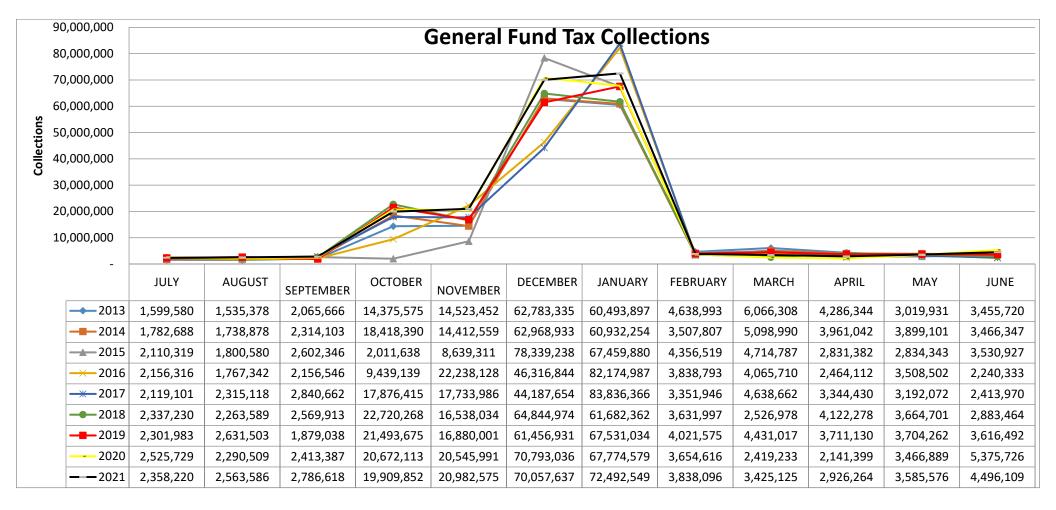
Description: Revenue Updates

Budget Manager: John Gardner

Area Impacted: The 2021-22 General Fund Budget

<u>Purpose:</u> To provide funding estimates for the 2021-22 General Fund. The estimates are based on a combination of actual 2019-20 receipts, 2020-21 current state allocations, and a historical collection of local property taxes.

Estimated Project Cost: N/A



2021 February-June projections are based on the average collections of the 2019-2020 fiscal years.

2012-13 Actual Collections	\$178,844,175	2013-14 Actual Collections	\$182,501,092
2014-15 Actual Collections	\$181,231,269	2015-16 Actual Collections	\$182,366,750
2016-17 Actual Collections	\$187,850,381	2017-18 Actual Collections	\$189,785,787
2018-19 Actual Collections	\$193,658,641	2019-20 Actual Collections	\$204,073,207

2020-21 Budgeted Collections	\$204,474,445
2020-21 Projected Collections	\$209,422,207

Ad Valorem Taxes

State Aid to Classrooms - EFA Formula

.

				Impact of ITA
	Projected	Actual	Projected	Projected
	45th Day	45th Day	45th Day	45th Day
	2020-21	2020-21	2021-22	2021-22
Districtwide Students (includes Charter School)	45,104	43,345	45,094	45,094
Districtwide Weighted Students	61,793	59,358	61,617	61,617
Base Student Cost	2,489	2,489	2,539	2,539
Index of Tax Paying Ability	0.08825	0.08825	0.09281	0.08825
Projected Statewide Weighted Students	994,217	965,635	994,647	994,647
Base Student Cost *Districtwide Weighted Students Less: State Weighted Pupils * Base Student Cost * 30% * Index of Tax Paying Ability	153,802,777 (65,515,939)	147,742,062 (63,632,003)	156,445,563 (70,315,863)	156,445,563 (66,860,196)
State Allocation	\$ 88,286,838	\$ 84,110,059	\$ 86,129,700	\$ 89,585,367
Change from 2020-21 Budget		(4,176,779)	(2,157,138)	1,298,529
% State Support	57.40%	56.93%	55.05%	57.26%

