

FCMAT

FISCAL CRISIS & MANAGEMENT
ASSISTANCE TEAM

April 6, 2025

Andrea White, Plumas County Superintendent of Schools
James Frost, Interim Superintendent
Plumas Unified School District
50 Church St.
Quincy, CA 95971

Dear Superintendents White and Frost,


In January 2025, the Plumas Unified School District and the Fiscal Crisis and Management Assistance Team (FCMAT) entered into an agreement for FCMAT to conduct a review of the district's fiscal solvency by creating a multiyear financial projection and a cash flow analysis. The agreement stated that FCMAT would perform the following:

1. Review the district's 2024-25 first interim general fund budget and use it as a baseline to develop an independent multiyear financial projection (MYFP) for the current and two subsequent fiscal years, including a cash flow analysis for the same period. The MYFP will be a snapshot in time of the district's financial status. Make recommendations for expenditure reductions and/or revenue increases to help the district eliminate its structural budget deficit, if any.
2. The Team will present the final report to the district's board of trustees at a public meeting following the completion of the review.

The study team conducted remote fieldwork from January through March 2025. The district provided relevant payroll, budget and actual reports as well as actual cash reports for the current year.

This letter contains the study team's findings and recommendations. FCMAT appreciates the opportunity to serve the Plumas Unified School District and extends thanks to all the staff for their assistance during fieldwork.

Sincerely,



Tamara Montero
Chief Analyst

Overview

Plumas Unified School District (PUSD) serves as the primary provider of public education in Plumas County, California, covering a vast geographic area of approximately 2,613 square miles in the state's rural north-eastern region. The district operates 10 schools: four elementary schools, four junior-senior high schools, and two continuation high schools.

As of the 2023-24 academic year, the district reported an enrollment of 1,678 students. The student population is predominantly Caucasian (78%), with Hispanic students comprising 12.6%, Asian students 1.2%, African American students 1.9%, and 6.3% identifying as other ethnicities. Additionally, 61.6% of students are classified as economically disadvantaged.

The district operates within a single-district-county structure in partnership with the Plumas County Office of Education (PCOE), under the governance of a shared five-member board. Each trustee represents a distinct area within the county and serves a four-year term. While the board oversees the district's school programs, it also shares governance responsibilities with the county superintendent, who delivers county-wide educational oversight and services.

This single-district-county model — where one school district and one county office operate jointly — is relatively rare in California. In such arrangements, offices, facilities, and staff are typically shared between the school district and the county office. The California Department of Education's (CDE's) School Fiscal Services Division provides oversight of the combined entity.

This management letter pertains only to the school district component of the single-district-county configuration, because PCOE's budget was not included in the scope of work. As of the date of this letter, no immediate indicators of fiscal distress have been identified within the county office's operations.

In January 2025, FCMAT was notified of indicators of the rapid deterioration of the district's fiscal stability. Upon initial review, it became clear that the district's first interim budget and cash flow projections were unreliable indicators of solvency. At the request of the CDE, FCMAT initiated a more detailed analysis to determine whether the district was in fiscal distress and to estimate when cash insolvency might occur. The remainder of this letter outlines the findings of that analysis.

Methodology and Assumptions

Revenues

Local Control Funding Formula Sources

The Local Control Funding Formula (LCFF) determines the largest total amount of unrestricted funding a school district receives. Unlike restricted funding, which must be used for specific purposes as designated by the granting agency, unrestricted funding may be used for any educational purpose.

At first interim, the district used FCMAT's LCFF Calculator for School Districts and Charter Schools and generated reasonable revenue estimates for the current and two subsequent years. However, the district's original 2024-25 budget included inaccurate LCFF projections. For this analysis, FCMAT used the most recent version of the LCFF calculator and entered the district's first interim data into the projection to ensure accuracy.

The majority of the district's LCFF revenue is derived from local property taxes, qualifying it as a "basic aid" or "community-funded" district. As such, the district is not reliant on state aid to meet its LCFF entitlement. However, this structure exposes the district to risk due to the volatility of local property tax revenues. Annual fluctuations in property values can significantly affect available funding.

