September 25, 2019

Mark Intrieri  
President, Governing Board  
Burlingame Elementary School District  
1825 Trousdale Drive  
Burlingame, CA 94010

RE: Local Control Accountability Plan and Adopted Budget – Fiscal Year 2019-20

Dear Mr. Intrieri:

The San Mateo County Office of Education (SMCOE) has completed its review of the District’s Local Control Accountability Plan (LCAP) and Adopted Budget for the 2019-20 fiscal year pursuant to Education Codes 42127 and 52070.

A. LOCAL CONTROL ACCOUNTABILITY PLAN

The County Superintendent of Schools is required to approve the District’s LCAP if the following criteria have been met:

- The LCAP adheres to the template adopted by the State Board of Education (EC 52064).
- The budget includes expenditures sufficient to implement the specific actions and strategies included in the LCAP.
- The LCAP adheres to the expenditure requirements for funds apportioned on the basis of the number and concentration of unduplicated pupils (EC 42238.02 and 42238.03).

The San Mateo County Superintendent of Schools has approved your Local Control Accountability Plan (LCAP) for the 2019-20 school year, pursuant to Education Code (EC) Section 52070.5(d). California Education Code requires that the County Superintendent review and approve the LCAP prior to the approval of the LEA’s adopted budget per EC Section 1622(b) (1) (C). Your board-approved LCAP has been posted on the SMCOE website.
B. ADOPTED BUDGET

In accordance with Education Code Section 42127, the County Superintendent of Schools has examined the Adopted Budget of Burlingame Elementary School District (the District) for fiscal year 2019-20 to determine if it complies with the criteria and standards adopted by the State Board of Education, allows the District to meet its financial obligations during the fiscal year, and is consistent with a financial plan that will allow the District to meet its multi-year financial commitments. The County Superintendent of Schools is also required to determine whether the Adopted Budget includes the expenditures necessary to implement the LCAP or annual update to the LCAP.

On the basis of the County Office review and analysis, the District’s 2019-20 Adopted Budget meets the specified criteria and includes sufficient funds to support and implement the actions and services included in the Local Control Accountability Plan (LCAP) for the budget year.

The San Mateo County Office of Education approves the Burlingame Elementary School District’s 2019-20 Adopted Budget with the following comments:

FINDINGS/COMMENTS:

General Fund Budget Summary

The 2019-20 Adopted Budget shows a net decrease in General Fund revenues of approximately $162,000 compared to the 2018-19 Estimated Actuals. This is primarily due to the elimination of one-time discretionary funding in the 2019-20 projections. Federal revenue reduced by $57,000 as a result of cuts in specific programs such as Title I, Part A, and Title II, Part A, Supporting Effective Instruction. Special Education revenues increased based on prior year entitlements. All other local revenues such as Parent Teacher Association (PTA) and other miscellaneous donations are not budgeted until received resulting in an overall decrease of $332,000. The LCFF revenue sources from state aid increased by approximately $881,000.

The net increase in General Fund expenditures of approximately $1.64 million is largely due to projected increases in salaries and benefits including higher employer pension contributions rates for CalPERS and CalSTRS. The adopted budget also includes a yearly transfer of $425,000 from the General Fund to other District funds for deferred maintenance expenses, contributions to the Cafeteria program and future field artificial turf replacement.
Below is a comparison of revenue and expenditure budgets in the General Fund for fiscal years 2018-19 and 2019-20:

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>A. Anticipated Revenues</td>
<td>$39,408,295</td>
<td>$39,246,429</td>
<td>($161,866)</td>
</tr>
<tr>
<td>B. Proposed Expenditures</td>
<td>38,684,106</td>
<td>40,328,758</td>
<td>1,644,652</td>
</tr>
<tr>
<td>C. Excess (Deficiency) of Expenditures over Revenues</td>
<td>724,189</td>
<td>(1,082,329)</td>
<td>(1,806,518)</td>
</tr>
<tr>
<td>D. Other Sources/Uses and Transfers</td>
<td>(225,000)</td>
<td>(225,000)</td>
<td>0</td>
</tr>
<tr>
<td>E. Total Increase (Decrease) in General Fund</td>
<td>499,189</td>
<td>(1,307,329)</td>
<td>(1,806,518)</td>
</tr>
<tr>
<td>F. <strong>Ending Balance – Unrestricted/Restricted</strong></td>
<td><strong>$9,218,954</strong></td>
<td><strong>$7,911,625</strong></td>
<td><strong>($1,307,329)</strong></td>
</tr>
<tr>
<td>G. <strong>Ending Balance – Unrestricted only</strong></td>
<td><strong>$8,339,106</strong></td>
<td><strong>$6,947,931</strong></td>
<td><strong>($1,391,175)</strong></td>
</tr>
</tbody>
</table>

The 2019-20 projected General Fund budget is showing an operating deficit of $1.31 million. The District is projecting approximately $1.22 million in reserve for economic uncertainties which meets the 3% threshold.

**Reserve for Economic Uncertainties**

Total available reserves in the General Fund for fiscal year 2019-20 is $6.95 million or 17.04% of total General Fund expenditures. The ending balance in the Special Reserve Fund (Fund 17) of $1.10 million is committed by the District for textbook adoption; this amount is not included as part of the excess reserves.

**Reserves in Excess of Minimum**

Education Code 42127(a) (2) (B) requires that the governing board of a school district provide, for public review and discussion at a public hearing any amount in excess of the State-recommended minimum reserve for economic uncertainties. This includes the combined assigned and unassigned ending fund balances in the General Fund (Fund 01) and Special Reserve Fund (Fund 17). The District is required to provide a statement of reasons to substantiate the need for the reserve in excess of the State-recommended level.

The District held a public hearing on May 21, 2019 and has provided the public an opportunity to review and discuss the components and reasons for the reserves. The total assigned and unassigned balance in the General Fund is approximately $6.95 million; the amount in excess of the 3% minimum reserve is approximately $6 million which is set aside by the District mainly for increased Fund Balance Board Policy, increased STRS and PERS employer costs, and increased wages and benefits to support retention and attract new staff.
Cash Flow

The District submitted cash flow projections for 2019-20 and 2020-21 showing positive balances each month for both fiscal years. The District is commended for maintaining adequate funds in the General Fund to meet its financial obligations without outside borrowing. The estimated cash balances at the close of the 2019-20 and 2020-21 fiscal years are $7.55 million and $5.67 million, respectively.

The County Superintendent of Schools urges the District to continue to implement best practices and monitor regularly its cash position to ensure payroll and other monthly obligations are met on a timely basis.

Multi-Year Projections (MYP)

The multi-year projection is one of the most important tools in determining the financial position of the district. In order to make multi-year projections, school districts rely on a variety of assumptions and sources of information available at the time of report preparation.

The MYP incorporates the following key assumptions:

Revenues:

- LCFF revenues for the current year are fully implemented and COLA of 3.26% as recommended by the Department of Finance has been used in the adopted budget development.
- Based on current year estimated enrollment and using roll-ups, birth rates and increased housing developments, the District is projecting a slight increase in the enrollment in the next two fiscal years.
- Federal and State Revenues are projected to be at the same level as the current year.
- Parcel tax revenues are projected to decrease due to additional senior exemption applications.
- A transfer from the Special Reserve Fund (Fund 17) of $200,000 for CalSTRS and CalPERS increases is projected for the budget year.

Expenditures:

- Certificated Salaries and Benefits budgets include step and column adjustments estimated at 2% for the current year and 1.75% for the subsequent two fiscal years. Step and column adjustments for Classified Salaries are estimated at 1.75% for the current year and 1.13% for the subsequent two fiscal years, respectively.
- Health & Welfare costs are expected to increase by 6% annually.
• Increases in employer pension contributions for CalSTRS and CalPERS are budgeted, as follows:

<table>
<thead>
<tr>
<th>Employer Contributions</th>
<th>2019-20</th>
<th>2020-21</th>
<th>2021-22</th>
</tr>
</thead>
<tbody>
<tr>
<td>CalSTRS – State Budget</td>
<td>17.10%</td>
<td>18.40%</td>
<td>18.10%</td>
</tr>
<tr>
<td>CalSTRS – District Budget</td>
<td>16.70%</td>
<td>18.10%</td>
<td>18.10%</td>
</tr>
<tr>
<td>CalPERS – State Budget</td>
<td>19.721%</td>
<td>22.70%</td>
<td>24.60%</td>
</tr>
<tr>
<td>CalPERS – District Budget</td>
<td>20.73%</td>
<td>23.40%</td>
<td>24.50%</td>
</tr>
</tbody>
</table>

• Books and supplies and other operating expenditures from one-time revenue sources are not included in the 2019-20 budget.

• Utilities budget has increased by 5% per year. Property & Liability budget increased by 10% annually.

The chart below shows the reserve levels and projected ending balance in the Unrestricted General Fund for the budget year and subsequent two fiscal years:

<table>
<thead>
<tr>
<th>General Fund – Unrestricted Only</th>
<th>2019-20</th>
<th>2020-21</th>
<th>2021-22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Estimated Beginning Balance</td>
<td>$8,339,106</td>
<td>$6,947,931</td>
<td>$4,804,683</td>
</tr>
<tr>
<td>Revenues &amp; Other Financing Sources</td>
<td>27,629,236</td>
<td>27,723,619</td>
<td>28,697,065</td>
</tr>
<tr>
<td>Expenditures &amp; Other Financing Uses</td>
<td>29,020,410</td>
<td>29,866,868</td>
<td>30,711,821</td>
</tr>
<tr>
<td>Net increase (Decrease)</td>
<td>(1,391,174)</td>
<td>(2,143,249)</td>
<td>(2,014,756)</td>
</tr>
<tr>
<td>Projected Ending Balance</td>
<td>$6,947,931</td>
<td>$4,804,683</td>
<td>$2,789,927</td>
</tr>
<tr>
<td>Total Available Reserves Percentage (Unrestricted and Restricted)</td>
<td>17.04%</td>
<td>11.45%</td>
<td>6.50%</td>
</tr>
</tbody>
</table>

**Deficit Spending**

The multi-year projections show large operating deficits in the General Fund, beginning in fiscal year 2019-20. Although the District currently has a high level of reserves, the fund balance is gradually declining (an 11% change from 19-20 to 21-20) and may not be sufficient to ensure quality educational programs in the future.
The County Superintendent commends the district on recommending the formation of a Budget Committee in the fall of 2019. The representatives from each school site will look into the deficit spending and make necessary budget reductions.

Local Control Accountability Plans (LCAP)

The District is reminded to monitor the LCAP and budget closely to ensure that sufficient funds are maintained to support all actions and services included in the District’s LCAP for 2019-20.

Salary Negotiations

At the time of Adopted budget review, the District has settled negotiations with the Burlingame Education Association (BEA), California Schools Employee Association (CSEA) and Management/Confidential bargaining units for the period ending June 30, 2020. 2% was added to the 2019-20 salary schedule effective July 1, 2019 for all bargaining units.

In accordance with Government Code 3547.5 and Assembly Bill 2756, the District must provide the County Office of Education with an analysis of cost and impact on operating budgets of any proposed salary settlement. Any agreement which results in additional ongoing costs to the District must be supported by additional recurring revenues or permanent expenditure reductions to address such costs.

The District is also required to submit the following documents reflecting the financial impact of any new negotiated agreement:

1) Disclosure of Collective Bargaining Agreement ten (10) days before the Governing Board takes action on any tentative collective bargaining agreement (requires the signatures of the Superintendent and the Chief Business Official).
2) Multi-year spreadsheet (reflecting current and two subsequent fiscal years).
3) Budget revisions (if necessary, must be posted to the financial system prior to processing a salary settlement on the payroll system).