Revenues by Source	Audited 2017-18 General Fund	Audited 2018-19 General Fund	Audited 2019-20 General Fund	Adopted 2019-20 General Fund	Adopted 2020-21 General Fund	Preliminary 2021-22 General Fund	Preliminary vs Adopted	
	¢ 400 705 707	¢ 400 050 044	¢ 004 070 000	¢ 400 075 007	¢ 004 474 445	¢ 040 500 540	¢ 0.000.00	5 2020 24 Drois stiens * 1 5%
Ad Valorem (Current) & Delinquent Taxes Penalties on Taxes	\$ 189,785,787 1.727.053		\$ 204,073,208 1.862.559	\$ 196,275,827 1.744.324	\$ 204,474,445 1.941.387	\$ 212,563,540 1.862.559		5 2020-21 Projections * 1.5%
Revenue in Lieu of Taxes	683.656	, - ,	3.430.595	683.656	3,038,138	3.430.595		8) 2019-20 Audit 7 2019-20 Audit
	5.496.953		- , ,	,		- , ,	, -	1 2019-20 Audit
Revenue in Lieu of Taxes (MCBP) Tuition	-, -,	-, -,	6,429,111	5,496,953	5,486,510	6,429,111	- ,	
Tuition Adult Education from Patrons	78,886	59,190	49,675	78,886	59,190	49,675	(9,5	5) 2019-20 Audit - 2019-20 Audit
Interest on Investments	915,478	3,252,142	- 2,644,373	- 2,219,883	2,804,825	2,644,373	(160.46	2) 2019-20 Audit
Rentals	55.681	42,074	2,644,373	2,219,003	2,804,825	2,644,373		1) 2019-20 Audit
Contributions & Donations	5.100		1,000	33,001	42,074	34,303	(7,08	- Not Budgeted
Medicaid Reimbursement	4,198,418	- /	3,280,304	4,198,418	3,093,839	- 3,280,304	106 /6	5 2019-20 Audit
Refund of Prior Year's Expenditures	254,571	346,457	207,297	254,571	346,457	207,297		0) 2019-20 Audit
Receipt of Insurance Proceeds	830,541	981,831	680,085	104,022	540,457	201,291	(155,10	- Not Budgeted
Receipt of Legal Settlements	030,341	6,495	000,005	104,022	-	-		- Not Budgeted
Other Local Revenue	155,447		- 129,248	- 155,447	- 218,691	- 129,248	(80.4/	3) 2019-20 Audit
Other Local Revenue	155,447	210,091	129,240	155,447	210,091	129,240	(09,44	<u>-3)</u> 2019-20 Addit
Total Local Revenues	\$ 204,187,571	\$ 211,236,979	\$ 222,821,838	\$ 211,267,668	\$ 221,505,556	\$ 230,631,085	\$ 9,125,52	9
Payments From Other Governmental Units	\$ 115,969	\$ 115,239	\$ 120,167	\$ 115,969	\$ 115,239	\$ 120,167	\$ 4,92	8
State								
Handicapped Transportation	\$ 15,013	\$ 32,301	\$ 30,841	\$ 15,013	\$ 36,100	\$ 30,841	\$ (5.25	9) 2019-20 Audit
Home Schooling	1,213		622	1,213	621	622	φ (0,20	1 2019-20 Audit
School Bus Drivers Salary	3.341.423		3,683,317	2,792,044	3.070.146	3,683,317	613 17	1 Current Year Allocation
EAA Bus Driver Salary and Fringe	9,278	- / /	9,332	9,278	5,199	9,332	/	3 2019-20 Audit
Transportation Workers Compensation	188,851	190,436	191,234	190.436	191.234	201,410	, -	6 Current Year Allocation
State Aid to Classrooms - Teacher Salary		-	9,115,792	8,373,428	8,440,393	8,440,393	10,11	- Current Year Allocation
Fringe Benefits Employer Contributions	35,419,703	36,762,017	-		0,110,000	0,110,000		- Not Budgeted
State Aid to Classrooms - Fringe Formula			39,725,607	38,412,549	39,725,607	39,653,767	(71.84	0) Current Year Allocation
Retiree Insurance	10,027,023	11,192,214	12,433,681	11,192,214	12,433,681	12,406,221		0) Current Year Allocation
Other Restricted State Grants	660		165				(=-,	- Not Budgeted
Education Finance Act	82,367,382		-	-	-	-		- Not Budgeted
State Aid to Classrooms - EFA Formula	- , , ,	-	85,839,564	84,417,374	88,286,838	86,129,700	(2.157.13	8) \$50 increase in BSC
NBC Excess EFA Formula	318,796	147,707		-	147,707	-		7) 2019-20 Audit
Property Tax Relief Act	35,975,489	,	39,013,446	38,988,527	40,921,101	41,397,105		4 Preliminary Estimate
Reimbursement for Local Property Tax Relief	11,700,436		11,700,436	11,700,436	11,700,436	11,700,436	-,	- 2019-20 Audit
Homestead Exemption	3,952,008		3,952,008	3,952,008	3,952,008	3,952,008		- 2019-20 Audit
Merchant's Inventory Tax	701.824		820,620	701.824	701.824	820,620	118.79	6 2019-20 Audit
Manufacturer's Depreciation Reimbursement	249,475	,	286,608	249,475	146,917	286,608	139,69	1 2019-20 Audit
Other State Property Tax Revenue	516,883		584,523	516,883	497,358	584,523	,	5 2019-20 Audit
PEBA On-behalf Payments	2,623,805		2,623,805	2,623,805	2,623,805	2,623,805	- ,	- Current Year Allocation
Other State Revenue	72,534		25,747	72,534	37,618	25,747	(11,87	1) 2019-20 Audit
Total State Devenues	¢ 407 404 700	¢ 400 400 000	¢ 040 007 040	¢ 204 200 044	¢ 040 040 500	¢ 044 046 455	¢ (070.44	8)
Total State Revenues	३ 187,481,796	\$ 192,463,933	\$ 210,037,348	\$ 204,209,041	ə 212,918,593	\$ 211,946,455	\$ (972,13	0)

