

2021-22 Proposed Budget

June 1, 2021

Public Hearing No. 1

Presented by: Stephen Dickinson

Chief Business and Financial Officer

Budget Report No. 4



Excelling Together with Endless Pathways for Success!



Economic Effects of COVID-19

- Leading up to the May Revision, Governor Newsom announced that the state was facing a \$100 billion surplus, dubbed the “California Comeback Plan”
 - \$76 billion from extra state revenues and \$25 billion from federal resources
 - The forecasted \$54 billion deficit of one year ago is a distant memory
- While California’s coffers are overrun, not all Californians’ bank accounts are experiencing the same
 - California’s unemployment rate was at 8.3% in March 2021
 - \$12 billion of the California Comeback Plan is direct cash payments to expand the Golden State Stimulus

Risks to the Budget

- Governor Newsom's California Comeback Plan contains over \$100 billion in recovery programs and services
- This May Revision is a welcome change from last year when the Governor was contemplating how to absorb a projected \$54 billion budget shortfall, but there are risks to the budget
 - More economists are growing concerned about runaway inflation with demand outpacing supply
 - Federal Reserve may be reluctant to quell inflation risks by increasing interest rates
- Combined, this could spook investors, who generate more than 50% of California's personal income tax revenue the largest source of General Fund revenue and the leading source of our economic recovery





Education Funding for 2021–22

- In addition to updating the Proposition 98 minimum guarantee estimates for 2021–22, the May Revision also updates the estimates for the current and prior fiscal years, or 2020–21 and 2019–20, respectively
- In each of these fiscal years, the minimum guarantee is adjusted for a total increase over January estimates of nearly \$10 billion

	Governor's Budget	May Revision
2019–20	\$79.5 billion	\$79.3 billion
2020–21	\$82.8 billion	\$92.8 billion

- The growth in the minimum guarantee brings per-student revenues to \$13,977–an historic high for California



Governor's Budget vs. May Revision

Item	Governor's Budget	May Revision
LCFF Funding Increase	\$2 billion	\$3.2 billion
Proposition 98 Minimum Guarantee		
2019–20	\$79.5 billion	\$79.3 billion
2020–21	\$82.8 billion	\$92.8 billion
2021–22	\$85.8 billion	\$93.7 billion
2021–22 Statutory COLA	1.5%	1.7%
2021–22 Compounded COLA	3.84%	4.05%*
2021–22 LCFF "Mega" COLA	N/A	5.07%

*Only the special education and community college funding formulas will receive the compounded COLA



2021–22 LCFF Funding Factors

Grade Span	K–3	4–6	7–8	9–12
2020–21 Base Grant per ADA	\$7,702	\$7,818	\$8,050	\$9,329
<i>5.07% Mega COLA</i>	<i>\$390</i>	<i>\$396</i>	<i>\$408</i>	<i>\$473</i>
2021–22 Base Grant per ADA	\$8,092	\$8,214	\$8,458	\$9,802
<i>GSA</i>	<i>\$842</i>	<i>–</i>	<i>–</i>	<i>\$255</i>
2021–22 Adjusted Base Grant per ADA	\$8,934	\$8,214	\$8,458	\$10,057
20% Supplemental Grant per ADA (Total UPP)	\$1,787	\$1,643	\$1,692	\$2,011
50% Concentration Grant per ADA (UPP Above 55%)	\$4,467	\$4,107	\$4,229	\$5,029



Cash Flow and Deferrals

- The proposed pay down eliminates the ongoing deferrals scheduled for February through May 2022
- It does not impact current deferrals
 - In other words, it will not accelerate repayment of February through June 2021 deferrals that will be received in July through November 2021
- The June to July deferral once again encompasses the full apportionment, though only \$2.6 billion is scored for State Budget purposes





CalSTRS Employer Contribution Rates

- Beginning in 2021–22, the CalSTRS Board has limited authority to increase or decrease rates by a maximum of 1% annually—not to exceed 20.25% of creditable compensation
 - The CalSTRS Board is set to exercise its new rate-setting authority in an action at its June 2021 meeting
- SSC recommends that LEAs anticipate a CalSTRS employer contribution rate of 16.92% in 2021–22 based on the best information available to date from CalSTRS
 - An increase compared to what LEAs are currently expecting in 2021–22 at 15.92%
- **Current 2020-21 rate is 16.15%**

Year	Previously Released Employer Contribution Rate	New Projected Employer Contribution Rate*
2021–22	15.92%	16.92%*
2022–23	18.00%	19.10%
2023–24	18.00%	19.10%
2024–25	18.00%	19.10%

*2021–22 to be approved by CalSTRS Board on June 10, 2021
Note: All other rates beginning in 2022–23 through 2024-25 are projected rates



CalPERS Employer Contribution Rates

- The California Public Employees’ Retirement System (CalPERS) Board adopted an employer contribution rate of 22.91% for 2021–22
 - 2.21% higher than the current-year rate of 20.70%
- Post-PEPRA* members hired on or after January 1, 2013, will continue to contribute 7.00% into 2021–22
 - Classic member contribution rates are not subject to PEPRA and are set by statute—they will continue to contribute 7.00% of their salary
- **Current 2020-21 rate is 20.70%**

Year	Previously Released Employer Contribution Rate	New Projected Employer Contribution Rate*
2021–22	23.00%	22.91%*
2022–23	26.30%	26.10%
2023–24	27.30%	27.10%
2024–25	27.80%	27.70%
2025–26	27.80%	27.80%
2026–27	27.60%	27.60%

*2021–22 rate approved by CalPERS Board on April 19, 2021
 Note: All other rates beginning in 2022–23 through 2026–27 are projected rates

*Public Employees’ Pension Reform Act (PEPRA)

Unemployment Insurance Fund

School employers participate in a joint, pooled-risk fund administered by the EDD

The fund includes 1,335 LEAs, and 72 community college districts comprising 971,449 employees

In March 2021, the EDD submitted its annual report to all participants that highlighted an increase in the unemployment insurance rate to 1.23% in 2021–22 from the current rate of 0.05%



Special Education

- The Governor's May Revision proposes to apply the compounded COLA of 4.05% to special education funding, an increase compared to the statutory-COLA only in the Governor's Budget
 - This will increase the special education base rate from \$625.00 in the current year to approximately \$650.31 per ADA
 - No structural changes are proposed to the special education funding formula and the out of home care formula will continue to be frozen in 2021–22
- At the Governor's Budget, \$300 million ongoing was proposed for the Special Education Early Intervention Grant, which would provide funding to districts based on the number of preschoolers with disabilities
 - No significant changes were made to the proposal at the May Revision

Distance Learning in 2021-22

May Revision upholds that in-person instruction for the 2021–22 school year will be the default for all students and schools

