



April 27, 2023

MEMORANDUM

To: Members of the Board of Education

From: Michael J. Martirano, Ed.D.
Superintendent

Subject: Budget Adoption Scenarios for FY 2024 Operating Budget

The purpose of this memorandum is to provide the Board budget balancing scenarios in follow up to the memorandum dated April 20, 2023 (attached). I will be using this memo for my opening comments during the May 1, 2023, County Council work session and we will provide copies of the April 20, 2023 memo and this memo to the County Council prior to the work session. In addition, staff is working on a third memo that will be shared with the Board prior to its May 4, 2023, work session that will provide more analysis related to the reduced increase in expenditures provided in this memo.

The preceding memo provided an overview of the revenues as well as analysis of the difference between the Board's requested funding amounts, the County Executive's proposed funding level, and an update to state aid revenues based on the latest Maryland State Department of Education (MSDE) estimates. Currently, there is a \$(67.3) million difference between proposed revenues and Board-requested expenditure increases.

The County Executive has proposed a historically high year-over-year funding increase, and while other counties are using a legislative loophole to reduce funding to their school system, we are pleased to have partners in County Government who continue to value education. Despite the significant increase in funding proposed by the County Executive, we are faced with the challenge of needing to reduce the expenditures requested in the Board's budget. These are difficult choices that will have both short- and long-term impacts that we must carefully review and engage in collaborative conversations with the County. The County Council has the ability to add additional funding to the Board of Education budget and as we work through these next few weeks, I am hopeful that some level of additional funding will help the Board adopt one of the budget balancing scenarios outlined in this memorandum. We have looked for ways to increase our revenues, and also carefully reviewed all expenditure increases to consider reductions.

Revenue Change Overview: As recommended by the County Executive, staff have analyzed options to use fund balances to reduce the \$(67.3) million gap. I am recommending that the Board support the use of \$15.0 million of projected fund balance from the General Fund unassigned fund balance and a transfer of \$6.7 million from the Technology Service fund balance. This total recommended use of fund balance of \$21.7 million of one-time monies to

support recurring expenditures is not sustainable or ideal, however, without other revenue increases, it is necessary use. The FY 2023 Operating Budget included the use of \$28.9 million of one-time monies from the General Fund unassigned fund balance, however, as previously noted, we no longer have that high level of fund balance available. Additionally, based on current investment returns, we are recommending increasing the projected investment income for FY 2024 by \$1.25 million.

The use of one-time funds and adjustment to investment projections reduces the budget gap by \$22.9 million to a \$(44.3) million gap that needs to be closed.

Budget Expenditure Priorities

Taking care of the staff who take care of our students is my utmost priority. Preserving the integrity of our workforce is critical and as we reviewed the budget for possible reductions, I directed staff to maintain the compensation increases necessary to support negotiated bargaining agreements and to support Pillar 2 of the Blueprint requirements to recruit and retain *High-Quality and Diverse Teachers and Leaders*. Additionally, no reductions to existing positions will be recommended.

I am providing two budget balancing scenarios for the Board, both of which would require additional funding from the County to support the priorities noted below:

- Maintaining contractual and non-negotiable commitments including fully funding negotiated compensation increases as Howard County aims to continue attracting the best teaching talent.
- Funding the operating costs necessary to open Guilford Park High School.
- Prioritizing student transportation cost needs to implement school start time changes and continuing to manage driver shortages and minimize disruption of student transportation services.
- Funding student reading initiatives and positions.
- Promoting athlete safety by adding full-time athletic trainers at every high school.
- Maintaining the fiscal responsibility of the last five years and continuing to fully fund health insurance and sustaining the positive fiscal position in the health fund.
- Retaining as much funding as possible for special education to minimize the risk of increasing the far more costly compensatory services and non-public education costs.
- Maintaining student well-being and health services positions currently funded by sunseting grants.
- Advancing the implementation of Blueprint requirements to the extent possible, recognizing that the delays and deferment of this implementation under both scenarios will create future challenges and may require HCPSS to adjust its Blueprint Implementation Plan as submitted to the state.