Revenues by Source	Audited 2017-18 General Fund	Audited 2018-19 General Fund	Audited 2019-20 General Fund	Adopted 2019-20 General Fund	Adopted 2020-21 General Fund	I	Preliminary 2021-22 General Fund	reliminary vs Adopted	
Federal Other Federal Revenue	\$ 775.053	\$ 786,488	\$ 604,791	\$ 775.053	\$ 786,488	\$	604,791	(181 697)	2019-20 Audit
Total Federal Revenues	\$ 775,053	786,488	604,791	775,053	786,488		604,791	\$ (181,697)	
Other Financing Sources Sale of Fixed Assets Transfer from EIA Fund (Teacher Salary) Transfer from Other Funds/Indirect Cost	\$ 33,408 9,378,383 1,716,595	\$ 38,163 11,663,813 1,437,595	\$ 30,781 11,596,284 1,656,500	\$ 33,408 12,197,630 2,010,283	\$ 38,163 12,382,870 1,811,498	\$	30,781 11,596,284 1,656,500	\$ (786,586)	2019-20 Audit 2019-20 Audit 2019-20 Audit
Total Other Financing Sources	\$ 11,128,386	\$ 13,139,571	\$ 13,283,565	\$ 14,241,321	\$ 14,232,531	\$	13,283,565	\$ (948,966)	
TOTAL COMPREHENSIVE REVENUES AND OTHER FINANCING SOURCES	\$ 403,688,775	\$ 417,742,210	\$ 446,867,709	\$ 430,609,052	\$ 449,558,407	\$	456,586,063	\$ 7,027,656	

Description: Utilization of Fund Balance

Budget Manager: John Gardner

Area Impacted: The 2021-22 General Fund Budget

Purpose: To provide an additional funding source for the 2021-22 General Fund.

The 2020-21 budget as approved by the board included a \$11 million utilization of fund balance. Historically we have retained funds in employee compensation and benefits due to vacancies that occur throughout the year. At this time, we **do not** expect to utilize the \$11 million for the 2020-21 fiscal year.

The 2019-20 budget as approved by the board included a \$18.6 million utilization of fund balance. The recent review of the 2019-20 audit indicated that the actual fund balance increased by \$20 million, which resulted in an ending balance of \$127.7 million.

Estimated Project Cost: The administration proposes to utilize at least \$11 million of fund balance as an additional funding source for the General Fund in 2021-22.

