



**OAKLAND UNIFIED  
SCHOOL DISTRICT**

*Community Schools, Thriving Students*

# 2019-20 Preliminary Adopted Budget



**Presented to the Board of Education**

**Gina Murphy-Garrett, Senior Executive Director, Budget**

June 19, 2019

[www.ousd.org](http://www.ousd.org)



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# Outline

Budget Cycle

Fiscal Goals

Budget Guidelines & Input

District Funding - LCFF

Assumptions

MYP

Revenues

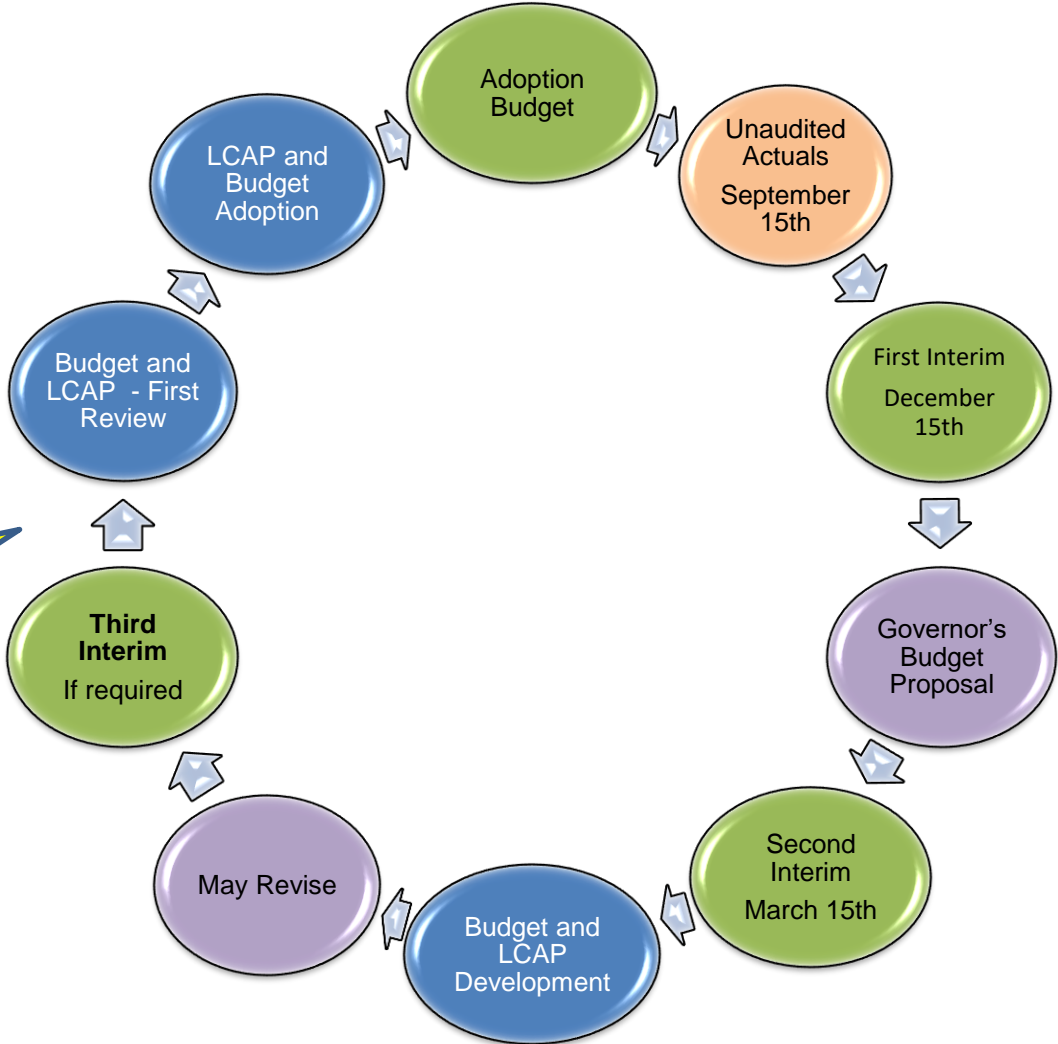
Expenditures

Other Funds

# Budget Cycle

- 2017-18 Actuals
- 2018-19 Budget
- 2019-20 State Budget-Proposals
- 2019-20 Budget Adoption

We are here.



