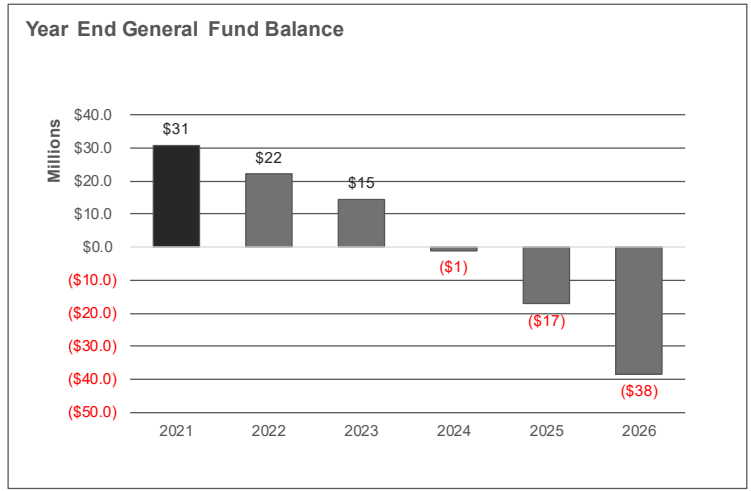
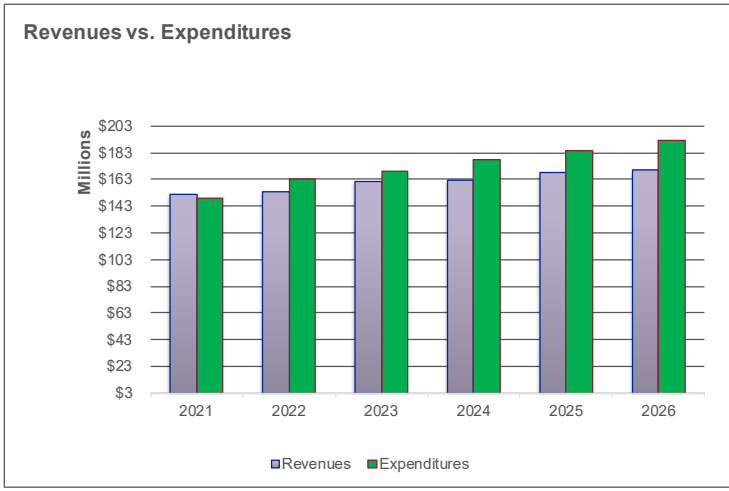


Appendix 5.B. Five-Year Forecast

Tigard-Tualatin School District 23J - General Fund Five-Year Forecast

	Estimated Actual	REVENUE / EXPENDITURE PROJECTIONS									
	2021	2022	% chg	2023	% chg	2024	% chg	2025	% chg	2026	% chg
REVENUE											
Local Sources	\$71,686,573	\$73,128,000	2.01%	\$73,289,473	0.22%	\$74,820,146	2.09%	\$76,379,037	2.08%	\$77,886,399	1.97%
Intermediate Sources	\$2,342,704	\$2,270,000	-3.10%	\$2,270,000	0.00%	\$2,270,000	0.00%	\$2,270,000	0.00%	\$2,270,000	0.00%
State Sources	\$77,989,847	\$78,804,040	1.04%	\$85,607,718	8.63%	\$85,342,583	-0.31%	\$89,741,369	5.15%	\$90,409,612	0.74%
Federal Sources	\$0	\$0		\$0		\$0		\$0		\$0	
Other Sources	\$0	\$0		\$0		\$0		\$0		\$0	
TOTAL REVENUE	\$152,019,124	\$154,202,040	1.44%	\$161,167,190	4.52%	\$162,432,729	0.79%	\$168,390,405	3.67%	\$170,566,011	1.29%
EXPENDITURES											
Salaries	\$73,450,118	\$81,441,744	10.88%	\$85,123,648	4.52%	\$89,944,512	5.66%	\$94,006,783	4.52%	\$98,258,484	4.52%
Benefits	\$53,867,680	\$56,810,153	5.46%	\$59,004,133	3.86%	\$62,440,374	5.82%	\$64,866,052	3.88%	\$67,385,876	3.88%
All Other	\$21,810,165	\$24,800,206	13.71%	\$24,605,110	-0.79%	\$25,652,925	4.26%	\$25,664,980	0.05%	\$26,178,361	2.00%
TOTAL EXPENDITURES	\$149,127,963	\$163,052,103	9.34%	\$168,732,891	3.48%	\$178,037,811	5.51%	\$184,537,814	3.65%	\$191,822,721	3.95%
SURPLUS / DEFICIT	\$2,891,161	(\$8,850,063)		(\$7,565,701)		(\$15,605,083)		(\$16,147,409)		(\$21,256,711)	
BEGINNING FUND BALANCE	\$28,108,839	\$31,000,000		\$22,149,937		\$14,584,235		(\$1,020,847)		(\$17,168,256)	
PROJECTED YEAR END BALANCE	\$31,000,000	\$22,149,937		\$14,584,235		(\$1,020,847)		(\$17,168,256)		(\$38,424,967)	
FUND BALANCE AS % OF EXPENDITURES	20.79%	13.58%		8.64%		-0.57%		-9.30%		-20.03%	
FUND BALANCE AS # OF MONTHS OF EXPEND.	2.49	1.63		1.04		(0.07)		(1.12)		(2.40)	