Recurring Non-recurring Funding Sources: Fund Balance

Description: Staffing Adjustments (Formulae)

Budget Manager: John Gardner

Area Impacted: The 2021-22 General Fund Budget

Purpose: To provide staffing for 44,218 K-12 students

Each year the District prepares staffing allocations based on the Board approved personnel formulae and the projected ADM. Positions at individual schools may be added or reduced due to the results of the calculation. Noting that the forecast utilizes our best estimates and "rounding" could impact of the formulae calculation (one child could be the difference for adding a new position), additional staff may be needed due instructional or programmatic needs.

Estimated Project Cost: (\$.7 million) for General Fund.

Recurring X Non-recurring **Funding Sources:** General Fund

Description: Retirement Increase

Budget Manager: John Gardner

<u>Area Impacted:</u> All employees that participate in the South Carolina Retirement System (SCRS)

Purpose: The current employer contribution rate for the SCRS 21.81%. Included in this amount is an insurance surcharge of 6.25% for retire insurance. In the initial planning of the 2020-21 budget, we anticipated a 1% increase. Before the final budget was adopted, we were notified that the employer contribution rate increase would be suspended until the State passed the 2020-21 budget.

We have been notified to expect a 1% increase in the employer contribution rate but, we have not received any information regarding a rate increase for the retiree insurance surcharge. For 2021-22, we expect that at a minimum, the total employer contribution rate will increase to 23.16%.

Estimated Project Cost: \$3.5 million for the General Fund

Recurring X **Non-recurring Funding Sources:** All funds where employee compensation is provided

Description: Group Health Increase

Budget Manager: John Gardner

<u>Area Impacted:</u> All employees that participate in the South Carolina Public Employee Benefit Authority (PEBA) health plans

<u>Purpose:</u> Health insurance premiums have generally increased over the years. In the development of the 2020-21 budget, we projected an increase of 4.73% based on an average of the previous year's increases.

In January 2021, PEBA **did not** increase the employer contribution rates; however, we believe that the rates will increase on January 1, 2022. We feel that the projected increase for next year will be covered by the existing budgeted funds.

It is not known at this time whether there will be an increase to the employee.

Estimated Project Cost: no additional cost

Recurring X Non-recurring Funding Sources: All funds where employee health insurance is provided

Description: STEP (Longevity) Increase

Budget Manager: John Gardner

<u>Area Impacted:</u> All employees (professional and classified) that have not reached the maximum allowable STEP of their respective pay scale. Approximately 83.7% of the District employees are eligible for a STEP increase.

<u>Purpose:</u> Employees will be provided a step increase based upon their years of experience and any cost of living adjustment as determined by the State.

Estimated Project Cost: \$4.6 Million for the General Fund

Recurring X Non-recurring **Funding Sources:** All funds where employee compensation is provided

Description: 2% salary increase for employees not eligible for a STEP

Budget Manager: John Gardner

<u>Area Impacted:</u> Approximately 16.3% of the District employees are not eligible for a STEP increase.

Purpose: To provide a 2% salary or STEP increase for **all** employees

Estimated Project Cost: \$1.2 Million for the General Fund

Recurring X Non-recurring **Funding Sources:** General Fund

Description: Contracts/Other Fixed Costs

Budget Manager: John Gardner

Area Impacted: The 2021-22 General Fund Budget

Purpose: To address **estimated** increases in certain fixed costs.

The District has several fixed cost items that includes property insurance, copier leases, charter school payments, and service contracts.

Estimated Project Cost: \$800,000 for General Fund.

Recurring X Non-recurring **Funding Sources:** General Fund

Description: Implementation of Comprehensive Employee Compensation Study

Budget Manager: Mary Anderson

Area Impacted: All Funds

Purpose: At the September 23, 2019 Board Meeting, the Board authorized staff to solicit interest and credentials from qualified consultants to conduct a Comprehensive Employee Compensation Study (Study). The Study shall represent a thorough and comprehensive review of all aspects of the District's current classification and compensation system. The recommendations offered in the Study should be designed to increase the market competitiveness of the District's compensation program and provide increased internal equity among positions. Implementation of these recommendations should help the District attract new employees and retain current employees needed to meet Horry County's service demands. The Study should also include the methodology used to develop new classification descriptions, a classification system, a compensation plan and options for implementing a new compensation program

At the June 1, 2020 Board Meeting, Mr. Russell Campbell from Management Advisory Group provided an overview of the Comprehensive Employee Compensation Study for Horry County Schools and recommended several implementation options.