To reflect a conservative approach, this analysis assumes a 3.6% increase in property tax revenue for each of the two subsequent years. If this level of growth does not occur, the district revenues assumed in this projection will be lower. (**Note:** historical growth in property taxes was 5.63% from 2021-22 to 2022-23, 5.57% from 2022-23 to 2023-24, and projected at 3.55% from 2023-24 to 2024-25.)

Figure 1 on the following page shows the relatively flat nature of the State Aid and Education Protection Account (EPA) components of the LCFF, alongside the modest projected increases in property tax revenue. If the projected growth does not materialize, the district risks revenue shortfalls in each of the subsequent years.

The district did not qualify as a basic aid school district in 2023-24. However, all remaining years in the projection reflect the district as basic aid status.

District LCFF Sources, 2024-25 — 2026-27

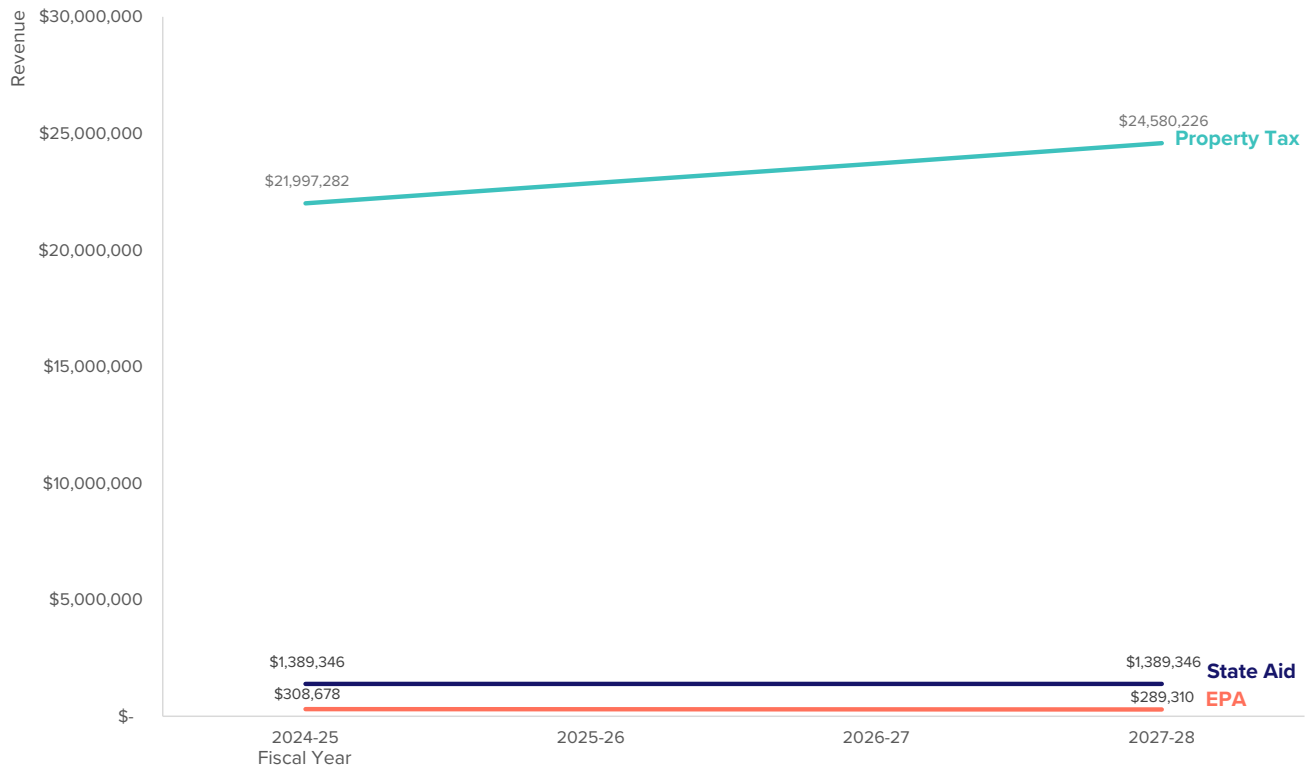


Figure 1. A line graph showing the district’s LCFF revenue sources from 2024-25 through 2027-28. Property tax revenue increases steadily each year, rising from approximately \$22 million in 2024-25 to \$24.6 million in 2027-28. State aid remains flat at \$1.39 million annually, while EPA revenue gradually declines from \$308,678 to \$289,310 over the same period.

Source: FCMAT-prepared LCFF calculator.

Other Non-LCFF Revenue Sources

For all other revenues, current-year budgeted amounts were validated using the CDE’s website or other reliable sources. Any adjustments included in the MYFP are noted in the “Adjustments” column. Program revenues not expected to continue in future years were excluded from the projection. Cost-of-living adjustment (COLA) percentages can fluctuate and may not materialize as projected when final budgets for each year are adopted. Table 1 presents the assumptions used in the MYFP to estimate non-LCFF revenue increases from 2024-25 through 2026-27.

Table 1. MYFP Non-LCFF Revenue Increase Assumptions, 2024-25 — 2026-27

Description	2024-25	2025-26	2026-27
State Rates			
State Categorical COLA	1.07%	2.43%	3.52%
Special Education COLA	1.07%	2.43%	3.52%
California Lottery - Base	\$191.00	\$191.00	\$191.00
California Lottery - Instructional Materials	\$82.00	\$82.00	\$82.00
Mandate Block Grant	1.07%	2.43%	3.52%

Source: California Department of Finance.

Expenses

Position Control

The district does not maintain a position control system or document. Position control is a critical component of school district fiscal management, serving as the foundation for accurate budgeting and expenditure monitoring. It tracks the number and cost of positions, as well as the programs to which those costs are charged. Because salaries and benefits represent more than 80% of a typical school district's budget, an accurate and reliable position control system is essential.