Budget Balancing Context

The County Executive's proposed budget for HCPSS totals \$1.074 billion. This compares to the Board's requested budget of \$1.141 billion. The proposed budget is \$(67.3) million less than the Board's request. This lesser budget is attributable to two changes:

1. The County Executive's proposed budget includes a county funding increase of \$47.0 million in recurring and \$887,000 in non-recurring for a total of \$721.2 million. These amounts are \$(64.9) million less than the Board-requested County funds of \$786.1 million.
2. The MSDE provided updated estimates for FY 2024 state aid on February 16, 2023, after the requested budget was prepared. The updated estimates were based primarily on a change in the relative wealth factors. This change shifts more of the shared formula funding from the state share to the local share. Note that the county revenue estimate does not increase because of this change, because required county funding is based on maintenance of effort. In addition, the concentration of poverty grant was reduced from three schools to one school, and the grant will be moved to the Grants Fund. As a result, the state revenue estimate declined by \$(2.4) million.

To balance the budget, the \$(67.3) million-dollar gap between revenues and expenditures must be closed. Closing this gap will require expenditure reductions, revenue increases, and/or a combination of both. I have directed staff to develop two budget balancing scenarios for the Board's budget deliberations. The details of those scenarios are summarized in this memo. Please note that the revenue and expenditure changes shown in this memo are preliminary and are provided to assist the Board in developing a balanced budget strategy as conversations with the County Council begin regarding any additional funding. Once a prioritized path of budget reductions is established by the Board, staff will develop the necessary budget schedules and supporting score sheets for final budget adoption.

Before detailing the scenarios, some additional budget context and background information is provided including:

State Category Allocation: It is important to note that while the County Executive's proposed budget included state category funding levels, those funding levels are placeholders as confirmed by the County's Budget Director. There are limits to using the line-item funded amounts referenced by the County Executive for items such as compensation increases and new position costs, because there are centrally allocated and calculated costs that fall into state category 12, fixed charges, which could not be factored in by the County. The two scenarios take into consideration the total costs (direct and indirect) for each of the budget priorities shown and include certain fixed charge cost estimates. State category 12 fixed charges will be recalculated to support the programmatic priorities determined by the Board for the final budget adoption.

Non-Recurring or One-Time Expenditures: As noted previously, non-recurring funds do not have a discretionary use and must be used for the list of items that were submitted to MSDE as one-time expenditures. The County Executive proposed budget includes \$887,000 in non-recurring funding for FY 2023. This is \$(5.0) million less than the Board's request, which includes a request of \$5.0 million to replenish fund balance in accordance with the Board's Fund Balance Policy 4070. Based on projected estimates of unassigned fund balance for June 30, 2023, the General Fund projects to have a fund balance that exceeds the required one percent reserve. Therefore, the funds to replenish are no longer necessary.

Details on Sources of Funding to Balance the FY 2024: Since the Board's Requested Budget was approved in February, staff have performed a cost-to-complete analysis. Based on updated information, revenue assumptions for FY 2024 can be modified and the projections for certain revenues in the General Fund may be increased. These include:

Use of Fund Balances: Both budget balancing scenarios recommend using available fund balances. This is a change from the proposed and requested budgets, which did not include a use of fund balance. As of June 30, 2022, the available unassigned fund in the General Fund was \$6.4 million, .68 percent of expenditures, which is below the 1.0 percent reserve threshold set by the Fund Balance Policy 4070.

Based on cost-to-complete estimates for FY 2023, the projected unassigned fund balance has been updated and is estimated to be in the \$20 million-dollar range by June 30, 2023. The increase in available fund balance is attributable to:

- FY 2023 revenues are projected to be above budget by \$6.1 million, which is due to:
 - Investment income projecting to be above budget by \$4.6 million;
 - Special Education revenue being \$2 million more than budgeted due to the timing of posting FY 2022 revenues.
- FY 2023 expenditures are projected to below budget by about \$8.4 million, or 0.8 percent.
- The combined impact means rather than using the budgeted \$28.9 million of fund balance in FY 2023, it estimated that about \$14.0 million will be used. As a result, the unassigned fund balance available is increasing.