Estimated Project Cost: Based on Mr. Campbell's recommendations, the implementation costs could range from \$5 million to \$14.1 million

Recurring X Non-recurring **Funding Sources:** All Funds

For additional information: Please contact Mary Anderson at 843-488-6862 or by e-mail at <u>manderson002@horrycountyschools.net</u>



Board Presentation



Compensation and Classification Study

June 1, 2020

Study Goals and Objectives

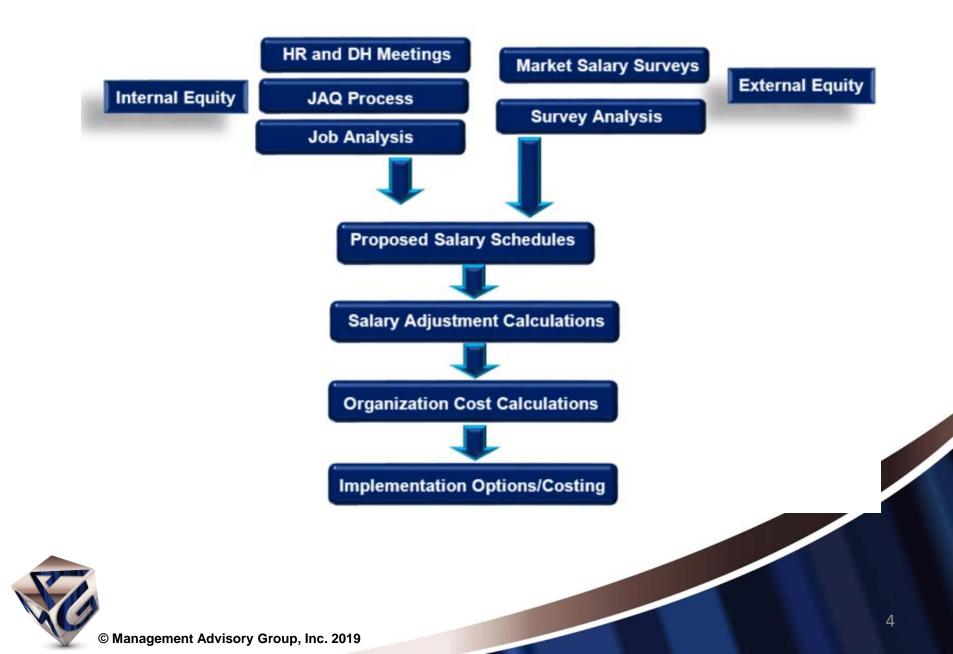
- Perform a Compensation/Classification study for all District positions.
- ✓ Compare compensation to relevant labor markets/competitors.
- Ensure that positions performing similar work with essentially the same level of complexity, responsibility, and knowledge, are classified together.
- Develop a competitive classification and compensation structure.
- Recommend policy changes to support the compensation system.
- Scope included approximately 6,235 positions and 203 job titles.



Methodology

- Captured key employee data.
- Conducted employee sessions to explain project and their role.
- Identified jobs where recruitment and retention are concerns.
- Conducted interviews with top management and selected staff.
- Gathered salary and compensation data from competitor organizations;
- Surveyed for comparative data.
- Reviewed job questionnaire data from employees.
- Changed selected job titles to reflect work being done.
- Recommending changes to support a competitive compensation system.
- Developed implementation/transition costs.





Targeted Agencies/Employers

- Greenville Co. School District
- Charleston Co. School District
- Berkeley Co. School District
- Richland Co. District Two
- Dorchester Co. District Two
- Lexington Co. District One
- Aiken Co. School District
- Richland Co. District One
- Beaufort Co. School District
- Santee Cooper Utilities

- Coastal Carolina Univ.
- Georgetown Co. School District
- York Co. District Three
- City of Myrtle Beach
- City of N. Myrtle Beach
- City of Conway
- Charleston County
- Georgetown County
- Horry County
- O*NET ONLINE (PRIVATE SECTOR DATA SOURCE)



Market Survey Results (Non-Instructional)

 ✓ Overall, results show that the District positions surveyed lag the market:

🗸 At minimum:	- 11.7%
 At midpoint: 	- 6.2%
At maximum:	- 3.5%

Overall range width avg. 55.4% compared to District's overall range width avg. of 66.5%.