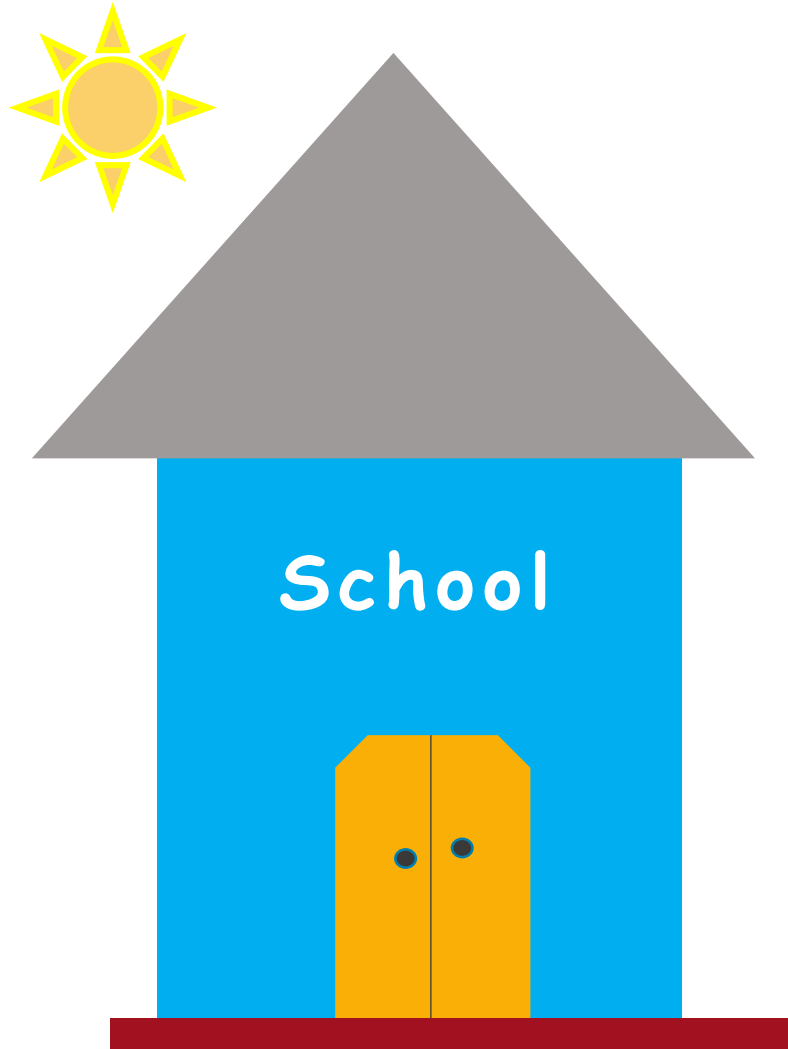
- Current distance learning statutes will expire at the end of the 2020–21 fiscal year
- For families that remain hesitant to send their children back to school for in-person instruction, Governor Newsom affirms that these students may continue to be served outside the classroom, and LEAs will be able to generate state funding using existing traditional and course-based independent study statutes



Essentially, only two ways to earn state apportionment funding in 2021–22:

- 1. Full-time in-person instruction**
- 2. A program that relies on independent study statutes**

Universal Transitional Kindergarten—2021-22



California Transitional Kindergarten (TK) Planning Grant

One-time \$250 million Proposition 98

- Grants based on 2019–20 kindergarten ADA, excluding TK, and must be encumbered by June 30, 2024
- Required report: number of students, race/ethnicity, and languages

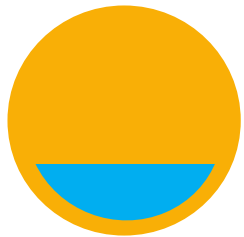
TK/Full-Day Kindergarten Facilities Grant Program

One-time \$190 million General Fund

- Construct and retrofit existing facilities to expand TK or offer full-day kindergarten programs
- Grants may not be used to purchase portable classrooms

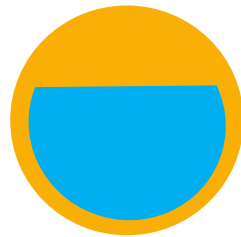
Universal Transitional Kindergarten

- The May Revision proposes to achieve universal transitional kindergarten for all four-year-olds by 2024–25 with a permanent increase to Proposition 98, equaling \$900 million in 2022–23 and increasing to \$2.7 billion in 2024–25
- The proposal also includes cutting classroom ratios by half with an investment that grows from \$380 million in 2022–23 to \$740 million by 2024–25



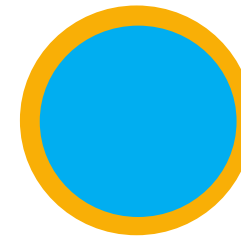
2022–23

Expand TK eligibility for four-year-olds whose fifth birthday occurs between **September 2 and March 2**



2023–24

Expand TK eligibility to four-year-olds whose fifth birthday occurs between **September 2 and June 2**

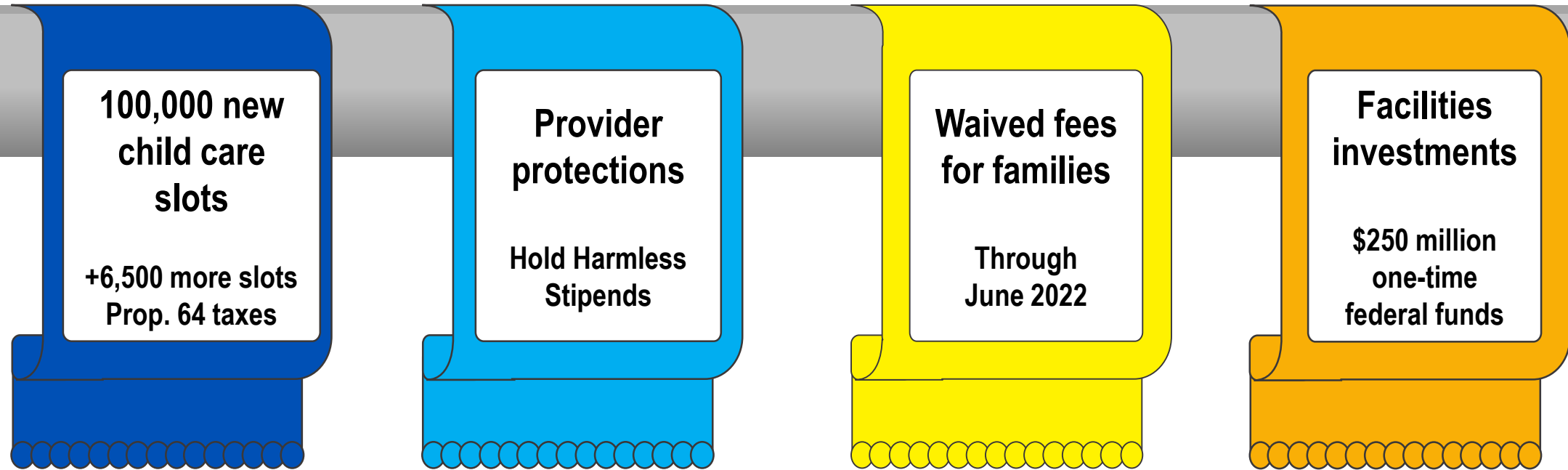


2024–25

Expand TK eligibility to four-year-olds whose fifth birthday occurs between **September 2 and September 1 of the following calendar year**

Child Care and Preschool

- Like many other areas in the May Revision, publicly funded child care programs are benefitting from the sharp economic recovery and the significant boost in state revenues



- The Senate and Assembly are both proposing even more new child care slots
- The May Revision also contemplates policy changes to the State Preschool Program for 2022–23 to achieve universal preschool access for all low-income three-year-olds

Child Nutrition

- The Governor proposes to increase access to subsidized school meals for students as part of his effort to support the whole child with \$150 million in ongoing funding to increase LEA participation (school districts, charter schools, and COEs) in federal universal meal provisions
 - The goal is to increase student access to breakfast and lunch meals
 - And reduce administrative burden of collecting school meal applications