# Fiscal Goals

**Implement the Fiscal Vitality Plan and achieve fiscal solvency.**

**Ensure that the district is able to meet its financial commitments in the current and subsequent two fiscal years.**

**Maintain a balanced budget with expenditures not exceeding revenues.**

**Maintain a minimum reserve of 2% or more for Economic Uncertainty (Board Policy is 3%)**



# Budget Guidelines & Inputs

## OUSD VISION & MISSION

*Where are we going and why?*

## THEORY OF ACTION

*How will we get there?*

### ORGANIZATIONAL RESILIENCE

OEA Contract Agreement

Leadership Development/  
[School Governance](#)

BP [5032](#) Equity Policy

### QUALITY COMMUNITY SCHOOLS

BP [6006](#): City Wide Plan

BP [6005](#): Quality School  
Development

LCAP: Differentiated Assistance

### FISCAL VITALITY

BP [3150](#)

[Budget Reduction Plan](#)

BP [3100.1](#) Financial Reserves

[Fiscal Vitality Plan\\*](#)

\* We are receiving ongoing support from Alameda County Office of Education on implementation of the Fiscal Vitality Plan

# District Funding - LCFF

- **Local Control Funding Formula (LCFF)** is the **majority of district funding**.
- The official district **enrollment** is taken the first Wednesday in October, called **Information Day**.
- **Average daily attendance (ADA)** is the actual number of days a student attends school.
- The percentage of enrolled students that are eligible for free/reduced-priced meals, or are English Learners, Foster Youths and Homeless students on Information Day determine the **unduplicated count percentage (UPP)**.
- Together, the enrollment, UPP percentage and ADA determine LCFF funding.

# Assumptions

- **Revenues** for the multi-year projections based on the School Services of California budget **dartboard**.
- Projecting and updating **current year revenues and expenditures** for year-end.
- Expenditures **include the negotiated settlement** for OEA for the **current** and **two subsequent fiscal years**.
- Other **board authorized reductions** are included.
- One-time revenue and expenses removed in out years.
- One-time **AB 1840** adjustment of **\$514K** included in 2019-20.

# MYP Major Assumptions

| Factors for the Multi-Year Projections                       | Fiscal Year 2019-2020 | Projection 2020-2021 | Projection 2021-2022 |
|--|-----------------------|----------------------|----------------------|
| Enrollment   | 35,666                | 35,524               | 35,566               |
| Current Year P-2   | 31,978                | 33,363               | 33,062               |
| LCFF ADA   | 34,049                | 33,748               | 33,792               |
| Unduplicated Pupil Percentage % (Three Year Rolling Average) | 76.82%                | 76.69%               | 77.00%               |
| Statutory COLA   | 3.26%                 | 3.00%                | 2.80%                |
| STRS   | 16.70%                | 18.10%               | 17.80%               |
| PERS   | 20.73%                | 23.60%               | 24.90%               |



# MYP Major Assumptions

| Factors for the Multi-Year Projections | Fiscal Year 2019-2020 | Projection 2020-2021 | Projection 2021-2022 |
|--|-----------------------|----------------------|----------------------|
| One-Time Mandated Cost per ADA         | \$184                 | \$0                  | \$0                  |
| California Lottery Unrestricted        | \$151                 | \$151                | \$151                |
| California Lottery Restricted          | \$53                  | \$53                 | \$53                 |
| AB 1840 One-Time                       | \$514K                | \$0                  | \$0                  |

# Multi - Year Projection

| <b>General Fund MYP Combined</b>                | <b>2019/20</b>        | <b>2020/21</b>        | <b>2021/22</b>        |
|---|-----------------------|-----------------------|-----------------------|
|   | <b>Adopted Budget</b> | <b>Projection</b>     | <b>Projection</b>     |
| <b>Total Revenues</b>                           | <b>\$ 567,633,550</b> | <b>\$ 574,465,856</b> | <b>\$ 587,368,869</b> |
| <b>Total Expenditures</b>                       | <b>567,142,331</b>    | <b>581,293,055</b>    | <b>604,371,479</b>    |
| <b>Excess (Deficiency)</b>                      | <b>491,219</b>        | <b>(6,827,199)</b>    | <b>(17,002,610)</b>   |
| <b>Other Financing Sources/Uses</b>             | <b>(1,225,933)</b>    | <b>(1,225,933)</b>    | <b>(1,225,933)</b>    |
| <b>Net Increase/(Decrease) in Fund Balance:</b> | <b>(734,714)</b>      | <b>(8,053,132)</b>    | <b>(18,228,543)</b>   |
| <b>Beginning Fund Balance:</b>                  | <b>29,997,993</b>     | <b>29,263,279</b>     | <b>21,210,147</b>     |
| <b>Audit Adjustments:</b>                       | <b>-</b>              | <b>-</b>              | <b>-</b>              |
| <b>Adjusted Beginning Fund Balance:</b>         | <b>29,997,993</b>     | <b>29,263,279</b>     | <b>21,210,147</b>     |
| <b>Projected Ending Fund Balance:</b>           | <b>\$ 29,263,279</b>  | <b>\$ 21,210,147</b>  | <b>\$ 2,981,604</b>   |
| <b>Total Reserves:</b>                          | <b>3.51%</b>          | <b>2.01%</b>          | <b>-1.10%</b>         |