Market Survey Results (Non-Instructional)

✓ Positions with non-competitive hiring rates:

- ✓ Maintenance Technicians
- Assistant Principals I
- School Technical Support Assistants
- ✓ Bookkeepers
- ✓ Nurses (LPN & RN)
- Chiefs
- Positions that have competitive hiring rates:
 - Bus Drivers
 - Cafeteria Workers
 - Paraprofessionals
 - Speech Therapist
 - Psychologist
 - Interventionist RTI

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Market Survey Results (Teachers)

 Based on Full Market (Greenville, Charleston, Berkeley, Aiken, Beaufort, Dorchester Two, Georgetown, Lexington One, Richland One, Richland Two and York Three)

✓ Bachelors: - 1.5%
 ✓ Bachelors+18: - 1.8%
 ✓ Masters: - at market avg.
 ✓ Masters+30: - 4.9%
 ✓ Doctorate: - 4.5%

**Based on 1 year or teaching experience



Market Survey Results (Teachers)

- Based on comparison with Greenville Co. & Charleston Co. only:
 - Bachelors: 3.4%
 Bachelors+18: 3.4%
 Masters: 1.5%
 Masters+30: 7.5%
 Doctorate: 7.5%

**Based on 1 year or teaching experience



Estimated Annualized Costs: Non-Instructional

Administrative Schedule Employees	\$859,535
Managerial Schedule Employees	\$1,792,278
Support Schedule Employees	\$2,888,394
Total Annualized Adjustments:	\$5,540,207
** Note: Costs include fringe benefits	

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Estimated Annualized Cost: Teacher Option #1

Based on Full Market: Greenville, Charleston, Berkeley, Aiken, Beaufort , Dorchester Two, Georgetown, Lexington One, Richland One, Richland Two, York Three	
Total Annualized Adjustments:	\$4,442,513
**Note : Cost includes fringe benefits	



Estimated Annualized Cost: <u>Teacher Option #2</u>

Based on a comparison with Greenville Co. and Charleston Co. only	
Total Annualized Adjustments:	\$8,598,215
**Note: Cost includes fringe benefits	



Financial & Organizational Impact

- ✓ All employees receive a 2% across the board adjustment.
- Total Cost to Implement for Non-Instructional & Teacher Option #1: \$9,982,720
- Total Cost to Implement for Non-Instructional & Teacher Option #2: \$14,138,422



Implementation Options

- A. Implement Non-Instructional and preferred Teacher Option July 1, 2020.
- B. Implement 2% adjustment July 1, 2020 and remaining adjustments July 1, 2021
- C. Implement 50% of total cost January 1, 2021 and remaining adjustments July 1, 2021. Splits cost between FY '20 and FY '21.
- D. Implement entire study July 1, 2021.
- ****Note**: If funds are available, MAG recommends option C.



Description: Building Services

Budget Manager: Daryl Brown

Area Impacted: Entire District

Purpose: To provide adequate staffing for cleaning school facilities.

The following information is based on current trends of substitute availability, assistance for short and long-term openings, vacancies created by medical leaves of absence, and daily staffing shortages for unscheduled absences.

Staffing Needs – Full-time relief staff for each region

3.0 – 190 day Custodian – East Region -\$156,687

3.0 – 190 day Custodian – West Region -\$156,687

3.0 – 190 day Custodian --- North Region-\$156,687

3.0 – 190 day Custodian – South Region -\$156,687

Estimated Project Cost: \$626,748

Recurring X Non-recurring Funding Sources: *General Fund*

Description: Building Services Supplies/Other

Budget Manager: Daryl Brown

Area Impacted: Entire District

Purpose: Provide Improved Services for all District Facilities

The following information is based on historical cost data and assumed vendor yearly increases. The resulting list is the **increases** made to specific line items.

- 1. Additional Pay Budget: To meet the needs of school requests, summer cleaning, and short staffing. **Request: \$13,236**
- 2. Dust Mop Rental Contract Increase: New contract started August 2018, adjustment to reflect true contract costs. **Request: \$3,195**
- 3. Supplies Maintenance Increase Account used to purchase uniform shirts for all custodial staff. **Request \$91,201**

The following list is the *reductions* made to specific line items.