With these updated projections and due to the critical need to fund the FY 2024 budget priorities, I am recommending that the Board include \$15.0 million of General Fund balance toward the budget balancing solutions. I do not do this lightly and it comes with risk. The first risk is that we would be balancing the budget on a projected amount of available fund balance and not based on an audited fund balance. If an unexpected expense occurs in the last two months of this fiscal year, it may necessitate an adjustment. The second risk is future financial risk. Eventually, the significant amounts of available fund balance¹ to use for recurring expenditures will run out. The County has a prudent fiscal policy that limits the use of one-time funds for one-time expenditures. Recurring funds are needed to support the implementation of the Blueprint, particularly the teacher salary goals. It is not sustainable to implement the Blueprint with a large dependency on fund balance, especially as instructional services transition from federal grants to the operating budget.

Utilizing \$15.0 million of fund balance will require the Board's approval to override the 1.0 percent reserve requirement standard in the Fund Balance Policy 4070. For each of the budget balancing scenarios proposed, the projected ending fund balance for June 30, 2024, is 0.5 percent. As a point of reference, last year's budget relied on \$28.9 million of fund balance which decreased the reserve level to 0.7 percent.

Transferring Unrestricted Net Position from the Technology Services Fund: The budget balancing scenarios include the transfer of available unrestricted net position from the Technology Services Internal Service Fund. As of June 30, 2022, the fund had an unrestricted net position of \$6.7 million.

Taking an approach of tapping every available source of funding to meet the FY 2024 funding needs of the school system, I am recommending that the Board include a \$6.7 million transfer of unrestricted net position into the General Fund in the FY 2024 budget.

¹ The pandemic is largely the reason for available fund balances. The fund balance built in up as result of decreased expenditures during virtual instruction and the influx of federal relief dollars.

There are consequences to taking these funds from the Technology Services Fund. The unrestricted net position in the technology fund is managed to help pay for student device life-cycle replacement. Reallocating the funds means that future budgets will have to request the funding to maintain student devices.

Investment Income: The inflationary pressures of the last two years have resulted in high interest rates. These higher interest rates have produced greater investment income yields in FY 2023, which are projected to continue into FY 2024. Based on this updated information, I am recommending that estimated revenues from investment income be increased by \$1.25 million. With this increase, the total projected investment income for FY 2024 will be \$2.5 million. This amount of investment income may not be sustained in the future as fund balances diminish, the Federal Reserve Bank’s efforts to control inflation continue, and interest rates change.

Summary of Increasing the Use of HCPSS Funds to Balance the Budget: To help close the \$(67.3) million budget gap, each of the budget balancing scenarios proposes to increase the amount of HCPSS one-time funding by a total of \$22.95 million. Below is a summary of the increased revenue assumptions and the net budget gap remaining.

FY 2024 Budget Gap to Close	\$ (67,288,559)
Use of Unassigned Fund Balance	15,000,000
Transfer from Tech Services Fund	6,700,000
Increased Investment Income	1,250,000
Total Revenue Changes	\$ 22,950,000
Net Budget Gap to Close	\$ (44,338,559)

With the addition of \$22.95 million of one-time revenues, the gap to balance the FY 2024 budget is lowered to \$(44.3) million.

Budget Balancing Scenario 1

Scenario 1 provides an option to close the \$(67.3) million funding gap with a combination of increasing the one-time revenues discussed above, \$(29.3) million of reductions to Board-requested expenditures, and a request of the County for \$15.0 million of additional funding.

Summary of Budget Balancing Scenario #1

FY 2024 Budget Gap to Close	\$ (67,288,559)
Use of One-Time HCPSS Revenues	\$ 22,950,000
Reduction to Expenditure Increases	\$ (29,338,559)
Net Gap Remaining	\$ (15,000,000)
Request for Additional County Funding	\$ 15,000,000
Net Budget Gap	\$ -

The expenditure reductions have been grouped by the high-level budget priorities outlined in the BOE Requested Budget. We have identified potential reductions in each of these areas. The summary of the amounts reduced in each of these areas is provided below. In a separate attachment, additional details are provided.