# MYP – General Fund

OAKLAND UNIFIED SCHOOL DISTRICT  
Multi-Year Projections  
as of FY19/20 Adopted Budget

| Description                                    | 2019/20<br>Proposed Budget |                  |                   | 2020/21<br>Projection |                  |                   | 2021/22<br>Projection |                  |                     |
|--|----------------------------|------------------|-------------------|-----------------------|------------------|-------------------|-----------------------|------------------|---------------------|
|  | Unrestricted               | Restricted       | Total             | Unrestricted          | Restricted       | Total             | Unrestricted          | Restricted       | Total               |
| <b>REVENUE</b>                                 |                            |                  |                   |                       |                  |                   |                       |                  |                     |
| <b>TOTAL REVENUE</b>                           | 406,867,808                | 160,765,742      | 567,633,550       | 413,094,263           | 161,371,593      | 574,465,856       | 425,431,815           | 161,937,054      | 587,368,869         |
| <b>TOTAL EXPENDITURES</b>                      | 331,209,276                | 235,933,055      | 567,142,331       | 342,181,385           | 239,111,670      | 581,293,055       | 361,592,504           | 242,778,976      | 604,371,479         |
| <b>EXCESS OF REVENUES OVER EXPENDITURES</b>    | 75,658,532                 | (75,167,313)     | 491,219           | 70,912,878            | (77,740,077)     | (6,827,199)       | 63,839,311            | (80,841,922)     | (17,002,611)        |
| <b>TOTAL OTHER FIN. SOURCE/USES</b>            | (76,138,771)               | 74,912,838       | (1,225,933)       | (79,135,285)          | 77,909,352       | (1,225,933)       | (82,251,659)          | 81,025,726       | (1,225,933)         |
| <b>NET INCREASE (DECREASE) IN FUND BALANCE</b> | (480,239)                  | (254,475)        | (734,714)         | (8,222,407)           | 169,275          | (8,053,132)       | (18,412,348)          | 183,804          | (18,228,544)        |
| Beginning Fund Balance                         | 20,574,390                 | 9,423,603        | 29,997,993        | 20,094,151            | 9,169,128        | 29,263,279        | 11,871,744            | 9,338,403        | 21,210,147          |
| Other Adjustment                               |                            |                  |                   |                       |                  |                   |                       |                  |                     |
| Audit Adjustments                              | -                          | -                | -                 | -                     | -                | -                 | -                     | -                | -                   |
| Other Restatements                             |                            |                  |                   |                       |                  |                   |                       |                  |                     |
| <b>ENDING BALANCE, JUNE 30</b>                 | <b>20,094,151</b>          | <b>9,169,128</b> | <b>29,263,279</b> | <b>11,871,744</b>     | <b>9,338,403</b> | <b>21,210,147</b> | <b>(6,540,603)</b>    | <b>9,522,207</b> | <b>2,981,604</b>    |
| <b>Components of Fund Balance</b>              |                            |                  |                   |                       |                  |                   |                       |                  |                     |
| Revolving Cash                                 | 150,000                    |                  | 150,000           | 150,000               |                  | 150,000           | 150,000               |                  | 150,000             |
| Stores   | -                          |                  | -                 | -                     |                  | -                 | -                     |                  | -                   |
| Prepaid Expenditures                           | -                          |                  | -                 | -                     |                  | -                 | -                     |                  | -                   |
| General Reserve                                |                            |                  |                   |                       |                  |                   |                       |                  |                     |
| Legally Restricted Balances                    |                            | 9,169,128        | 9,169,128         |                       | 9,338,403        | 9,338,403         |                       | 9,522,207        | 9,522,207           |
| Designated for:                                |                            |                  |                   |                       |                  |                   |                       |                  |                     |
| Econ. Uncertainties                            | 17,067,970                 |                  | 17,067,970        | 11,661,661            |                  | 11,661,661        | 12,123,230            |                  | 12,123,230          |
| Site Grants/Carryover                          | -                          |                  | -                 | -                     |                  | -                 | -                     |                  | -                   |
| Other Designations: EFB                        | 2,876,181                  |                  | 2,876,181         | 60,083                |                  | 60,083            | -                     |                  | -                   |
|  |                            |                  | -                 | -                     |                  | -                 | -                     |                  | -                   |
| <b>Undesignated / Unappropriated</b>           | <b>0</b>                   | <b>-</b>         | <b>0</b>          | <b>0</b>              | <b>-</b>         | <b>0</b>          | <b>(18,813,833)</b>   | <b>-</b>         | <b>(18,813,833)</b> |
| <b>TOTAL EXPENDITURES</b>                      | <b>568,932,331</b>         |                  |                   | <b>583,083,055</b>    |                  |                   | <b>606,161,479</b>    |                  |                     |
| SELPA Pass Through                             | -                          |                  |                   | -                     |                  |                   | -                     |                  |                     |
| <b>Adjusted Total Expenditures</b>             | <b>568,932,331</b>         |                  |                   | <b>583,083,055</b>    |                  |                   | <b>606,161,479</b>    |                  |                     |
| <b>3.0% Minimum Reserve</b>                    | <b>17,067,969.93</b>       |                  | <b>2%</b>         | <b>11,661,661.09</b>  |                  | <b>2%</b>         | <b>12,123,229.59</b>  |                  |                     |
| Total Reserves                                 | 3.51%                      |                  |                   | 2.01%                 |                  |                   | -1.10%                |                  |                     |
| 1% Reserved Equals                             | 5,689,323                  |                  |                   | 5,830,831             |                  |                   | 6,061,615             |                  |                     |