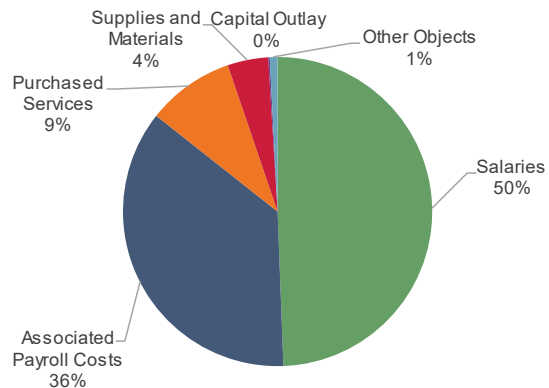


Strategic Financial Plan
Appendix 5.B. Five-Year Forecast

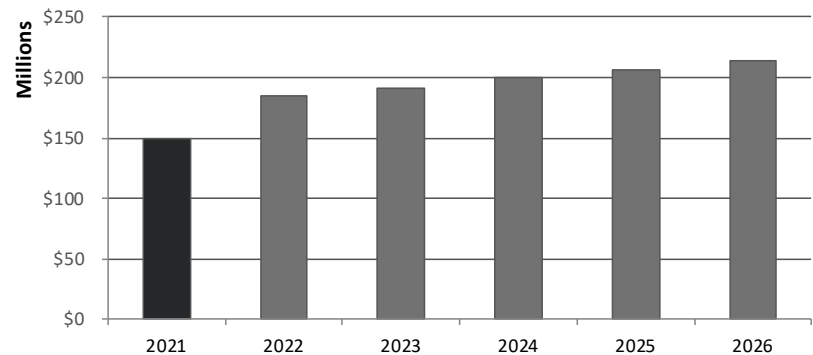
Tigard-Tualatin School District 23J - General Fund - Expenditure Analysis