Scenario 1: Summary of Budget Request Reductions

BOE REQUESTED BUDGET FY 2024 NEW EXPENDITURES BY PRIORITY AREA			BUDGET BALANCING SCENARIO #1			
Budget Priorities	BOE	BOE	Scenario #1	Scenario #1	Reduction to	Reduction to
	Requested	Requested	Budget Amount	FTE Funded	BOE Request	BOE Request
		FTE	Funded		Amount	FTE
Employee Compensation	\$ 47,923,645	-	\$ 47,434,225	-	\$ (489,420)	-
Strategically Investing in Student Achievement	39,322,225	241.40	29,124,660	110.30	(10,197,565)	(131.10)
Crucial Needs for School System Management and Operations	10,427,980	34.25	4,173,073	12.00	(6,254,907)	(22.25)
Financial Obligations and Commitments	8,511,572	-	(2,932,456)	-	(11,444,028)	-
New Guilford Park High School	2,564,386	42.60	2,504,386	42.00	(60,000)	(0.60)
Enrollment Commitments	719,273	9.30	29,273	0.30	(690,000)	(9.00)
SUBTOTAL BOE REQUEST CHANGES	\$109,469,081	327.55	\$ 80,333,160	164.60	\$ (29,135,921)	(162.95)
Budget Additions to the Approved Version			729,739	-	729,739	
Alternative Reductions			(932,378)	-	(932,378)	
SUBTOTAL ADDITIONS AND ALTERNATIVE REDUCTIONS			\$ (202,639)	-	\$ (202,639)	
GRAND TOTAL BUDGET EXPENDITURE CHANGES	\$109,469,081	327.55	\$ 80,130,522	164.60	\$ (29,338,559)	(162.95)

In Scenario 1, the BOE requested budget growth would be reduced by \$29.3 million decreasing from the requested \$109.5 million to \$80.1 million. The number of new positions requested would decrease (162.95) from 327.55 originally requested down to 164.60.

Budget Balancing Scenario 2

Scenario 2 requests less additional funds from the County, \$10.0 million and makes deeper reductions to the requested expenditures \$(34.3) million.

Summary of Budget Balancing Scenario #2

FY 2024 Budget Gap to Close	\$ (67,288,559)
Use of One-Time HCPSS Revenues	\$ 22,950,000
Reduction to Expenditure Increases	\$ (34,338,559)
Net Gap Remaining	\$ (10,000,000)
Request for Additional County Funding	\$ 10,000,000
Net Budget Gap	\$ -

Without a significant increase in County revenues, HCPSS will have to delay implementing certain Blueprint mandates. Scenario 2 increases budget reductions by \$(5.0) million. The additional reductions are made to the expansion of full-day Prekindergarten, which would not

have a funding increase in FY 2024. In addition, HCPSS would not be able distribute funding to the Workforce Development Board, as required by the Blueprint.²

Scenario 2: Summary of Budget Request Reductions

BOE REQUESTED BUDGET FY 2024 NEW EXPENDITURES BY PRIORITY AREA			BUDGET BALANCING SCENARIO #2			
Budget Priorities	BOE	BOE	Scenario #2		Reduction to	Reduction to
	Requested	Requested	Amount	Scenario #2	BOE Request	BOE Request
		FTE	Funded	FTE Funded	Amount	FTE
Employee Compensation	\$ 47,923,645	-	\$ 47,434,225	-	\$ (489,420)	-
Strategically Investing in Student Achievement	39,322,225	241.40	24,032,281	81.70	(15,289,944)	(159.70)
Crucial Needs for School System Management and Operations	10,427,980	34.25	4,173,073	12.00	(6,254,907)	(22.25)
Financial Obligations and Commitments	8,511,572	-	(3,042,492)	-	(11,554,064)	-
New Guilford Park High School	2,564,386	42.60	2,504,386	42.00	(60,000)	(0.60)
Enrollment Commitments	719,273	9.30	29,273	0.30	(690,000)	(9.00)
SUBTOTAL BOE REQUEST CHANGES	\$109,469,081	327.55	\$ 75,130,746	136.00	\$ (34,338,335)	(191.55)
Budget Additions to the Approved Version			729,739	-	729,739	
Alternative Reductions			(729,963)	-	(729,963)	
SUBTOTAL ADDITIONS AND ALTERNATIVE REDUCTIONS			\$ (224)	-	\$ (224)	
GRAND TOTAL BUDGET EXPENDITURE CHANGES	\$109,469,081	327.55	\$ 75,130,522	136.00	\$ (34,338,559)	(191.55)