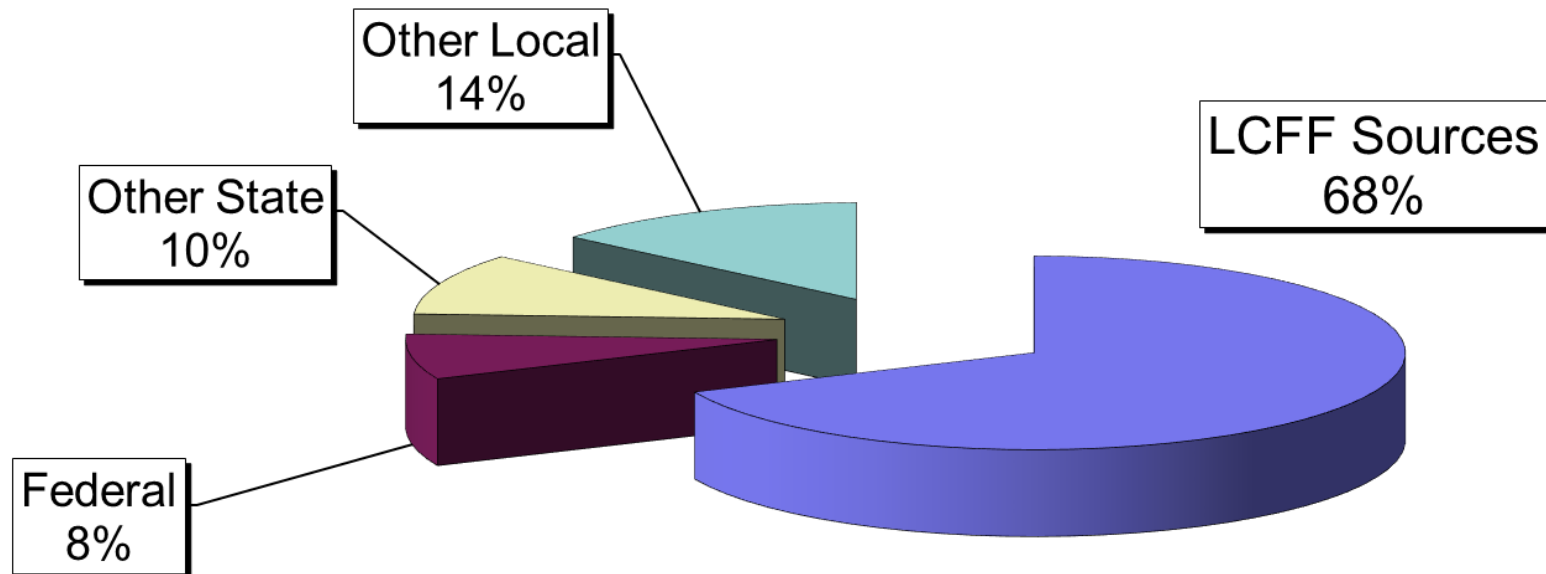
# MYP – General Fund

OAKLAND UNIFIED SCHOOL DISTRICT  
Multi-Year Projections  
as of FY19/20 Adopted Budget

