,698,543.81	22,815,709.51	(304,514.16)	-1.4%
SERVICES AND OTHER OPERATING EXPENDITURES								
Subagreements for Services		5100	41,644,310.87	44,119,397.35	25,805,885.24	43,862,200.35	257,197.00	0.6%
Travel and Conferences		5200	808,796.42	1,229,071.74	193,513.53	1,227,265.61	1,806.13	0.1%
Dues and Memberships		5300	138,801.00	160,321.97	94,209.60	160,321.97	0.00	0.0%
Insurance		5400-5450	1,693,386.00	1,804,342.00	1,804,208.73	1,804,342.00	0.00	0.0%
Operations and Housekeeping Services		5500	10,520,956.00	10,713,446.92	6,763,052.58	10,713,446.92	0.00	0.0%
Rentals, Leases, Repairs, and Noncapitalized Improvements		5600	1,960,994.00	1,839,389.40	668,080.07	1,776,467.40	62,922.00	3.4%
Transfers of Direct Costs		5710	0.00	0.00	0.00	(17,419.24)	17,419.24	New
Transfers of Direct Costs - Interfund		5750	(1,632,936.00)	(1,602,596.88)	(822,159.16)	(1,602,596.88)	0.00	0.0%
Professional/Consulting Services and Operating Expenditures		5800	18,704,535.65	20,609,694.80	10,831,487.25	20,533,263.88	76,430.92	0.4%
Communications		5900	1,355,958.00	1,338,268.86	729,890.74	1,336,496.12	1,772.74	0.1%
TOTAL, SERVICES AND OTHER OPERATING EXPENDITURES			75,194,801.94	80,211,336.16	46,068,168.58	79,793,788.13	417,548.03	0.5%

Description	Resource Codes	Object Codes	Original Budget (A)	Board Approved Operating Budget (B)	Actuals To Date (C)	Projected Year Totals (D)	Difference (Col B & D) (E)	% Diff (E/B) (F)
CAPITAL OUTLAY								
Land		6100	0.00	0.00	0.00	0.00	0.00	0.0%
Land Improvements		6170	0.00	454,475.45	335,546.64	473,733.95	(19,258.50)	-4.2%
Buildings and Improvements of Buildings		6200	0.00	6,945,825.52	5,586,046.39	7,012,405.52	(66,580.00)	-1.0%
Books and Media for New School Libraries or Major Expansion of School Libraries		6300	0.00	0.00	0.00	0.00	0.00	0.0%
Equipment		6400	568,723.00	1,585,186.88	770,574.50	1,638,048.38	(52,861.50)	-3.3%
Equipment Replacement		6500	59,069.00	509,604.99	61,698.56	479,604.99	30,000.00	5.9%
TOTAL, CAPITAL OUTLAY			627,792.00	9,495,092.84	6,753,866.09	9,603,792.84	(108,700.00)	-1.1%
OTHER OUTGO (excluding Transfers of Indirect Costs)								
Tuition								
Tuition for Instruction Under Interdistrict Attendance Agreements		7110	0.00	0.00	0.00	0.00	0.00	0.0%
State Special Schools		7130	0.00	0.00	444.00	0.00	0.00	0.0%
Tuition, Excess Costs, and/or Deficit Payments Payments to Districts or Charter Schools		7141	0.00	0.00	0.00	0.00	0.00	0.0%
Payments to County Offices		7142	471,000.00	907,438.00	723,102.00	907,438.00	0.00	0.0%
Payments to JPAs		7143	0.00	0.00	0.00	0.00	0.00	0.0%
Transfers of Pass-Through Revenues To Districts or Charter Schools		7211	0.00	0.00	0.00	0.00	0.00	0.0%
To County Offices		7212	0.00	0.00	0.00	0.00	0.00	0.0%
To JPAs		7213	0.00	0.00	0.00	0.00	0.00	0.0%
Special Education SELPA Transfers of Apportionments To Districts or Charter Schools	6500	7221	0.00	0.00	0.00	0.00	0.00	0.0%
To County Offices	6500	7222	0.00	0.00	0.00	0.00	0.00	0.0%
To JPAs	6500	7223	0.00	0.00	0.00	0.00	0.00	0.0%
ROC/P Transfers of Apportionments To Districts or Charter Schools	6360	7221	0.00	0.00	0.00	0.00	0.00	0.0%
To County Offices	6360	7222	0.00	0.00	0.00	0.00	0.00	0.0%