In Scenario 2, the BOE requested budget growth would be reduced by \$(34.3) million decreasing from the requested \$109.5 million to \$75.1 million. The number of new positions requested would decrease (191.55) from 327.55 originally requested down to 136.00.

Summary

The budget reductions included in each of these scenarios required difficult decisions about prioritizing the funding increases requested, recognizing that there will not likely be enough funding to meet the needs of all priorities. Each scenario preserves increases in funding for costs for negotiated labor cost changes and other compensation increases are funded at the Board-requested level. Both scenarios fully fund actuarial health insurance costs. Neither scenario proposes the reduction of existing positions or General Fund funded programs and services.

In prior years, the Board has considered class size increases as a tool to generate significant amount of savings without needing to lay off or furlough employees. These scenarios do not recommend any adjustments to class sizes at this time, but this may become necessary if we do not receive additional funding.

As noted in the introduction, a subsequent memo will be provided to the Board prior to the May 4, 2023, work session to provide additional analysis related to all of the expenditure reductions presented in this memo. Due to the time constraints and the level of due diligence necessary, it is not possible to provide this prior to the May 1, 2023, Council work session, however, staff will be available to answer questions as necessary related to service impacts.

² Maryland Code Education Article §5-213, each county board shall distribute to the local workforce development board \$62 per pupil (56,451.67 times \$62= \$3,500,004).

More specifics on individual budget priorities are detailed in the Attachment 1. A summary of the HCPSS General Fund Budget is provided in Attachment 2. This summary shows the BOE Requested Budget, Scenario 1 and Scenario 2.

Please contact Darin Conforti, Executive Director of Budget and Jahantab Siddiqui, Chief Administrative Officer with any questions.

Copy to: Executive Staff
Board of Education Office

Attachments (2)