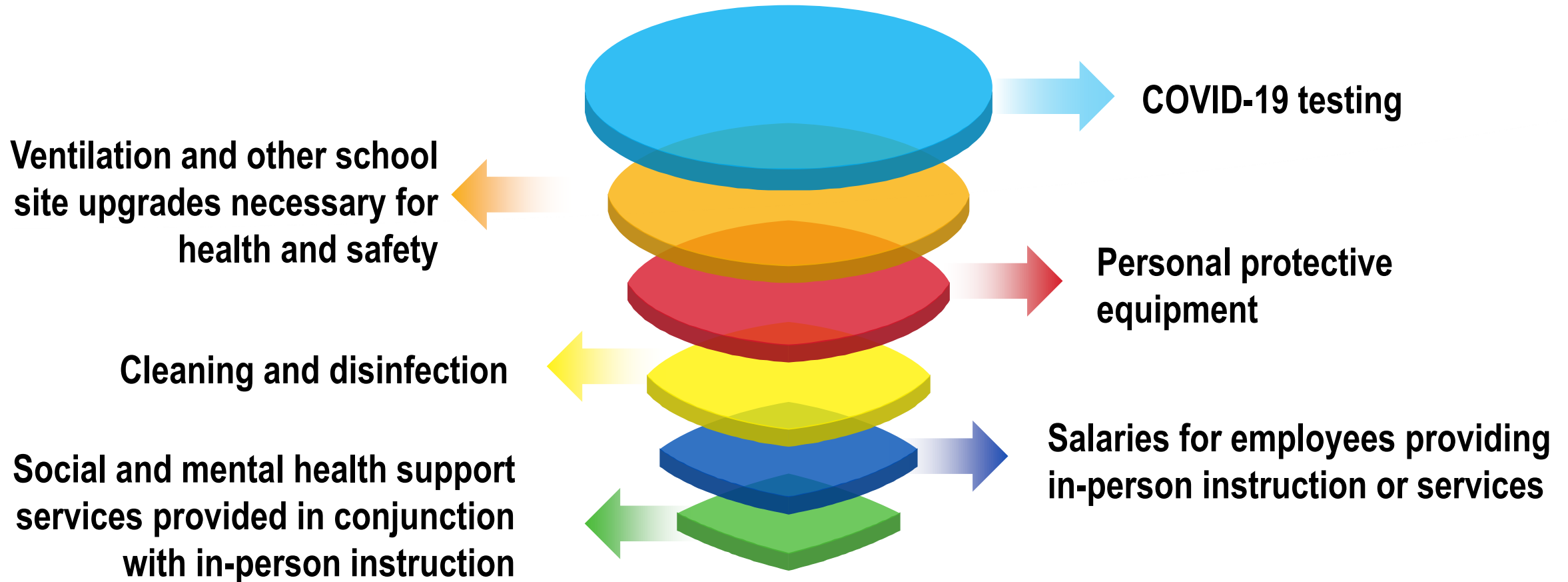


Child Nutrition

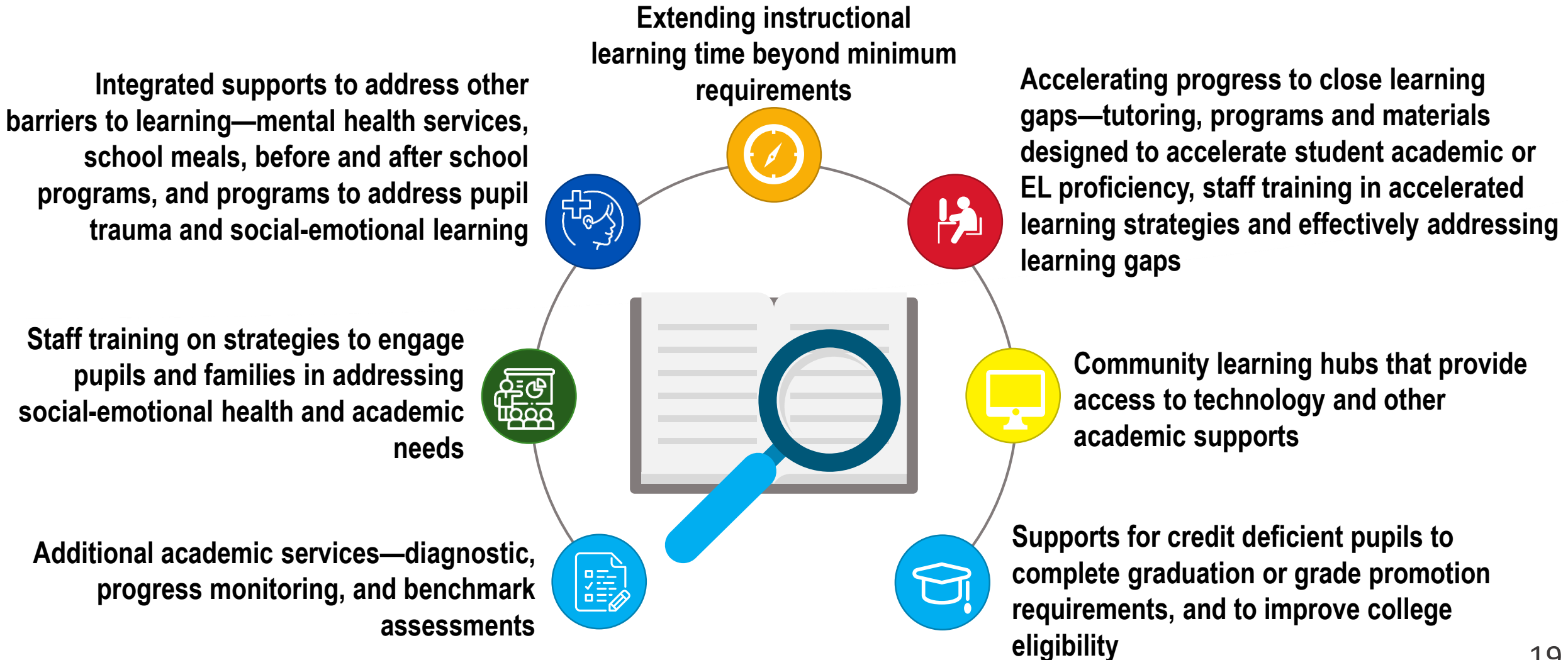
- Additionally, \$100 million in one-time funding is proposed to provide school kitchen infrastructure upgrades and training for school cafeteria staff
 - \$80 million for kitchen infrastructure upgrades to increase student access to school means improve the quality of the meals
 - Funds will be distributed as follows:
 - Base allocation of \$25,000 per ADA
 - After the base allocations are made, remaining funds will be provided to LEAs with at least 50% students eligible for free or reduced-price meals
 - Funds can be used for cooking and service equipment, refrigeration and storage, and transportation means for food and food products
 - LEAs will be required to report to CDE by June 30, 2022, how the funds were used to improve the quality of school meals or increase participation in the meal program

In-Person Instruction Grant—Allowable Uses

May be used for any purpose consistent with providing in-person instruction for any pupil participating in in-person instruction



Expanded Learning Opportunities Grant—Allowable Uses



In-Person Instruction Health and Safety Grant

\$2 billion for a new grant to supplement the In-Person Instruction Grant

May be used for any purpose that supports health and safety in providing in-person instruction