	Estimated Actual	EXPENDITURE PROJECTIONS									
	2021	2022	% chg	2023	% chg	2024	% chg	2025	% chg	2026	% chg
Salaries	\$73,450,118	\$81,441,744	10.88%	\$85,123,648	4.52%	\$89,944,512	5.66%	\$94,006,783	4.52%	\$98,258,484	4.52%
Associated Payroll Costs	\$53,867,680	\$56,810,153	5.46%	\$59,004,133	3.86%	\$62,440,374	5.82%	\$64,866,052	3.88%	\$67,385,876	3.88%
TOTAL SALARIES & BENEFITS	\$127,317,798	\$138,251,897	8.59%	\$144,127,781	4.25%	\$152,384,886	5.73%	\$158,872,834	4.26%	\$165,644,360	4.26%
Purchased Services	\$13,594,580	\$19,045,472	40.10%	\$19,247,376	1.06%	\$19,907,064	3.43%	\$19,966,692	0.30%	\$20,372,607	2.03%
Supplies and Materials	\$6,313,779	\$3,627,408	-42.55%	\$3,627,408	0.00%	\$3,987,428	9.92%	\$3,939,856	-1.19%	\$4,018,653	2.00%
Capital Outlay	\$240,003	\$496,599	106.91%	\$99,599	-79.94%	\$101,591	2.00%	\$101,591	0.00%	\$103,623	2.00%
Other Objects	\$1,207,403	\$1,305,727	8.14%	\$1,305,727	0.00%	\$1,331,842	2.00%	\$1,331,842	0.00%	\$1,358,478	2.00%
Transfers	\$454,400	\$325,000	-28.48%	\$325,000	0.00%	\$325,000	0.00%	\$325,000	0.00%	\$325,000	0.00%
Other Uses of Funds	\$0	\$22,149,823		\$22,149,823	0.00%	\$22,149,823	0.00%	\$22,149,823	0.00%	\$22,149,823	0.00%
TOTAL ALL OTHER	\$21,810,165	\$46,950,029	115.27%	\$46,754,933	-0.42%	\$47,802,748	2.24%	\$47,814,803	0.03%	\$48,328,184	1.07%
TOTAL EXPENDITURES	\$149,127,963	\$185,201,926	24.19%	\$190,882,714	3.07%	\$200,187,634	4.87%	\$206,687,637	3.25%	\$213,972,544	3.52%

2019 Budgeted Expenditure Allocation by Object



Expenditure Projection



Appendix 5.B. Five-Year Forecast

Tigard-Tualatin School District 23J - General Fund - Historical Summary

Strategic Financial 5 Year Plan 2021-22 Step and Current COLA over 5 years

	ACTUAL REVENUE / EXPENDITURE						Estimated Actual		
	2017	2018	% chg	2019	% chg	2020	% chg	2021	% chg
REVENUE									
Local Sources	\$60,224,459	\$63,871,974	6.1%	\$69,688,201	9.1%	\$69,731,899	0.1%	\$71,686,573	2.8%
Intermediate Sources	\$1,875,770	\$1,142,292	-39.1%	\$1,509,693	32.2%	\$1,301,562	-13.8%	\$2,342,704	80.0%
State Sources	\$64,355,171	\$71,578,712	11.2%	\$69,866,394	-2.4%	\$73,918,999	5.8%	\$77,989,847	5.5%
Federal Sources	\$506	\$3,030	498.9%	\$19,811	553.8%	\$49,666	150.7%	\$0	-100.0%
Other Sources	\$1,500	\$3,400	126.7%	\$968	-71.5%	\$1,348	39.3%	\$0	-100.0%
TOTAL REVENUE	\$126,457,407	\$136,599,408	8.0%	\$141,085,066	3.3%	\$145,003,473	2.8%	\$152,019,124	4.8%
EXPENDITURES									
Salaries	\$64,695,384	\$67,043,439	3.6%	\$69,173,132	3.2%	\$72,914,647	5.4%	\$73,450,118	0.7%
Benefits	\$41,001,157	\$46,492,158	13.4%	\$47,058,336	1.2%	\$52,943,461	12.5%	\$53,867,680	1.7%
All Other	\$16,987,781	\$22,314,367	31.4%	\$22,152,662	-0.7%	\$19,001,468	-14.2%	\$21,810,165	14.8%
TOTAL EXPENDITURES	\$122,684,322	\$135,849,964	10.73%	\$138,384,131	1.87%	\$144,859,575	4.68%	\$149,127,963	2.9%
SURPLUS / DEFICIT	\$3,773,085	\$749,444		\$2,700,935		\$143,897		\$2,891,161	
BEGINNING FUND BALANCE	\$20,741,477	\$24,514,562		\$25,264,006		\$27,964,941		\$28,108,839	
YEAR-END FUND BALANCE	\$24,514,562	\$25,264,006		\$27,964,941		\$28,108,839		\$31,000,000	
FUND BALANCE AS % OF EXPENDITURES	19.98%	18.60%		20.21%		19.40%		20.79%	
FUND BALANCE AS # OF MONTHS OF EXPEND.	2.40	2.23		2.42		2.33		2.49	