FCMAT's review of the district's budget and actual transactions to date revealed that the absence of position control significantly hindered the district's ability to develop accurate budgets and monitor expenditures effectively.

To support the development of its MYFP and cash flow analysis, FCMAT created a position control document using both historical and current-year financial transaction data. This methodology is based on actual payroll expenditures by employee and by month for the 2024-25 fiscal year. The remaining months of the fiscal year were extrapolated based on known expenditures to estimate full-year costs by employee, including associated program charges for salaries and benefits. FCMAT received detailed transactional data through the end of January 2025; therefore, the extrapolation covers the months of February through June 2025.

The resulting position control data was then used to estimate the total salary and benefit costs for the MYFP. Step and column increases for certificated staff were included at 2% annually for each of the two subsequent years. Step increases for classified staff were also included at 2% per year over the same period.

Reductions in Staff

On March 12, 2025, the district's governing board approved staffing reductions for the 2025-26 fiscal year. FCMAT received a list of the affected positions, with the total reduction in salaries estimated at \$920,000. After accounting for associated benefits, the total projected cost savings were approximately \$1.2 million across both the unrestricted and restricted general funds. These reductions were incorporated into FCMAT's MYFP.

Other Staffing Concerns

Salaries Charged to Expended Resources

During the preparation of the MYFP, it was noted that several programs (resources) funded for multiple years have now been fully expended. The district did not take action to remove or reduce the salaries previously charged to these expired resources. As a result, the unrestricted general fund will be required to absorb these costs in future years. The MYFP includes contributions from the unrestricted general fund to cover these costs in each of the two subsequent years.

Collective Bargaining for Classified Unit

The district remains in negotiations with the classified bargaining unit, and terms have not yet been finalized. However, it should be noted that a 2.5% salary schedule increase was agreed upon with the certificated bargaining unit. The estimated cost of applying a similar increase to classified personnel is approximately \$207,500.