To JPAs	6360	7223	0.00	0.00	0.00	0.00	0.00	0.0%
Other Transfers of Apportionments	All Other	7221-7223	0.00	0.00	0.00	0.00	0.00	0.0%
All Other Transfers		7281-7283	0.00	0.00	0.00	0.00	0.00	0.0%
All Other Transfers Out to All Others		7299	0.00	0.00	0.00	0.00	0.00	0.0%
Debt Service								
Debt Service - Interest		7438	0.00	0.00	0.00	0.00	0.00	0.0%
Other Debt Service - Principal		7439	10,300.00	10,300.00	176.17	10,300.00	0.00	0.0%
TOTAL, OTHER OUTGO (excluding Transfers of Indirect Costs)			481,300.00	917,738.00	723,722.17	917,738.00	0.00	0.0%
OTHER OUTGO - TRANSFERS OF INDIRECT COSTS								
Transfers of Indirect Costs		7310	0.00	0.00	0.00	0.00		
Transfers of Indirect Costs - Interfund		7350	(1,847,912.46)	(1,458,779.76)	(315,912.14)	(1,458,779.76)	0.00	0.0%
TOTAL, OTHER OUTGO - TRANSFERS OF INDIRECT COSTS			(1,847,912.46)	(1,458,779.76)	(315,912.14)	(1,458,779.76)	0.00	0.0%
TOTAL, EXPENDITURES			578,839,041.22	569,261,470.83	398,689,458.78	569,261,950.83	(480.00)	0.0%

Description	ESTIMATED FUNDED ADA Original Budget (A)	ESTIMATED FUNDED ADA Board Approved Operating Budget (B)	ESTIMATED P-2 REPORT ADA Projected Year Totals (C)	ESTIMATED FUNDED ADA Projected Year Totals (D)	DIFFERENCE (Col. D - B) (E)	PERCENTAGE DIFFERENCE (Col. E / B) (F)
A. DISTRICT						
1. Total District Regular ADA Includes Opportunity Classes, Home & Hospital, Special Day Class, Continuation Education, Special Education NPS/LCI and Extended Year, and Community Day School (includes Necessary Small School ADA)	38,422.20	38,398.46	38,213.84	38,398.46	0.00	0%
2. Total Basic Aid Choice/Court Ordered Voluntary Pupil Transfer Regular ADA Includes Opportunity Classes, Home & Hospital, Special Day Class, Continuation Education, Special Education NPS/LCI and Extended Year, and Community Day School (ADA not included in Line A1 above)	0.00	0.00	0.00	0.00	0.00	0%
3. Total Basic Aid Open Enrollment Regular ADA Includes Opportunity Classes, Home & Hospital, Special Day Class, Continuation Education, Special Education NPS/LCI and Extended Year, and Community Day School (ADA not included in Line A1 above)	0.00	0.00	0.00	0.00	0.00	0%
4. Total, District Regular ADA (Sum of Lines A1 through A3)	38,422.20	38,398.46	38,213.84	38,398.46	0.00	0%
5. District Funded County Program ADA						
a. County Community Schools	45.12	45.12	45.12	45.12	0.00	0%
b. Special Education-Special Day Class	24.79	24.88	24.88	24.88	0.00	0%
c. Special Education-NPS/LCI	0.00	0.00	0.00	0.00	0.00	0%
d. Special Education Extended Year	2.52	2.52	2.52	2.52	0.00	0%
e. Other County Operated Programs: Opportunity Schools and Full Day Opportunity Classes, Specialized Secondary Schools	0.00	0.00	0.00	0.00	0.00	0%
f. County School Tuition Fund (Out of State Tuition) [EC 2000 and 46380]	0.00	0.00	0.00	0.00	0.00	0%
g. Total, District Funded County Program ADA (Sum of Lines A5a through A5f)	72.43	72.52	72.52	72.52	0.00	0%
6. TOTAL DISTRICT ADA (Sum of Line A4 and Line A5g)	38,494.63	38,470.98	38,286.36	38,470.98	0.00	0%
7. Adults in Correctional Facilities	0.00	0.00	0.00	0.00	0.00	0%
8. Charter School ADA (Enter Charter School ADA using Tab C. Charter School ADA)						