| Description                                    | 2019/20<br>Proposed Budget |                     |                    | 2020/21<br>Projection |                     |                    | 2021/22<br>Projection |                     |                     |
|--|----------------------------|---------------------|--------------------|-----------------------|---------------------|--------------------|-----------------------|---------------------|---------------------|
|  | Unrestricted               | Restricted          | Total              | Unrestricted          | Restricted          | Total              | Unrestricted          | Restricted          | Total               |
| <b>REVENUE</b>                                 |                            |                     |                    |                       |                     |                    |                       |                     |                     |
| <b>LCFF</b>                                    | 384,635,660                | 3,233,105           | 387,868,765        | 391,146,168           | 3,233,105           | 394,379,273        | 403,259,732           | 3,233,105           | 406,492,837         |
| <b>Federal</b>                                 | -                          | 42,815,057          | 42,815,057         | -                     | 42,815,057          | 42,815,057         | -                     | 42,815,057          | 42,815,057          |
| <b>State</b>                                   | 8,214,662                  | 50,238,870          | 58,453,532         | 7,930,609             | 50,844,721          | 58,775,330         | 8,154,597             | 51,410,182          | 59,564,779          |
| <b>Local</b>                                   | 14,017,486                 | 64,478,710          | 78,496,196         | 14,017,486            | 64,478,710          | 78,496,196         | 14,017,486            | 64,478,710          | 78,496,196          |
| <b>TOTAL REVENUE</b>                           | <b>406,867,808</b>         | <b>160,765,742</b>  | <b>567,633,550</b> | <b>413,094,263</b>    | <b>161,371,593</b>  | <b>574,465,856</b> | <b>425,431,815</b>    | <b>161,937,054</b>  | <b>587,368,869</b>  |
| <b>EXPENDITURES</b>                            |                            |                     |                    |                       |                     |                    |                       |                     |                     |
| <b>Certificated</b>                            | 140,514,625                | 64,487,961          | 205,002,586        | 148,538,846           | 68,415,030          | 216,953,876        | 162,895,178           | 75,629,987          | 238,525,166         |
| <b>Classified</b>                              | 52,512,702                 | 34,894,780          | 87,407,482         | 52,775,266            | 35,069,254          | 87,844,519         | 53,039,142            | 35,244,600          | 88,283,742          |
| <b>Benefits</b>                                | 91,701,353                 | 64,338,441          | 156,039,794        | 97,499,360            | 67,415,513          | 164,914,872        | 101,702,951           | 69,692,516          | 171,395,467         |
| <b>Books &amp; Supplies</b>                    | 7,573,410                  | 24,728,668          | 32,302,078         | 6,573,410             | 20,728,668          | 27,302,078         | 6,573,410             | 14,728,668          | 21,302,078          |
| <b>Services, Other Operating Expenses</b>      | 35,847,854                 | 39,324,042          | 75,171,896         | 34,235,172            | 39,324,042          | 73,559,214         | 34,322,490            | 39,324,042          | 73,646,532          |
| <b>Capital Outlay</b>                          | 120,974                    | 6,500               | 127,474            | 120,974               | 6,500               | 127,474            | 120,974               | 6,500               | 127,474             |
| <b>Other Outgo</b>                             | 5,985,437                  | 6,261,844           | 12,247,281         | 5,985,437             | 6,261,844           | 12,247,281         | 5,985,437             | 6,261,844           | 12,247,281          |
| <b>Direct Support/Indirect Costs</b>           | (3,047,079)                | 1,890,819           | (1,156,260)        | (3,047,079)           | 1,890,819           | (1,156,260)        | (3,047,079)           | 1,890,819           | (1,156,260)         |
| <b>Other Adjustments</b>                       | -                          | -                   | -                  | (500,000)             | -                   | (500,000)          | -                     | -                   | -                   |
| <b>TOTAL EXPENDITURES</b>                      | <b>331,209,276</b>         | <b>235,933,055</b>  | <b>567,142,331</b> | <b>342,181,385</b>    | <b>239,111,670</b>  | <b>581,293,055</b> | <b>361,592,504</b>    | <b>242,778,976</b>  | <b>604,371,479</b>  |
| <b>EXCESS OF REVENUES OVER EXPENDITURES</b>    | <b>75,658,532</b>          | <b>(75,167,313)</b> | <b>491,219</b>     | <b>70,912,878</b>     | <b>(77,740,077)</b> | <b>(6,827,199)</b> | <b>63,839,311</b>     | <b>(80,841,922)</b> | <b>(17,002,611)</b> |
| <b>OTHER FINANCING SOURCES/USES</b>            |                            |                     |                    |                       |                     |                    |                       |                     |                     |
| <b>Transfers In</b>                            | 564,067                    | -                   | 564,067            | 564,067               | -                   | 564,067            | 564,067               | -                   | 564,067             |