The County Superintendent encourages school districts to be cautious in their negotiations and to conduct thorough pre-settlement analysis of any proposed collective bargaining agreement to protect from cost increases beyond the scope of bargaining. Increases in CalSTRS and CalPERS contributions must also be considered to ensure affordability of proposed settlements.
Other District Funds

The District maintains positive balances for all funds. Below is a summary of revenues, expenditures, and fund balances for other District funds shown in the 2019-20 Adopted Budget reports:

<table>
<thead>
<tr>
<th>District Funds</th>
<th>Estimated Beginning Balance</th>
<th>Revenues</th>
<th>Expenditures</th>
<th>Other Sources (Uses)</th>
<th>2019-20 Projected Ending Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>13 Cafeteria</td>
<td>132,688</td>
<td>741,300</td>
<td>902,392</td>
<td>100,000</td>
<td>71,596</td>
</tr>
<tr>
<td>14 Deferred Maintenance</td>
<td>485,046</td>
<td>8,000</td>
<td>0</td>
<td>150,000</td>
<td>643,046</td>
</tr>
<tr>
<td>17 Special Reserve</td>
<td>1,284,207</td>
<td>20,000</td>
<td>0</td>
<td>(200,000)</td>
<td>1,104,207</td>
</tr>
<tr>
<td>21 Building</td>
<td>7,100,588</td>
<td>300,000</td>
<td>11,003,954</td>
<td>27,750,000</td>
<td>24,146,634</td>
</tr>
<tr>
<td>25 Capital Facilities</td>
<td>78,244</td>
<td>102,000</td>
<td>0</td>
<td>0</td>
<td>180,244</td>
</tr>
<tr>
<td>40 Special Reserve – Capital Projects</td>
<td>704,342</td>
<td>8,000</td>
<td>0</td>
<td>175,000</td>
<td>887,342</td>
</tr>
<tr>
<td>73 Foundation Trust</td>
<td>15,269</td>
<td>215</td>
<td>1,000</td>
<td>0</td>
<td>14,484</td>
</tr>
</tbody>
</table>

Cafeteria Special Revenue Fund (Fund 13)

The Cafeteria Fund continues to require a contribution of $100,000 from the General Fund. The District participates in the National School Lunch program and contracts with a food services management company to provide lunch preparation and services. It is projecting an increase in revenues and expenses.

Deferred Maintenance Fund (Fund 14)

The General Fund is projected to transfer in $150,000 to the Deferred Maintenance Fund. The program funds the larger maintenance projects such as painting, flooring and HVAC replacements.

Special Reserve Fund (Fund 17)

As per board resolution, Special Reserve Fund is projected to transfer out $200,000 to the General Fund for STRS/PERS rate increases. In 2019-20, the District has committed $1.10 million for textbook purchases.
Building Fund (Fund 21)

The District is projecting $27.75 million as proceeds from sale of additional General Obligation (GO) Bonds in the current fiscal year. It will fund the ongoing construction projects.

Special Reserve Fund (Fund 40)

The Special Reserve Fund for Capital Outlay Projects is projected to receive a transfer in of $175,000 from the General Fund. The District is currently using these funds for future replacement of artificial turf.

There are no significant changes in the other District funds compared to the 2018-19 Estimated Actuals.

GENERAL COMMENTS:

Public Disclosure of Voter and Non-Voter-Approved Debt

Districts are reminded to review the requirements for public disclosure of voter and non-voter-approved debt. Voter-approved debts include General Obligation Bonds and Capital Appreciation Bonds. Non-voter-approved debts include Certificates of Participation (COPs), Tax Revenue Anticipation Notes (TRANs), Bond Anticipation Notes (BANs), revenue bonds or any other debt instruments not requiring voter approval.

In accordance with AB2197, Education Code Sections 17150, 42133.5 and 17150.1, thirty (30) days prior to the District Governing Board’s approval, all districts, regardless of certification status, are required to submit to the County Superintendent of Schools and the County Auditor the following information (as applicable):

1) Repayment schedule for debt obligation.
2) Evidence of the district’s ability to repay the obligation.
3) Disclosure of General Obligation Bonds (GOBs) and Capital Appreciation Bond (CABs) Refinancing.

The County Superintendent of Schools and the County Auditor may comment publicly within 15 days of receipt of the information.