Allocated in proportion to an LEA's LCFF entitlement

Shall be used from July 1, 2021, to June 30, 2023



Targeted Intervention Grant

\$2.6 billion for a new grant to supplement the Expanded Learning Opportunities Grant

Shall be used for any purpose that supports targeted and research-tested academic interventions



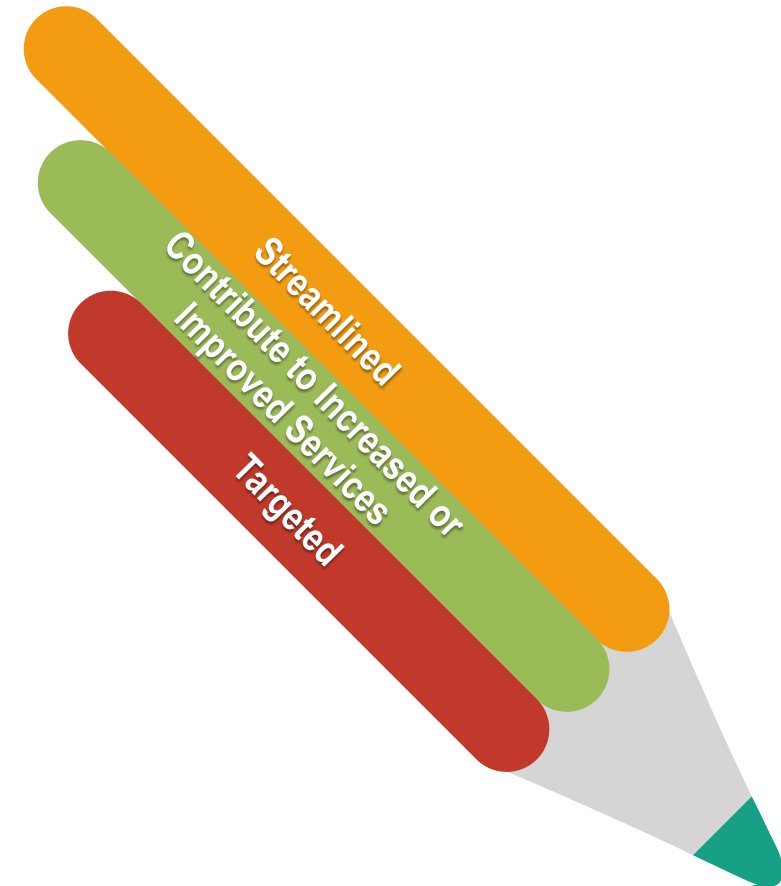
Allocated in proportion to an LEA's LCFF entitlement

Uses one-time federal funds and one-time Proposition 98 funds, leading to different deadlines for use of the funds ranging from September 30, 2022, to June 30, 2024

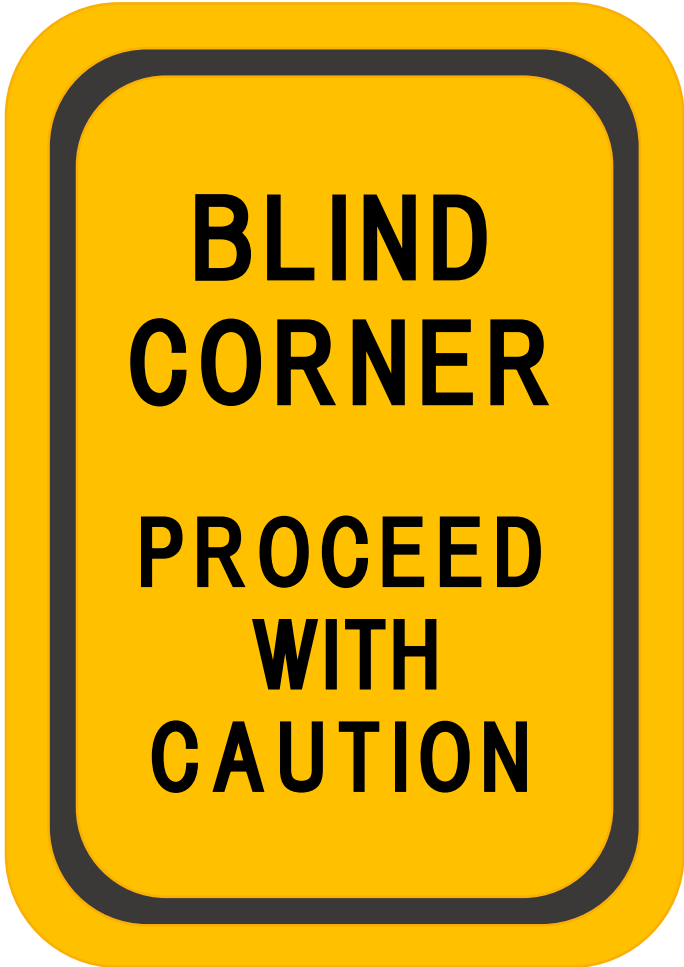
LCAP Reminders—New Template for 2021–22

- AB 1840 (Chapter 426/2018) required changes to the LCAP and Annual Update to:

- **Streamline the content and format to make it more accessible to parents and stakeholders**
- **Provide information on those actions and services that contribute to increased or improved services for unduplicated pupils**
- **Present information in a manner that more clearly shows whether actions or services are being targeted to specific school sites or being provided on a district-wide, county-wide, or charter-wide basis**



The Road Ahead

A yellow rectangular sign with rounded corners and a black border. The text on the sign reads "BLIND CORNER" in large, bold, black letters, followed by "PROCEED WITH CAUTION" in smaller, bold, black letters.

**BLIND
CORNER**

**PROCEED
WITH
CAUTION**

- Certainly, the May Revision gives education reason to celebrate
 - Proposition 98 is on fire
 - One-time investments are rich and plentiful
 - Scarcity is not a problem
- But this is an aggressive budget with billions more in ongoing obligations, and we are approaching a blind corner
 - The minimum guarantee is not guaranteed in Test 1 years, meaning the next year does not build from the previous
 - The threat of inflation is real, which can cause a sharp turn in the economy if unmitigated
 - Wall Street's action will be key to state revenues
 - California's general fund is over-reliant on the income and capital gains of high-income earners, which is volatile



District's 2020-21 Primary Budget Components

- Net LCFF Impact of COLA, UPP, and other factors - increase of \$11.8 million for 2021-22 & a decrease of \$3.6 million for 2022-23
- 2021-22 CalSTRS employer rate increases from 16.15% to 16.92%
- 2021-22 CalPERS employer rate increases from 20.70% to 22.91%
- 2021-22 unduplicated pupil percentage is 53.08% from 53.45% in 2020-21 (Statewide average is approx. 62%)