| <b>Transfers Out</b>                           | 1,790,000                  | -                   | 1,790,000          | 1,790,000             | -                   | 1,790,000          | 1,790,000             | -                   | 1,790,000           |
| <b>Sources</b>                                 |                            |                     |                    |                       |                     |                    |                       |                     |                     |
| <b>Uses</b>                                    |                            |                     |                    |                       |                     |                    |                       |                     |                     |
| <b>Cont. to Rest. Programs</b>                 | (74,912,838)               | 74,912,838          | -                  | (77,909,352)          | 77,909,352          | -                  | (81,025,726)          | 81,025,726          | -                   |
| <b>TOTAL OTHER FIN. SOURCE/USES</b>            | <b>(76,138,771)</b>        | <b>74,912,838</b>   | <b>(1,225,933)</b> | <b>(79,135,285)</b>   | <b>77,909,352</b>   | <b>(1,225,933)</b> | <b>(82,251,659)</b>   | <b>81,025,726</b>   | <b>(1,225,933)</b>  |
| <b>NET INCREASE (DECREASE) IN FUND BALANCE</b> | <b>(480,239)</b>           | <b>(254,475)</b>    | <b>(734,714)</b>   | <b>(8,222,407)</b>    | <b>169,275</b>      | <b>(8,053,132)</b> | <b>(18,412,348)</b>   | <b>183,804</b>      | <b>(18,228,544)</b> |
| Beginning Fund Balance                         | 20,574,390                 | 9,423,603           | 29,997,993         | 20,094,151            | 9,169,128           | 29,263,279         | 11,871,744            | 9,338,403           | 21,210,147          |
| Other Adjustment                               | -                          | -                   | -                  | -                     | -                   | -                  | -                     | -                   | -                   |
| Audit Adjustments                              | -                          | -                   | -                  | -                     | -                   | -                  | -                     | -                   | -                   |
| Other Restatements                             | -                          | -                   | -                  | -                     | -                   | -                  | -                     | -                   | -                   |
| <b>ENDING BALANCE, JUNE 30</b>                 | <b>20,094,151</b>          | <b>9,169,128</b>    | <b>29,263,279</b>  | <b>11,871,744</b>     | <b>9,338,403</b>    | <b>21,210,147</b>  | <b>(6,540,603)</b>    | <b>9,522,207</b>    | <b>2,981,604</b>    |
| <b>Components of Fund Balance</b>              |                            |                     |                    |                       |                     |                    |                       |                     |                     |
| Revolving Cash                                 | 150,000                    | -                   | 150,000            | 150,000               | -                   | 150,000            | 150,000               | -                   | 150,000             |
| Stores   | -                          | -                   | -                  | -                     | -                   | -                  | -                     | -                   | -                   |
| Prepaid Expenditures                           | -                          | -                   | -                  | -                     | -                   | -                  | -                     | -                   | -                   |
| General Reserve                                | -                          | -                   | -                  | -                     | -                   | -                  | -                     | -                   | -                   |
| Legally Restricted Balances                    | -                          | 9,169,128           | 9,169,128          | -                     | 9,338,403           | 9,338,403          | -                     | 9,522,207           | 9,522,207           |
| Designated for:                                |                            |                     |                    |                       |                     |                    |                       |                     |                     |
| Econ. Uncertainties                            | 17,067,970                 | -                   | 17,067,970         | 11,661,661            | -                   | 11,661,661         | 12,123,230            | -                   | 12,123,230          |
| Site Grants/Carryover                          | -                          | -                   | -                  | -                     | -                   | -                  | -                     | -                   | -                   |
| <b>Other Designations: EFB</b>                 | <b>2,876,181</b>           | <b>-</b>            | <b>2,876,181</b>   | <b>60,083</b>         | <b>-</b>            | <b>60,083</b>      | <b>-</b>              | <b>-</b>            | <b>-</b>            |
| Undesignated / Unappropriated                  | 0                          | -                   | 0                  | 0                     | -                   | 0                  | (18,813,833)          | -                   | (18,813,833)        |
| Total Reserves                                 | 3.51%                      |                     |                    | 2.01%                 |                     |                    | -1.10%                |                     |                     |