Other Expenditures

During the review of nonsalary-based expenditures, FCMAT identified several large costs that were not included in the district's current-year budget. These expenditures fall primarily under books and supplies, services and other operating expenses, and capital outlay. Adjustments were made to increase appropriations in these categories where necessary.

Conversely, some reductions were also made to account for projected nonsalary-based expenditures that have not occurred in the current year. The net result of these adjustments was an overall decrease in nonsalary expenditures.

To account for future cost increases, projected nonsalary expenditures in the MYFP were escalated using the Consumer Price Index (CPI) at rates of 2.92% in 2025-26 and 2.70% in 2026-27.

Contributions

The district is experiencing cost overruns across nearly every funding source in the budget. When expenditures in restricted programs exceed available revenues, the district must make a contribution from the unrestricted general fund to cover the shortfall and balance the resource. In 2024-25, the district required adjustments to address these imbalances, resulting in an additional \$1.4 million in contributions. This brings the total unrestricted general fund contributions to \$7.3 million for the 2024-25 fiscal year. The district did not include any interfund transfers in its 2024-25 first interim budget.

Special education programs — which are restricted — typically require ongoing contributions due to the structural gap between funding and actual costs. For most school districts, special education accounts for the majority of contributions from the unrestricted general fund. In the district, however, general fund contributions to special education total approximately \$3.6 million — only about half of the district's total contributions. This indicates that other restricted resources are also overspending and that the district has not adopted a sustainable approach to ensuring each program operates within its means.

Multiyear Financial Projection

Revenues, Combined Unrestricted and Restricted Funds

Table 2 below presents the revenue section of FCMAT's MYFP. Column A shows the district's 2024-25 first interim report, while Column B reflects the adjustments based on FCMAT's methodologies and assumptions. Details of these adjustments are provided in the paragraphs following the table.

Table 2. Combined Unrestricted and Restricted Fund Revenues, 2024-25—2026-27

Description	Object Code	District 2024-25 First Interim Report (\$) (A)	FCMAT 2024-25 Adjustment (\$) (B)	FCMAT MYFP 2025-26 (\$) (C)	FCMAT MYFP 2026-27 (\$) (D)
Combined Summary					
LCFF Sources	8010-8099	23,718,615	-9,097	24,543,902	25,389,241
LCFF State Aid - Current Year	8011	1,389,346	0	1,389,346	1,389,346
Education Protection Account State Aid - Current Year	8012	324,750	-12,548	299,198	295,772
LCFF State Aid - Prior Years	8019	0	-1,772	0	0
Homeowners' Exemptions	8021	128,284	0	128,284	128,284
Timber Yield Tax	8022	157,433	0	157,433	157,433
Secured Roll Taxes	8041	24,779,818	0	25,728,942	26,713,052
Unsecured Roll Taxes	8042	672,643	0	672,643	672,643
Prior Years' Taxes	8043	9,821	0	9,821	9,821
Transfers to Charter Schools in Lieu of Property Taxes	8096	-3,743,480	5,223	-3,841,765	-3,977,110
Federal Revenue	8100-8299	3,768,440	168,011	3,567,308	3,567,308
Special Education - Entitlement	8181	489,501	0	489,501	489,501
Special Education - Discretionary Grants	8182	47,030	0	47,030	47,030
Child Nutrition Programs	8220	1,080,000	0	1,086,629	1,086,629
Donated Food Commodities	8221	50,000	0	50,000	50,000
Forest Reserve Funds	8260	900,000	0	900,000	900,000
All Other Federal Revenue	8290	1,201,909	168,011	994,148	994,148