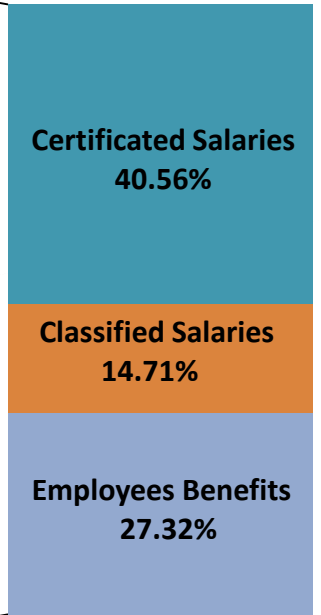
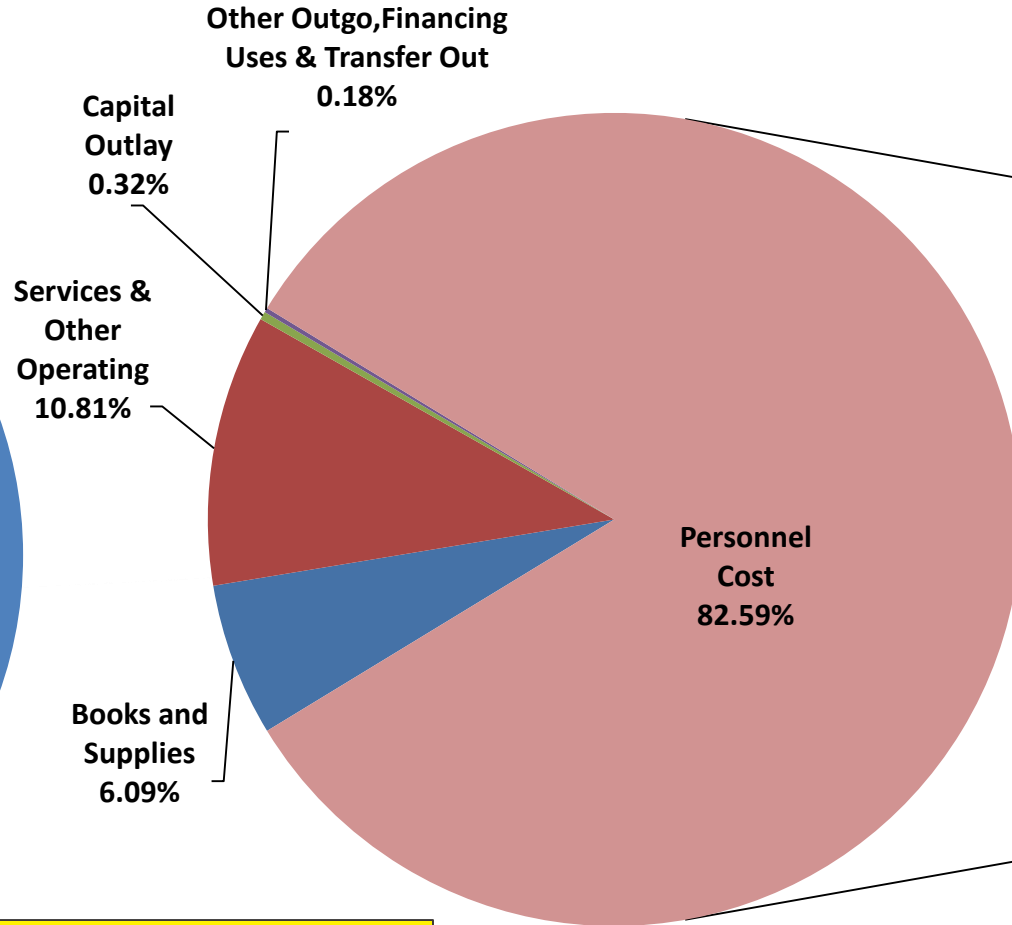
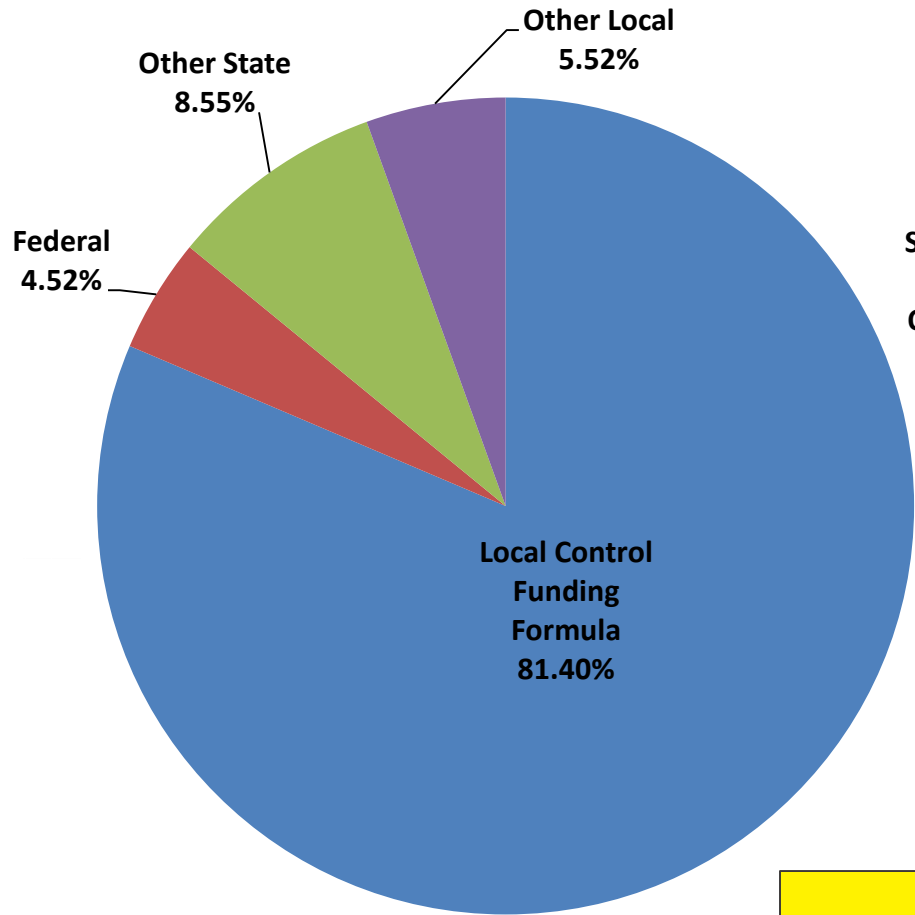
What Does the LCFF Mean for Glendale Unified School District

GUSD – 2021-22		
2021-22 LCFF Per ADA Funding	Projected 2021-22 ADA	Projected 2021-22 LCFF Total Revenue
\$10,084	24,710	\$249,186,570