# 19/20 General Fund Revenues (Combined) \$568M

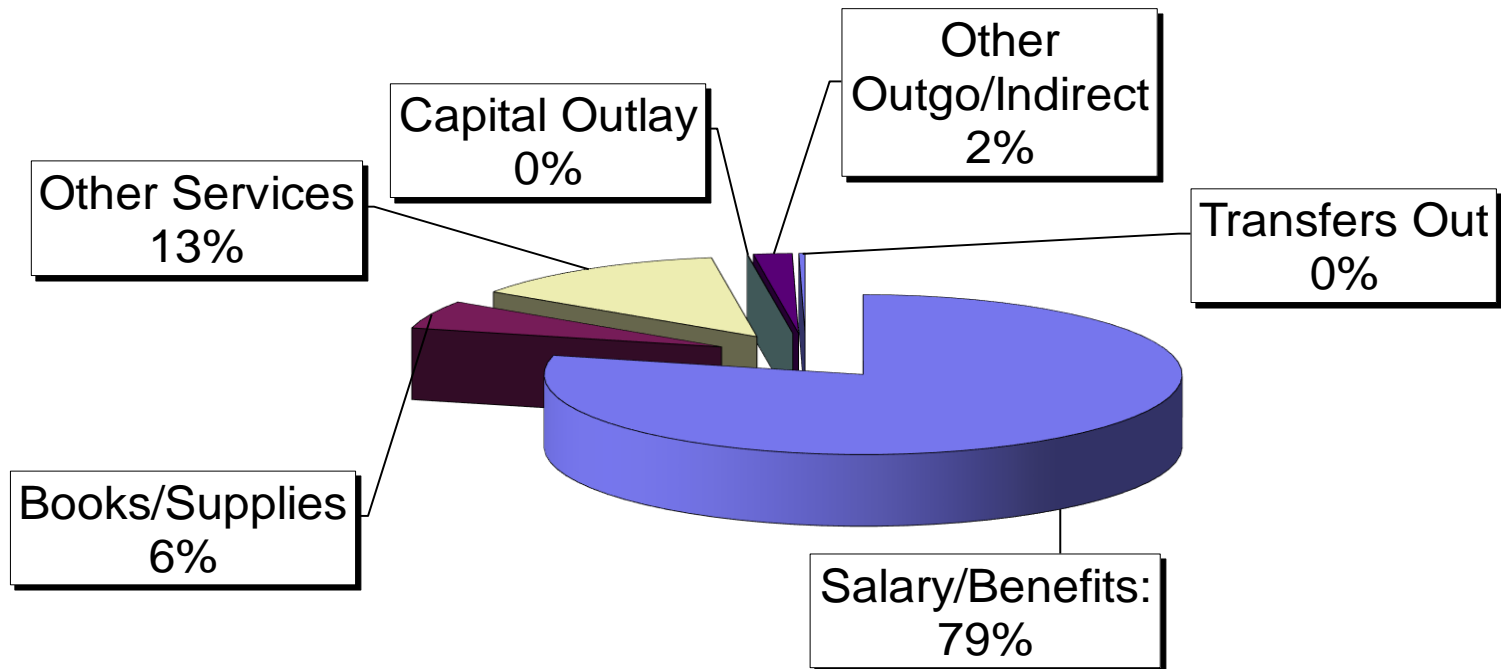
## Combined Revenues



# Fund Expenditures

## 19/20 General Combined \$569M

### Combined Expenditures



# Other Funds

| Other Funds Summary - Adopted Budget            | 2019/20      | 2019/20           | 2019/20       | 2019/20              | 2019/20     | 2019/20            | 2019/20                  | 2019/20                         | 2019/20                      | 2019/20        |
|---|--------------|-------------------|---------------|----------------------|-------------|--------------------|--------------------------|---------------------------------|------------------------------|----------------|
|   | Adult Ed     | Child Development | Cafeteria     | Deferred Maintenance | Buiding     | Capital Facilities | County School Facilities | Special Resv for Capital Outlay | Bond Interest and Redemption | Self Insurance |
|   | Fund 11      | Fund 12           | Fund 13       | Fund 14              | Fund 21     | Fund 25            | Fund 35                  | Fund 40                         | Fund 51                      | Fund 67        |
| <b>Total Revenues</b>                           | \$ 2,820,379 | \$ 14,574,690     | \$ 17,243,814 | \$ -                 | \$ 12,506   | \$ 8,300,000       | \$ -                     | \$ -                            | \$ 79,803,738                | \$ 85,967,730  |
| <b>Total Expenditures</b>                       | 2,877,474    | 14,517,466        | 18,826,971    | -                    | 8,060,626   | 13,544,031         | 500,000                  | 248,995                         | 76,558,922                   | 85,667,730     |
| <b>Excess (Deficiency)</b>                      | (57,095)     | 57,224            | (1,583,157)   | -                    | (8,048,120) | (5,244,031)        | (500,000)                | (248,995)                       | 3,244,816                    | 300,000        |
| <b>Other Financing Sources/Uses</b>             | -            | (57,224)          | 1,583,157     | -                    | -           | -                  | -                        | -                               | -                            | -              |
| <b>Net Increase/(Decrease) in Fund Balance:</b> | (57,095)     | -                 | -             | -                    | (8,048,120) | (5,244,031)        | (500,000)                | (248,995)                       | 3,244,816                    | 300,000        |
| <b>Beginning Fund Balance:</b>                  | 1,295,999    | 8,312             | 7,788         | 5,492                | 9,029,472   | 13,590,639         | 8,594,862                | 544,587                         | 77,025,034                   | 9,439,447      |
| <b>Audit Adjustments:</b>                       | -            | -                 | -             | -                    | -           | -                  | -                        | -                               | -                            | -              |
| <b>Adjusted Beginning Fund Balance:</b>         | 1,295,999    | 8,312             | 7,788         | 5,492                | 9,029,472   | 13,590,639         | 8,594,862                | 544,587                         | 77,025,034                   | 9,439,447      |
| <b>Projected Ending Fund Balance:</b>           | \$ 1,238,904 | \$ 8,312          | \$ 7,788      | \$ 5,492             | \$ 981,352  | \$ 8,346,608       | \$ 8,094,862             | \$ 295,592                      | \$ 80,269,850                | \$ 9,739,447   |