Description	Object Code	District 2024-25 First Interim Report (\$) (A)	FCMAT 2024-25 Adjustment (\$) (B)	FCMAT MYFP 2025-26 (\$) (C)	FCMAT MYFP 2026-27 (\$) (D)
Other State Revenues	8300-8599	4,826,591	-47,172	4,790,030	4,887,295
Other State Apportionments - Current Year	8311	1,852,232	-92,734	1,802,254	1,865,693
Child Nutrition	8520	849,928	0	870,581	901,225
Mandated Cost Reimbursements	8550	74,000	0	70,991	66,008
State Lottery Revenue	8560	370,290	50,000	377,501	335,897
All Other State Revenue	8590	1,680,141	-4,438	1,668,704	1,718,472
Other Local Revenues	8600-8799	3,034,554	-450,018	1,269,092	1,265,447
Food Service Sales	8634	2,000	0	2,000	2,000
Leases and Rentals	8650	253,000	0	253,000	253,000
Interest	8660	200,000	0	204,556	200,911
Interagency Services Between LEAs	8677	618,000	0	618,000	618,000
All Other Local Revenue	8699	1,961,554	-450,018	191,536	191,536
Total, Revenue		35,348,199	-338,276	34,170,332	35,109,291

Sources: District first interim report and FCMAT MYFP.

Note: Totals may not add precisely due to minor rounding.

Revenues

FCMAT decreased total revenues by \$338,277. A detailed explanation of the changes by revenue type is provided below.

LCFF Sources

FCMAT's adjustments to LCFF sources resulted in a net decrease of \$9,097. This is due to a combination of prior year adjustments, a reduction in EPA funding (as shown in [Figure 1](#)), and a decrease in charter school in-lieu property tax payments.

Federal Revenue

FCMAT increased the district's federal revenue by \$168,011, primarily due to the addition of the Elementary and Secondary School Emergency Relief III State Reserve Summer Learning Programs grant (Resource 3225), which the district had received but did not include in its first interim budget. A minor reduction was also made to the Indian Education grant (Resource 4510).

Other State Revenue

FCMAT decreased the district's other state revenue by \$47,172, driven by a reduction in the state apportionment for special education and a decrease in mental health-related services funding. These reductions were partially offset by an increase in state lottery revenue.

Other Local Revenue

FCMAT decreased the district's other local revenue by \$450,018. This adjustment reflects the removal of an inaccurate budget entry for lease proceeds, which have been reclassified under other sources and uses.

Expenses, Combined Unrestricted and Restricted Funds

Table 3 below presents the expense section of FCMAT's MYFP. Column A shows the district's 2024-25 first interim report, while Column B reflects the adjustments based on FCMAT's methodologies and assumptions. Details of these adjustments are provided in the paragraphs following the table.

Table 3. Combined Unrestricted and Restricted Fund Expenses and Other Financing Sources and Uses, 2024-25—2026-27

Description	Object Code	District 2024-25 First Interim Report (\$) (A)	FCMAT 2024-25 Adjustment (\$) (B)	FCMAT MYFP 2025-26 (\$) (C)	FCMAT MYFP 2026-27 (\$) (D)
B. Expenditures					
Certificated Salaries	1000-1999	12,370,307	204,669	12,459,266	12,660,112
Classified Salaries	2000-2999	6,862,856	401,371	6,838,429	6,973,159
Employee Benefits	3000-3999	9,224,164	1,039,049	10,086,572	10,205,251
Books and Supplies	4000-4999	3,438,160	-637,642	2,842,697	2,908,327
Services and Other Operating Expenditures	5000-5999	6,838,127	116,775	7,061,597	7,118,079
Capital Outlay/ Depreciation	6000-6999	2,540,043	166,000	2,218,117	2,218,117
Other Outgo (excluding Transfers of Indirect Costs)	7100-7299 7400-7499	948,714	0	948,714	948,714
Other Outgo - Transfers of Indirect Costs	7300-7399	-25,934	0	-36,158	-53,340
Other Adjustments - Expenditures				0	0
Total, Expenditures		42,196,437	1,290,222	42,419,234	42,978,420

Sources: District first interim report and FCMAT MYFP.

Note: Totals may not add precisely due to minor rounding.

Expenses

FCMAT increased the district’s expenditures by \$1,290,222, bringing total expenditures to \$43,486,659. A breakdown of the adjustments by expenditure type is provided below.