- 1. Technology **Reduced** by **\$5000** Reflects the hiring of new equipment repair technician.
- 2. In District Travel **Reduced** by **\$1000**

Estimated Project Cost: \$101,632

Recurring X Non-recurring Funding Sources: *General Fund*

Description: Rooftop Mechanical Room Equipment (Penthouse) Service Contract

Budget Manager: Daryl Brown

Area Impacted: Entire District

<u>**Purpose:**</u> The rooftop mechanical room equipment at Myrtle Beach Middle, Socastee Elementary, Socastee Middle, St. James Intermediate and Ten Oaks Middle schools need to be maintained to ensure proper operation and efficiency.

- Place under contract a company or companies to repair and service the heating and cooling systems if a malfunction occurs.
- This is a contract that was included with the 3 year contract with First Floor that HCS now needs to maintain.

Supporting Information:

HCS technicians inspect and repair the systems at these schools. Certain components require specialty training and certification to repair. The chiller at these schools is manufactured by MultiStack and requires their proprietary diagnostic software and repair. Trane provides the Corel system which controls the programming of the chiller is proprietary. The geothermic system would require specialists to repair. (estimated at \$14,616 per school)

Estimated Project Cost: \$73,080

Recurring X Non-recurring Funding Sources: *General Fund*

Description: Electrical Lighting Monitoring Contract

Budget Manager: Daryl Brown

Area Impacted: Entire District

<u>Purpose:</u> The electrical lighting at Myrtle Beach Middle, Socastee Elementary, Socastee Middle, St. James Intermediate and Ten Oaks Middle schools need to be monitored to ensure proper operation and efficiency.

- Place under contract a company to repair and service the Electrical Lighting Control System if a malfunction occurs.
- This is a contract that was included with the 3 year contract with First Floor that HCS now needs to maintain.

Supporting Information:

HCS technicians inspect and repair the electrical components of the schools. The ENCELIUM Lighting system, which is a proprietary system, controls then and how bright the lights are within the school. When components are replaced/repaired, the ENCELIUM system needs to be updated with the model/serial number and other information of the new components.

Estimated Project Cost: \$40,000

Recurring X Non-recurring Funding Sources: *General Fund*

Description: Solar Array Maintenance Contracts

Budget Manager: Daryl Brown

Area Impacted: Entire District

<u>Purpose:</u> The solar array panels at Myrtle Beach Middle, Socastee Elementary, Socastee Middle, St. James Intermediate and Ten Oaks Middle schools need to be maintained annually to ensure proper operation and efficiency.

The following were previously included with the 3 year monitoring agreement with First Floor Energy Positive:

- Software to monitor status and electrical generation levels of the solar array panes
- Service and repair of the solar array panels
- Cleaning and inspection of the solar array panels

As the district will be responsible for future maintenance and monitoring of the solar array panels, the following are the estimated additional costs:

- Solar Service Cost: \$45,000 (Yearly)
- Solar Array Cleaning Cost: \$12,000 (Yearly)
- Solar Monitoring Cost: \$7,000 (Yearly)

Estimated Project Cost: \$64,000

Recurring X Non-recurring Funding Sources: *General Fund*

2020-21 Adopted General Fund Budget							
Revenues		\$	449,558,407				
Expenditures			460,596,649				
Board Authorized Use of Fund Balance			(11,038,242)				
PRELIMINARY General Fund							
Funding Adjustments							
New Revenue (February 8, 2021)	7,027,656						
Total Funding Adjustments			7,027,656				
Proposed General Fund Budget Increases /Decreases							
Staffing Adjustments	(700,000)						
Retirement Increase	3,500,000						
Group Health Increase	-						
STEP Increase	4,600,000						
2% Salary Increase for employees not eligible for STEP	1,200,000						
Contracts/Other Fixed Cost	800,000						
Building Services Staffing Request	626,748						
Building Services Supplies/Other	101,632						
Penthouse Service Contract	73,080						
Electrical Lighting Maintenance Contract	40,000						
Solar Array Maintenance Contracts	64,000						
Implementation of Comprehensive Employee Compensation Study	TBD						
Total Expenditure Adjustments			10,305,460				
Current Position (February 8, 2021)		\$	(3,277,804)				
Total Utilization of Fund Balance			(14,316,046)				