The 30-day advance notice will require careful planning by the school district in order to comply with the disclosure requirements. The use of debt proceeds is detailed under Education Code 42133.5, which prohibits school districts from using the proceeds from specific debt instruments for general operating purposes.
Fiscal Distress Notification

In compliance with Assembly Bill 2756, districts are required to submit to the County Superintendent of Schools any study, report, evaluation or audit that was commissioned by the district, the Superintendent of Public Instruction or State control agencies that shows evidence of fiscal distress under the Standards and Criteria adopted in Section 33127, or any report on the school district by the County Office, Fiscal Crisis and Management Assistance Team or any regional team created pursuant to subdivision (1) of Section 42127.8. The County Superintendent is required, in turn, to consider the findings of such report(s) in the analysis of the district’s financial status (Reference: Education Code Section 42127.6).

FCMAT Oversight

The 2018-19 Budget Act has strengthened FCMAT’s oversight responsibilities with required intervention in case of fiscally distressed school districts. At the request from the County Superintendent of Schools, FCMAT can now engage if the district has a disapproved budget, negative interim report certification, three consecutive qualified interim report certifications, downgraded interim certification by the county superintendent, or given a “Lack of going concern” designation. Once engaged, FCMAT will coordinate with the County Superintendent and perform a fiscal health risk analysis and other oversight activities.

BUDGET RECOMMENDATIONS:

Recessions are cyclical and California is on target for the next recession as we reach ten years of historic economic recovery. Consequently, it is critical for school districts to maintain healthy reserves for future contingencies due to California’s volatile economy. California Basic Aid districts, that have additional funding from excess property taxes, are cautioned to exercise fiscal prudence as operational costs may increase faster than revenues. It is important to manage fund balances and financial resources to maintain fiscal solvency and stability.

Districts are advised to closely monitor changes in average daily attendance (ADA) and unduplicated pupil percentage (UPP) - especially LCFF funded districts. ADA and UPP are heavily weighted factors in the LCFF calculation.

Enclosed is a summary of the District’s financial profile. Also enclosed is a historical spreadsheet that shows actual and estimated General Fund revenues, expenditures, and fund balances. The District may find this document useful in analyzing fiscal trends.
We want to express our appreciation to the Board and district staff for the work that went into the development of this year’s LCAP and Budget. The County Superintendent and staff will continue to provide technical and coaching assistance in the monitoring and development of the District’s budget and LCAP.

Please be sure to contact us if you have any questions about our review of your district’s LCAP or budget.

Sincerely,

Denise Porterfield
Deputy Superintendent, Business Services
dporterfield@smcoe.org
650-802-5511

Jennifer Frentress, Ed.D
Associate Superintendent, Instructional Services
jfrentress@smcoe.org
650-802-5311

Enclosures

c: Dr. Maggie Maclsaac, Superintendent, Burlingame Elementary School District
Gaby Hellier, Assistant Superintendent/CBO, Burlingame Elementary School District
Nancy Magee, San Mateo County Superintendent of Schools, SMCOE
Wendy Richard, Administrator, District Business Services, SMCOE
## GENERAL FUND

### REVENUES

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Revenue Limit/LCFF Sources</td>
<td>8010-8099</td>
<td>22,054,708</td>
<td>24,977,890</td>
<td>26,695,595</td>
<td>27,089,031</td>
<td>29,627,020</td>
<td>30,757,495</td>
<td>31,379,617</td>
</tr>
<tr>
<td>Federal Revenue</td>
<td>8100-8299</td>
<td>986,529</td>
<td>601,741</td>
<td>864,796</td>
<td>902,763</td>
<td>980,730</td>
<td>923,933</td>
<td>912,547</td>
</tr>
<tr>
<td>Other State Revenue</td>
<td>8300-8699</td>
<td>980,559</td>
<td>3,789,023</td>
<td>2,521,659</td>
<td>2,800,820</td>
<td>3,186,859</td>
<td>2,483,271</td>
<td>2,483,271</td>
</tr>
<tr>
<td>Other Local Revenue</td>
<td>8500-8799</td>
<td>5,501,832</td>
<td>4,757,845</td>
<td>5,019,659</td>
<td>4,993,037</td>
<td>5,415,868</td>
<td>5,081,860</td>
<td>5,017,000</td>
</tr>
<tr>
<td>Total Revenues</td>
<td>80,035,635</td>
<td>84,420,605</td>
<td>86,101,709</td>
<td>86,542,760</td>
<td>89,246,429</td>
<td>89,791,435</td>
<td>90,860,268</td>
<td>90,860,268</td>
</tr>
</tbody>
</table>