Salaries and Benefits

FCMAT increased salary and benefit expenses by a net \$1,645,089. These adjustments are primarily due to the absence of a functioning position control system, which affected accurate budgeting across both unrestricted and restricted funds.

Books and Supplies

FCMAT decreased books and supplies expenditures by \$637,642. The largest reductions were made in Title I (Resource 3010), Restricted Lottery (Resource 6300), Arts and Music in Schools Grant (Resource 6770), Kitchen Infrastructure Grant (Resource 7032), and Specialized Secondary Grant (Resource 7370). These reductions were based on an analysis of current-year expenditures and encumbrances as of March 12, 2025.

Note: The reduced expenditures in the Arts and Music in Schools Grant are offset by an increase in services and other operating expenditures.

Services and Other Operating Expenditures

FCMAT increased services and other operating expenditures by \$116,775. This increase is due to unbudgeted expenditures that occurred during the current year. The largest increases were in the Arts and Music in Schools Grant (Resource 6770) and Routine Restricted Maintenance (Resource 8150).

Capital Outlay

FCMAT increased capital outlay expenditures by \$166,000, due to current-year expenditures that were not previously budgeted. The largest increases were in Routine Restricted Maintenance (Resource 8150).

Changes in Combined Restricted and Unrestricted Fund Balance

Table 4 on the following page presents the other sources and uses and changes in fund balance sections of FCMAT’s MYFP. Column A shows the district’s 2024-25 first interim report, while Column B reflects the adjustments based on FCMAT’s methodologies and assumptions. Details of these adjustments are provided in the paragraph following the table.

Table 4. Net Increase or Decrease in Fund Balance and Ending Balances, Combined Unrestricted and Restricted Funds, 2024-25—2026-27

Description	Object Code	District 2024-25 First Interim Report (\$) (A)	FCMAT 2024-25 Adjustment (\$) (B)	FCMAT MYFP 2025-26 (\$) (C)	FCMAT MYFP 2026-27 (\$) (D)
C. Excess or Deficiency of Revenues over Expenditures before Other Financing Sources and Uses		-6,848,238	-1,628,498	-8,248,902	-7,869,128
D. Other Financing Sources/Uses					
Interfund Transfers					
Transfers In	8900-8929	0	0	0	0
Transfers Out	7600-7629	0	0	0	0
Other Sources/Uses					
Sources	8930-8979	0	450,018	0	0
Uses	7630-7699	0	0	0	0
Other Adjustments - Other Financing Uses				0	0
Contributions	8980-8999	0	0	0	0
Total, Other Financing Sources/Uses		0	450,018	0	0
E. Net Increase or Decrease in Fund Balance/Net Position		-6,848,238	-1,178,480	-8,248,902	-7,869,128
F. Fund Balance, Reserves/Net Position					
Beginning Fund Balance/Net Position					
As of July 1 - Unaudited	9791	3,299,572	0	-4,727,146	-12,976,048
Audit Adjustments	9793	0	0	0	0
As of July 1- Audited		3,299,572	0	-4,727,146	-12,976,048
Other Restatements	9795	0	0	0	0
Adjusted Beginning Balance		3,299,572	0	-4,727,146	-12,976,048

Description	Object Code	District 2024-25 First Interim Report (\$) (A)	FCMAT 2024-25 Adjustment (\$) (B)	FCMAT MYFP 2025-26 (\$) (C)	FCMAT MYFP 2026-27 (\$) (D)
Ending Balance/Net Position, June 30		-4,727,146		-12,976,048	-20,845,176

Sources: District first interim report and FCMAT MYFP.

Note: Totals may not add precisely due to minor rounding.

Other Sources and Uses

FCMAT increased other sources and uses expenditures by \$450,018, representing the reclassification of lease proceeds that were incorrectly budgeted as other local revenue. Because lease proceeds are not considered revenue, this adjustment was necessary to ensure accurate financial reporting.