2021-22 Proposed Budget

TOTAL REVENUES & EXPENDITURES – GENERAL FUND



Rev \$306.11m
 -Exp \$326.88m
 Current Deficit= (\$20.77)m

Be aware of annual carryover process

Total Revenues \$306,111,620

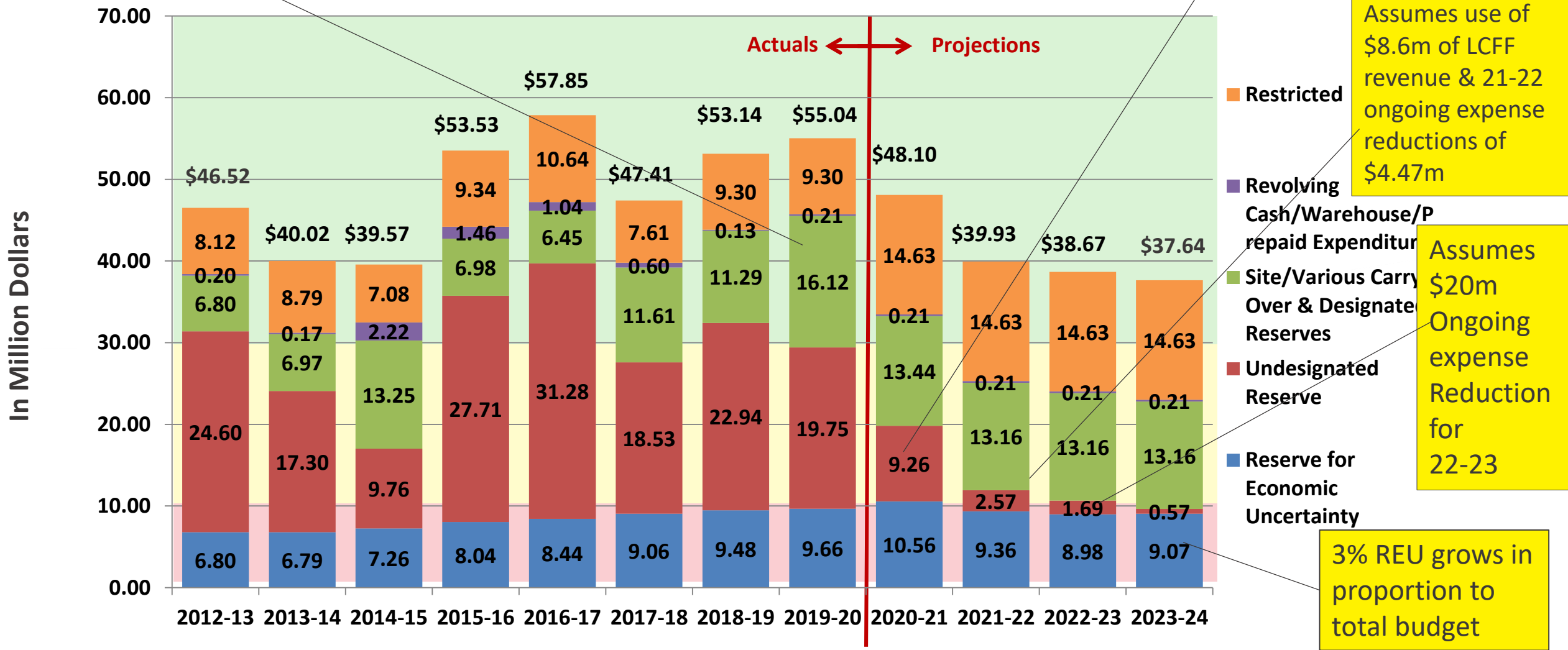
Total Expenditures \$ 326,876,290

Designated Reserves:

- LACOE charges= \$.56
- Carry over/MAA =\$14.8
- One Time 17-18 Disc. Fund=\$.75

2020-21 Second Interim Summary of General Fund Ending Fund Balances

Assumes \$5m ongoing expense reductions are made for 20-21 and reversal of \$13m Adopted Budget Fiscal Stab. Plan Placeholders



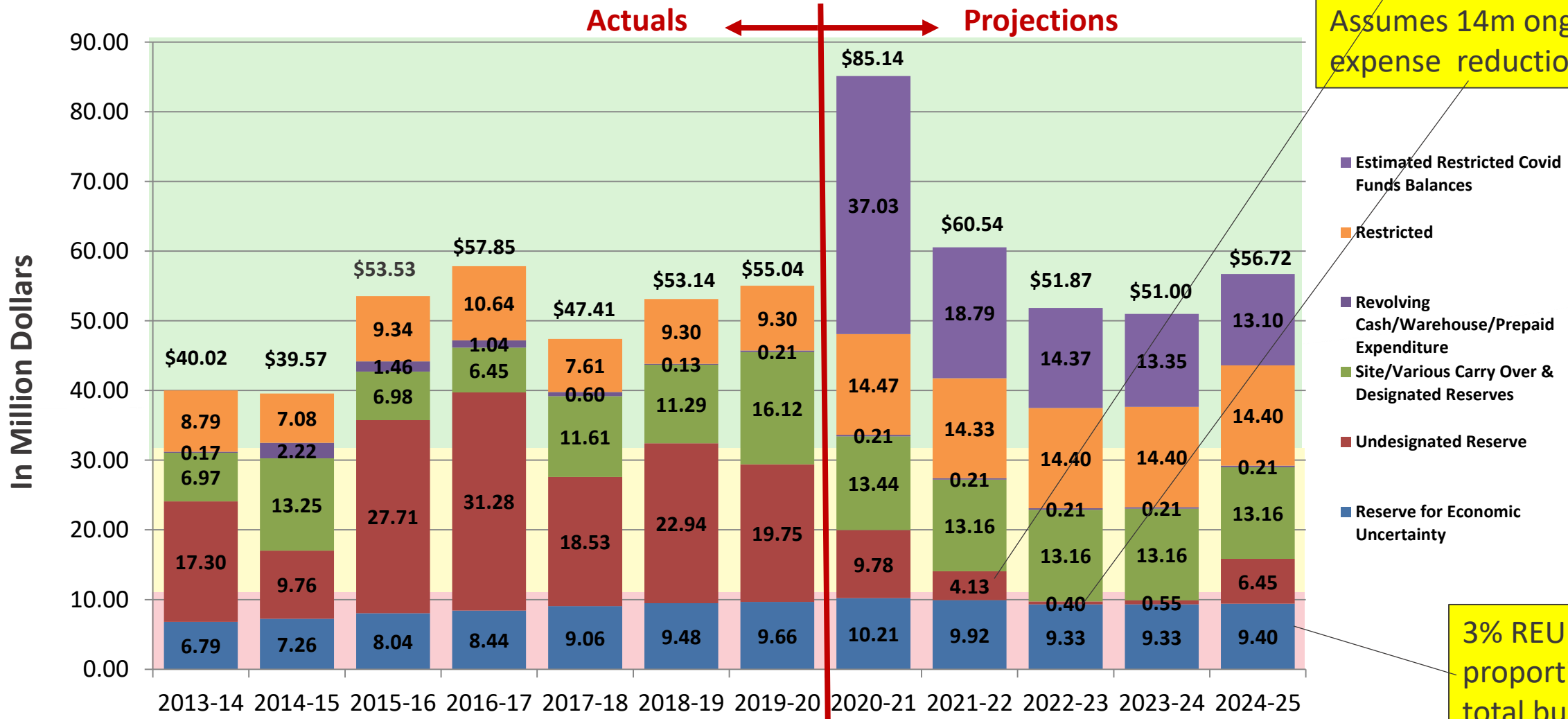
Assumes use of \$8.6m of LCFF revenue & 21-22 ongoing expense reductions of \$4.47m

Assumes \$20m Ongoing expense Reduction for 22-23

3% REU grows in proportion to total budget

Proposed Budget 2021-22

Summary of General Fund Ending Fund Balances



Assumes use of \$11.7m of LCFF revenue

Assumes 14m ongoing expense reduction for 22-23

3% REU grows in proportion to total budget



Multi-Year Budget Projection - Unrestricted General Fund

	2021-22	2022-23	2023-24	2024-25
Total Unrestricted General Fund Balance	\$27,421,058	\$23,099,334	\$23,249,814	\$29,217,679
Revolving Cash & Warehouse	\$210,012	\$210,012	\$210,012	\$210,012
Designated for Economic Uncertainty	\$9,921,572	\$9,334,216	\$9,326,188	\$9,395,930
MAA, Regular Carry-Over, Board Elections	\$3,984,715	\$3,984,715	\$3,984,715	\$3,984,715
Projected Future Year 2020-21 Carry-Over	\$9,171,375	\$9,171,375	\$9,171,375	\$9,171,375
Unassigned Ending Balance	\$4,133,384	\$399,016	\$557,524	\$6,455,647