### EXPENDITURES

<table>
<thead>
<tr>
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<tr>
<td>Other State Revenue</td>
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<td>2,483,271</td>
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<tr>
<td>Other Local Revenue</td>
<td>8500-8799</td>
<td>5,501,832</td>
<td>4,757,845</td>
<td>5,019,659</td>
<td>4,993,037</td>
<td>5,415,868</td>
<td>5,081,860</td>
<td>5,017,000</td>
</tr>
</tbody>
</table>

### REVENUES LESS EXPENDITURES

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>$2,111,001</td>
<td>$3,378,423</td>
<td>$1,905,246</td>
<td>$1,121,593</td>
<td>$724,186</td>
<td>$1,082,329</td>
<td>$1,707,364</td>
<td>$1,575,587</td>
</tr>
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</table>

### OTHER SOURCES AND USES

<table>
<thead>
<tr>
<th></th>
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<td>$0</td>
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<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
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</table>

### CHANGE IN FUND BALANCE

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>$1,665,995</td>
<td>$2,089,583</td>
<td>$400,246</td>
<td>$1,096,593</td>
<td>$499,188</td>
<td>$1,307,329</td>
<td>$2,132,364</td>
<td>$2,000,587</td>
</tr>
</tbody>
</table>

### BEGINNING FUND BALANCE

- a) As of July 1 - Unaudited (F1c)
- b) Aud Adj/Restatements (F1d)

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>3,487,349</td>
<td>5,133,344</td>
<td>7,222,927</td>
<td>7,623,173</td>
<td>8,719,766</td>
<td>9,218,954</td>
</tr>
</tbody>
</table>

### ENDING FUND BALANCE, JUNE 30

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
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</thead>
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<td>$5,133,344</td>
<td>$7,222,927</td>
<td>$7,623,173</td>
<td>$8,719,766</td>
<td>$9,218,954</td>
<td>$7,911,625</td>
<td>$5,779,261</td>
<td>$3,778,574</td>
</tr>
</tbody>
</table>

### COMPONENTS OF ENDING FUND BALANCE

- a) Nonspendable
- b) Spendable
- c) Restricted
- d) Assigned
- e) Unassigned/Unappropriated

### AVAILABLE RESERVES - FUNDS 01 & 17

- a) Revolving Cash
- b) Reconcile
- c) Other Commitments

### ECONOMIC UNCERTAINTY

- a) Salaries/Benefits
- b) Capital Outlay
- c) Other

### OTHER COMMENTS: 2019-20 Adopted Budget Certification - Positive

Burlingame Elementary School District
FINANCIAL PROFILE
FY 2018-20 Adopted Budget
### Historical General Fund - 2019-20 Adopted Budget

#### A. REVENUES:
- Revenue Limit/LCFF Sources
- Federal Revenues
- Other State Revenues
- Other Local Revenues

#### B. EXPENDITURES:
- Certificated Salaries
- Classified Salaries
- Employee Benefits
- Books & Supplies
- Svs & Oth Oper Exp
- Capital Outlay
- Interfnd Transfers In
- Interfnd Transfers Out

#### C. REVENUES LESS EXPENDITURES

#### D. OTHER SOURCES AND USES

#### E. CHANGE IN FUND BALANCE

#### F1) BEGINNING FUND BALANCE
- As of July 1 - Unaudited
- Aud Adj/Restatements (F1d)

#### F2) ENDING FUND BALANCE, June 30

#### Components of Ending Fund Balance
- Restricted
- Unrestricted

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