## Requirement & Recommendation

- **It is recommended that the Board approve the Adopted Budget as presented, with a Qualified Certification for the current year and two years into the future.**
- **Further, staff recommends that the Board certify it will make any and all necessary reductions and/or changes to programs and staffing to ensure the on-going fiscal solvency of the District.**



# Appendix

| Combined General Fund                                | Estimated Actuals 18/19<br>(A) | Adopted 19/20<br>(B)     | Difference<br>(B) minus (A) | %             |
|--|--------------------------------|--------------------------|-----------------------------|---------------|
| LCFF Revenue   | \$ 377,593,903.00              | \$ 387,868,765.00        | \$ 10,274,862.00            | 2.7%          |
| Federal Revenue                                      | 52,189,378.00                  | 42,815,057.00            | (9,374,321.00)              | -18.0%        |
| Other State Revenue                                  | 71,807,746.00                  | 58,453,532.00            | (13,354,214.00)             | -18.6%        |
| Other Local Revenue                                  | 80,552,012.00                  | 78,496,196.00            | (2,055,816.00)              | -2.6%         |
| <b>Total Revenues</b>                                | <b>\$ 582,143,039.00</b>       | <b>\$ 567,633,550.00</b> | <b>\$ (14,509,489.00)</b>   | <b>-2.5%</b>  |
| Certificated Salaries                                | \$ 197,152,286.00              | \$ 205,002,586.00        | \$ 7,850,300.00             | 4.0%          |
| Classified Salaries                                  | 94,592,614.00                  | 87,407,482.00            | (7,185,132.00)              | -7.6%         |
| Employee Benefits                                    | 148,594,957.00                 | 156,039,794.00           | 7,444,837.00                | 5.0%          |
| Books and Supplies                                   | 38,798,928.00                  | 32,302,078.00            | (6,496,850.00)              | -16.7%        |
| Services, Other Operating Expenditures               | 99,747,701.00                  | 75,171,896.00            | (24,575,805.00)             | -24.6%        |
| Capital Outlay                                       | 8,086,695.00                   | 127,474.00               | (7,959,221.00)              | -98.4%        |
| Other Outgo  | 13,928,999.00                  | 11,091,021.00            | (2,837,978.00)              | -20.4%        |
| <b>Total Expenditures</b>                            | <b>\$ 600,902,180.00</b>       | <b>\$ 567,142,331.00</b> | <b>\$ (33,759,849.00)</b>   | <b>-5.6%</b>  |
| Excess or (Deficiency) of Revenues over Expenditures | \$ (18,759,141.00)             | \$ 491,219.00            | \$ 19,250,360.00            |               |
| Other Financing Sources/Uses                         | (1,225,933.00)                 | (1,225,933.00)           | -                           | 0.0%          |
| <b>Net Increase or (Decrease) in Fund Balance</b>    | <b>\$ (19,985,074.00)</b>      | <b>\$ (734,714.00)</b>   | <b>\$ 19,250,360.00</b>     | <b>-96.3%</b> |
| Reserves:  |                                |                          |                             |               |
| Beginning Balance                                    | \$ 56,587,852.00               | \$ 29,997,993.00         | \$ (26,589,859.00)          | -47.0%        |
| Audit Adjustments                                    | (6,604,785.00)                 | -                        | 6,604,785.00                | -100.0%       |
| Adjusted Beginning Balance                           | \$ 49,983,067.00               | \$ 29,997,993.00         | \$ (19,985,074.00)          | -40.0%        |
|  |                                |                          | -                           |               |
| <b>Ending Fund Balance</b>                           | <b>\$ 29,997,993.00</b>        | <b>\$ 29,263,279.00</b>  | <b>\$ (734,714.00)</b>      | <b>-2.4%</b>  |