Summary – COVID-19 One-Time Funds – REVISED

- | | |
|--|----------------------|
| ➤ Federal - ESSER I (spend by 9/22), CRF, GEER, LLM | \$21,051,043 |
| ➤ Federal - ESSER II (spend by 9/23) | \$20,769,978 |
| ➤ Federal - ESSER III (spend by 9/24) | \$46,518,693 |
| ➤ State SB 117 | \$432,359 |
| ➤ State AB86 - Re-Opening/In-Person (spend by 8/22) | \$7,804,968 |
| ➤ State AB86 - Expanded Learning Opportunity (spend by 8/22) | <u>\$17,626,747</u> |
| ➤ TOTAL | \$114,203,788 |
| ➤ Spend from most restrictive/shortest timeline first | |



Summary – COVID-19 Expenditures/Encumbered To Date (As of April 2021)

“Stuff”

➤ PPE, cleaning supplies, plexiglass, hand washing stations, MERV 13 filters, portable HEPA air purifiers, signage, testing, desk shields and more	\$6,200,000
➤ Student chromebooks, teacher laptops, wifi hotspots, distance learning software, webcams, headphones, microphones, monitors, standing desks and more	\$14,300,000
➤ Site discretionary funds @ \$20/student (Fall 2020)	\$500,000
➤ Rental of outdoor tents and storage units	\$229,000
➤ GHS pool project delay costs reimbursed back to Measure S	<u>\$404,000</u>
➤ “Stuff” Subtotal	\$21,633,000

“Staff”

➤ Staffing of Tech Learning Pods and Facilitated Learning Centers	\$10,400,000
➤ Staff time redirected to prepare for distance learning	\$730,000
➤ Increased security guard services	\$372,000
➤ Teacher professional development	\$422,000
➤ GSMA – Principal planning time	\$150,000
➤ Memos of Understanding with GTA and CSEA	\$7,900,000
➤ Expanded Learning Opportunity (ELO) Grant – plan approved on 6/1/21	<u>\$17,626,747</u>
➤ “Staff” Subtotal	\$37,600,747
➤ CURRENT TOTAL	\$59,233,747



Possible Future COVID-19 Expenditures for the remaining **\$55 million** REVISED

“Stuff”

1. Continued PPE, cleaning supplies, MERV 13 filters, portable HEPA air purifiers, signage, testing and more	\$500,000
2. Continued technology enhancements and sustaining student chromebooks and teacher laptops	\$2,000,000
3. Technology infrastructure – bandwidth, wifi, firewalls, system software, data center and more	\$5,000,000
4. Continued rental or purchase of some outdoor tents for 2021-22	\$2,000,000
5. HVAC upgrades at PAEC and most urgently needed schools	\$5,000,000
6. Other safety items	\$1,000,000
7. Unemployment insurance rate increase for 2021-22 only	\$2,300,000
8. Backfill to Nutrition Services Fund 13 for 2020-21	<u>\$700,000</u>
➤ “Stuff” Subtotal	\$18,500,000

“Staff”

1. Continue student programs from ELO Grant for summer of 2022 and 2022-23 (and/or remains flexible)	\$15,390,041
2. All other Elem, MS and HS summer 2021 enrichment programs	\$3,000,000
3. Outside summer camps for 2021	\$2,740,000
4. Add 38 FTE (net 28 FTE) for MS and HS block scheduling – net \$2.8m/yr for 2021-22 and 2022-23 only	\$5,600,000
5. Maintain staffing – previously planned adjustments for declining enrollment (FSP) – 2021-22 and 2022-23 only	\$8,240,000 if needed
6. Increased custodial staffing cost through 2021-22	<u>\$1,500,000</u>
➤ “Staff” Subtotal	\$37,100,000
➤ ESTIMATED FUTURE TOTAL	<u>\$54,970,041</u>



State Local Control Funding Formula (LCFF)

- 0% Cost Of Living Adjustment (COLA) for 2020-21
- ~~3.84%~~ 5.07% COLA for 2021-22 (~~January~~ May Revise proposal)
 - GUSD estimate = ~~\$8.5~~ \$11.77 million ongoing funding
 - This ongoing funding increase is used to offset a portion of the ongoing reductions currently approved in the 2021-22 fiscal stabilization plan; caution not to spend funds twice
 - No extension of the ADA hold harmless – In 2022-23 GUSD will feel the revenue loss from the enrollment declines from 2020-21 and 2021-22 combined
 - ~~Budget reductions are only being made in alignment with declining enrollment~~ – this will be true again starting with 2022-23



General Fund Revenue From Governor's May Revise

	2020-21	2021-22	2022-23	2023-24
<u>Revenue</u>				
LCFF Revenue	\$0	\$11.77 M	\$5.45 M	\$6.84 M
COLA %	0%	5.07%	2.48%	3.11%
Unduplicated %	53.45%	53.10%	52.59%	52.85%



GLENDALE UNIFIED SCHOOL DISTRICT 2021-22 Fiscal Stabilization Plan

\$12,000,000+ (Year 1 of multi-year plan to address total estimated ongoing deficit of up to \$30m)

Dept	Program	Est. Savings/Rev
1. LCFF Funding	Increased revenue from Prop 15 (11/3/20 ballot; est revenue would start 2022-23)	\$ 0
2. LCFF Funding	2021-22 LCFF above current COLA projection of 0%; 1% = \$2.2m (Gov's May Revise = 5.07%)	\$ 11,775,000
3. State/Federal	One-time funding that can offset reductions – from COVID funds only if needed (Yr 1 of 2 yrs)	\$ 0
4. Other Sources	One-time and/or ongoing funding that can be used to offset reductions	\$ 0
5. Non-personnel	6.67% reduction in all non-site department budgets – supplies, consulting services, conferences, etc.	\$ 3,000,000
6. Benefits budget	Reduce annual increase in projected H&W rates from +8% to 1% (May 2021); 1% = \$350,000 (one year)	\$ 2,450,000
7. Elementary	Adjust Teaching FTE by approx. 24 due to enrollment: 2020-21 (-2.3%) and est. for 2021-22 (-1.5%)	\$ 2,400,000
8. Middle School	Adjust Teaching FTE by approx. 6 due to enrollment: 2020-21 (-2.3%) and est. for 2021-22 (-1.5%)	\$ 600,000
9. High School	Adjust Teaching FTE by approx. 4 due to enrollment: 2020-21 (-2.3%) and est. for 2021-22 (-1.5%)	\$ 400,000
10. Classified	Adjust Classified staffing due to declining enrollment from 2020-21 and est. for 2021-22	\$ 720,000
11. Management	Adjust Management staffing due to declining enrollment from 2020-21 and est. for 2021-22	\$ 250,000
12. Districtwide	TBD – Negotiated budget savings and staffing considerations	\$ 5,000,000
13.		\$ 0
14.		\$ 0
15.		\$ 0
	AS OF 6/1/21	\$ 0
	Total Impact Needed (new revenue + expense reductions) = \$12,000,000+	Current Total = \$ 14,475,000