Attachment 1- Detailed Summary of Budget Reductions

BOE REQUESTED BUDGET FY 2024 NEW EXPENDITURES				BUDGET BALANCING SCENARIO #1				BUDGET BALANCING SCENARIO #2				
Budget Priorities	BOE Requested	BOE Requested FTE	Scenario #1		Reduction to		Scenario #2		Reduction to			
			Budget Amount Funded	Scenario #1 FTE Funded	BOE Request Amount	BOE Request FTE	Budget Amount Funded	Scenario #2 FTE Funded	BOE Request Amount	BOE Request FTE		
Employee Compensation												
Employee Compensation	46,434,225	-	46,434,225	-	-	-	46,434,225	-	-	-		
National Board Certification Pay	1,489,420	-	1,000,000	-	(489,420)	-	1,000,000	-	(489,420)	-		
Employee Compensation Total	\$ 47,923,645	-	\$ 47,434,225	-	\$ (489,420)	-	\$ 47,434,225	-	\$ (489,420)	-		
Strategically Investing in Student Achievement												
Special Education	12,001,669	105.60	7,704,903	27.50	(4,296,766)	(78.10)	7,704,903	27.50	(4,296,766)	(78.10)		
College and Career Readiness (CCR)/Career and Technology Education	8,449,755	2.00	7,738,499	1.00	(711,256)	(1.00)	4,238,495	1.00	(4,211,260)	(1.00)		
Student Transportation Services	7,552,430	3.00	7,552,430	3.00	-	-	7,552,430	3.00	-	-		
PreK and Early Childhood Education	3,237,177	59.10	1,438,375	28.60	(1,798,802)	(30.50)	(154,000)	-	(3,391,177)	(59.10)		
Other Instructional Support Needs	2,601,991	8.00	1,087,120	8.00	(1,514,871)	-	1,087,120	8.00	(1,514,871)	-		
Instruction- Math, English Language Arts, Science, Gifted Talented, Lit	1,586,281	20.50	390,000	6.00	(1,196,281)	(14.50)	390,000	6.00	(1,196,281)	(14.50)		
Supports for Student Success (Students and Behavioral Supports)	1,418,748	11.00	931,748	6.00	(487,000)	(5.00)	931,748	6.00	(487,000)	(5.00)		
Instruction- Reading	1,111,600	15.20	1,036,600	14.20	(75,000)	(1.00)	1,036,600	14.20	(75,000)	(1.00)		
Student Health Supports	743,637	4.00	626,048	3.00	(117,589)	(1.00)	626,048	3.00	(117,589)	(1.00)		
School Athletics Needs	618,937	13.00	618,937	13.00	-	-	618,937	13.00	-	-		
Strategically Investing in Student Achievement Total	\$ 39,322,225	241.40	\$ 29,124,660	110.30	\$ (10,197,565)	(131.10)	\$ 24,032,281	81.70	\$ (15,289,944)	(159.70)		
Crucial Needs for School System Management and Operations												
Operations, Facilities, Grounds, and Maintenance Needs	4,868,419	12.25	1,837,802	6.00	(3,030,617)	(6.25)	1,837,802	6.00	(3,030,617)	(6.25)		
Technology Needs	3,960,914	5.00	2,074,126	3.00	(1,886,788)	(2.00)	2,074,126	3.00	(1,886,788)	(2.00)		
School System Administration and Financial Management Needs	666,343	9.00	127,145	2.00	(539,198)	(7.00)	127,145	2.00	(539,198)	(7.00)		
School System Administration- Human Resource Needs	547,455	6.00	134,000	1.00	(413,455)	(5.00)	134,000	1.00	(413,455)	(5.00)		
School System Governance and Administration Needs	384,849	2.00	-	-	(384,849)	(2.00)	-	-	(384,849)	(2.00)		
Crucial Needs for School System Management and Operations Total	\$ 10,427,980	34.25	\$ 4,173,073	12.00	\$ (6,254,907)	(22.25)	\$ 4,173,073	12.00	\$ (6,254,907)	(22.25)		
Financial Obligations and Commitments												
Financial Obligations and Commitments Total	\$ 8,511,572	-	\$ (2,932,456)	-	\$ (11,444,028)	-	\$ (3,042,492)	-	\$ (11,554,064)	-		
Opening Guilford Park High School												
New Guilford Park High School	2,564,386	42.60	2,504,386	42.00	(60,000)	(0.60)	2,504,386	42.00	(60,000)	(0.60)		
Enrollment Commitments												
Enrollment Commitments	719,273	9.30	29,273	0.30	(690,000)	(9.00)	29,273	0.30	(690,000)	(9.00)		
SUBTOTAL BOE REQUEST CHANGES												
			\$ 80,333,160	164.60	\$ (29,135,921)	(162.95)	\$ 75,130,746	136.00	\$ (34,338,335)	(191.55)		
Additions to the Approved Budget (that were not in BOE Request)												
Budget Additions to the Approved Version			729,739	-	729,739		729,739	-	729,739			
Alternative Reductions to the Budget (items that can be reduced in the base budget)												
Alternative Reductions			(932,378)	-	(932,378)		(729,963)	-	(729,963)			
SUBTOTAL ADDITIONS AND ALTERNATIVE REDUCTIONS			\$ (202,639)	-	\$ (202,639)		\$ (224)	-	\$ (224)			
GRAND TOTAL BUDGET EXPENDITURE CHANGES												
			\$ 109,469,081	327.55	\$ 80,130,522	164.60	\$ (29,338,559)	(162.95)	\$ 75,130,522	136.00	\$ (34,338,559)	(191.55)