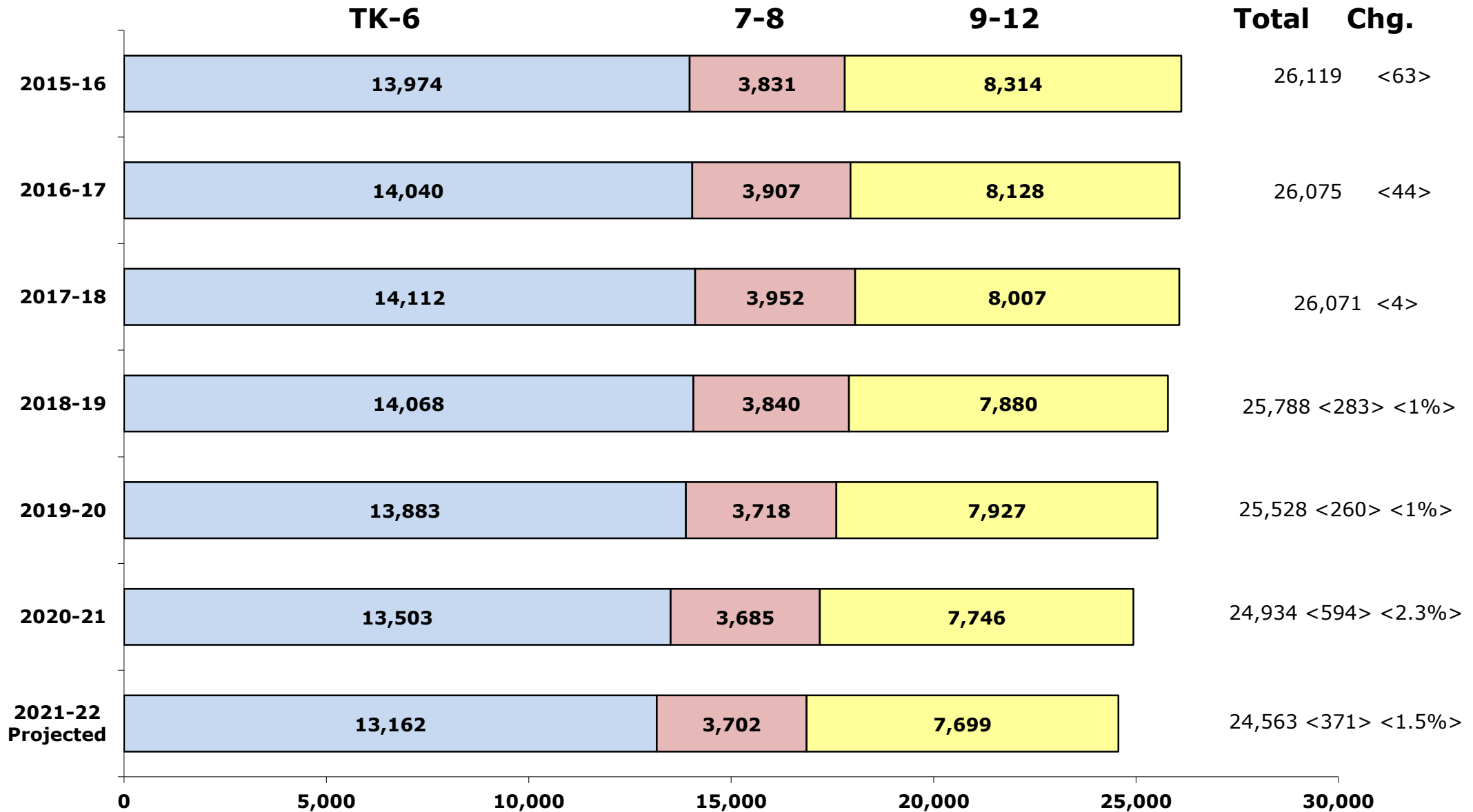
DRAFT GLENDALE UNIFIED SCHOOL DISTRICT 2022-23 Fiscal Stabilization Plan

\$20,000,000+ (Year 2 of multi-year plan to address total estimated ongoing deficit of up to \$30m)

Dept	Program	Est. Savings/Rev
1.		\$
2. LCFF Funding	2022-23 LCFF above current COLA projection of 0%; 1% = \$2.2m (early est of 2.48% 2022-23 COLA)	\$ 5,450,000
3. State/Federal	One-time funding that can offset reductions - from COVID funds only if needed (Yr 2 of 2 yrs)	\$ 4,120,000
4. Other Sources	One-time and/or ongoing funding that can be used to offset reductions	\$ 0
5. Non-personnel	6.67% reduction in all non-site department budgets – supplies, consulting services, conferences, etc.	\$ 3,000,000
6. Benefits budget	Reduce annual increase in projected H&W rates from +8% (May 2022); 1% = \$300,000	\$ 0
7. Elementary	Adjust Teaching FTE due to declining enrollment from 2021-22 (?%) and est. for 2022-23 (-?%)	\$ 2,200,000
8. Middle School	Adjust Teaching FTE due to declining enrollment from 2021-22 (?%) and est. for 2022-23 (-?%)	\$ 600,000
9. High School	Adjust Teaching FTE due to declining enrollment from 2021-22 (?%) and est. for 2022-23 (-?%)	\$ 400,000
10. Classified	Adjust Classified staffing due to declining enrollment from 2021-22 and est. for 2022-23	\$ 720,000
11. Management	Adjust Management staffing due to declining enrollment from 2021-22 and est. for 2022-23	\$ 250,000
12. Districtwide	TBD – Negotiated budget savings and staffing considerations	\$ 5,000,000
13. Districtwide	TBD – Additional budget reductions needed	\$ 7,430,000
14.		\$ 0
15.		\$ 0
	AS OF 6/1/21	\$ 0
	Total Impact Needed (new revenue + expense reductions) = \$20,000,000+	Current Net Total = \$ 20,000,000



Historical Enrollment (CALPADS Data)





Analysis of 2020-21 Enrollment Decline

- Enrolled in another CA public school district = 35.5%
- Enrolled in a CA private school = 22%
- Moved out of the state = 24.3%
- Moved out of the country = 13.2%
- No shows/no reason stated = 5%
- Majority of decline was from lower elementary grades



Future Options to Increase Enrollment and/or Revenue

- Fund raising
- Grants
- Parcel tax
- Advertising and promotion
- Quality programs and services for parents and families
 - Full-day Kindergarten
 - Block schedule



Budget Concerns

- Future LCFF Funding – Projected COLAs only meet the base annual budget growth
- Enrollment, ADA and Unduplicated Pupil Percent (UPP)
- Special Education – Program Needs Increasing
- Health care contribution – +8% (+\$2.8m) potential cost increase every year
- Ongoing Impact of COVID-19 on 2021-22 and future budgets
- Cliff effect after COVID-19 funds have been spent
- Potential territory transfer – estimated negative impact of \$2.7m ongoing
- Fiscal Stabilization Plans to maintain positive ending balances for at least two years



Next Steps

- June 2021 – Continue to monitor the Legislative actions and make adjustments as needed
- June 2021 – Proposed and adoption of the initial 2021-22 budget
- Continue planning for the 2022-23 Fiscal Stabilization Plan (FSP)

QUESTIONS?

FOR MORE BUDGET INFO . . .

WWW.GUSD.NET/BUDGET

WWW.ED100.ORG

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