Attachment 2- Summary of HCPSS General Fund Budget with Scenarios

General Fund	Board Requested FY 2024	CE Proposed FY 2024	Budget Balancing Scenario 1 FY 2024	Budget Balancing Scenario 2 FY 2024
SOURCES OF FUNDING				
Howard County Funding- Required MOE	\$ 648,743,399	\$ 648,743,399	\$ 648,743,399	\$ 648,743,399
Howard County-Above MOE	131,486,602	71,556,601	71,556,601	71,556,601
Request of Additional County Funds			15,000,000	10,000,000
Subtotal Recurring	780,230,001	720,300,000	735,300,000	730,300,000
County-Nonrecurring	5,893,551	887,000	887,000	887,000
Subtotal Howard County	\$ 786,123,552	\$ 721,187,000	\$ 736,187,000	\$ 731,187,000
State Funding				
Subtotal State Funds	\$ 348,356,501	\$ 346,004,494	\$ 346,004,494	\$ 346,004,494
Federal Funding				
Total Federal Funds	\$ 410,000	\$ 410,000	\$ 410,000	\$ 410,000
Other Funding				
Investment Income	1,250,000	1,250,000	2,500,000	2,500,000
Total Other Funds	\$ 7,009,643	\$ 7,009,643	\$ 8,259,643	\$ 8,259,643
Use of Fund Balance	-	-	15,000,000	15,000,000
Transfer of Fund Balance from Tech Fund			6,700,000	6,700,000
Total Sources of Funds	\$ 1,141,899,696	\$ 1,074,611,137	\$ 1,112,561,137	\$1,107,561,137
USES OF FUNDING				
Categories				
Administration	\$ 17,672,430	\$ 15,418,926	\$ 17,672,430	\$ 17,672,430
Mid-Level Administration	71,022,341	70,032,616	71,022,341	71,022,341
Instructional Salaries and Wages	424,369,712	417,088,908	424,369,712	424,369,712
Instructional Textbooks/Supplies	10,593,485	10,593,485	10,593,485	10,593,485
Other Instructional Costs	22,392,156	12,316,317	22,392,156	22,392,156
Special Education	174,410,551	164,944,912	174,410,551	174,410,551
Student Personnel Services	11,108,801	9,067,446	11,108,801	11,108,801
Student Health Services	13,666,841	12,280,787	13,666,841	13,666,841
Student Transportation	59,820,130	51,394,824	59,820,130	59,820,130
Operation of Plant	57,748,431	49,872,497	57,748,431	57,748,431
Maintenance of Plant	28,645,607	28,645,607	28,645,607	28,645,607
Fixed Charges	244,468,298	229,369,796	244,468,298	244,468,298
Community Services	4,776,297	4,776,297	4,776,297	4,776,297
Capital Outlay	1,204,616	1,160,726	1,204,616	1,204,616
Budget Reductions			(29,338,559)	(34,338,559)
Total Uses of Funds	\$ 1,141,899,696	\$ 1,076,963,144	\$ 1,112,561,137	\$1,107,561,137
Sources Over(Under) Uses	\$ -		\$ -	\$ -
Fund Balance Summary (Budgetary Basis)				
Beginning Fund Balance	\$ 8,448,832		\$ 23,003,716	\$ 23,003,716
Revenues Over Expenditures (Use) or Gain of Fund Balance	5,016,107		(15,000,000)	(15,000,000)
Ending Fund Balance	\$ 13,464,939		\$ 8,003,716	\$ 8,003,716
Ending Fund Balance Summary (Budgetary Basis)				
Unassigned	11,368,836		5,897,850	5,897,850
Total Ending Fund Balance	\$ 13,464,939		\$ 8,003,716	\$ 8,003,716
Unassigned Fund Balance as % of Total Uses (Policy 4070)	1.00%		0.53%	0.53%