Deficit Spending

Current Year

Deficit spending occurs when a school district's expenditures exceed its revenues within a given fiscal year. In its 2024-25 first interim budget, the district proposed \$6.8 million in deficit spending. However, when incorporating all factors included in FCMAT's MYFP, the projected deficit increases by approximately \$1.2 million, resulting in an estimated combined unrestricted and restricted deficit of \$8 million for 2024-25.

The district's beginning fund balance for 2024-25, based on unaudited actuals from 2023-24, is \$3,299,572. After applying the projected \$8,026,718 in deficit spending, the district is left with an ending fund balance of -\$4,727,145.

Note: The district's 2023-24 audit, due December 15, 2024, had not been finalized at the time of this letter. As a result, the 2024-25 beginning fund balances used in this analysis have not been audited, and potential adjustments or reclassifications remain unknown.

Subsequent Years

As shown in FCMAT's MYFP (included as [Appendix A](#)), deficit spending is projected to continue at approximately \$8 million annually in both 2025-26 and 2026-27. As a result, the district's ending fund balance is expected to deteriorate to -\$13 million by the end of 2025-26 and -\$21 million by 2026-27. (**Note:** these ending balances do not reflect the amount required to meet the statutory minimum reserve for economic uncertainties.)

Reserve for Economic Uncertainties

All California school districts are required to maintain a minimum reserve for economic uncertainties. This reserve is determined on a sliding scale based on school district size. For PUSD, the minimum required reserve is 3% of total expenditures and other financing uses, or \$1,304,600.

Because the district’s ending unrestricted general fund balance is negative, the total shortfall includes both the negative balance and the amount required to meet the statutory reserve.

Table 5 shows the district’s total fund balance shortfall, inclusive of the minimum reserve requirement.

Table 5. District Reserve Calculations, 2024-25—2026-27

Description	2024-25	2025-26	2026-27
Available Reserves, by Amount	-\$7,422,826	-\$14,809,788	-\$22,927,810
Available Reserves, by Percent	-17%	-35%	-53%
Reserve Standard	\$1,304,600	\$1,272,577	\$1,289,353
Reserve Standard Percentage Level	3%	3%	3%
Available Reserves Meet Reserve Standard (Yes or No)	Not Met	Not Met	Not Met
Difference or Shortfall	-\$8,727,426	-\$16,082,365	-\$24,217,163

Sources: District first interim report and FCMAT MYFP.

Note: Totals may not add precisely due to minor rounding.

These projections underscore the urgent need for the district to develop and implement a comprehensive fiscal stabilization plan.

Unrestricted General Fund

Implications for Solvency

While the preceding sections of this letter focus on the combined unrestricted and restricted general fund, it is important to note that restricted funds must be used for specific purposes and cannot be used to support general operations. Therefore, restricted fund balances are excluded from calculations related to district reserves and solvency. Solvency analysis is based solely on the unrestricted general fund. However, for fund balance purposes, cash is analyzed in total.

At the time of the 2024-25 budget adoption, the district projected a beginning unrestricted general fund balance of \$1,112,849, based on its 2023-24 estimated actuals. However, when the unaudited actual reports were published in September 2024, the prior year's deficit spending had significantly exceeded projections. The resulting 2023-24 ending balance was -\$1,224,738, which became the beginning balance for 2024-25.

It is possible for a school district to maintain positive cash flow even with a negative fund balance in the general fund. However, if deficit spending continues and the negative balance grows, the school district's cash position will eventually be affected.

At 2024-25 first interim in December 2024, the district projected an increase in unrestricted deficit spending of \$4,498,441 beyond what was anticipated in the original budget. When combined with the negative beginning balance, this resulted in a projected ending unrestricted fund balance of -\$5,723,180.

The FCMAT MYFP projects further deterioration of the unrestricted general fund. It reflects additional unrestricted deficit spending of \$6,198,088 and a resulting projected ending unrestricted fund balance of -\$7,422,826 by the close of 2024-25, as shown in Figure 2 below.

Unrestricted General Fund Balance, 2024-25

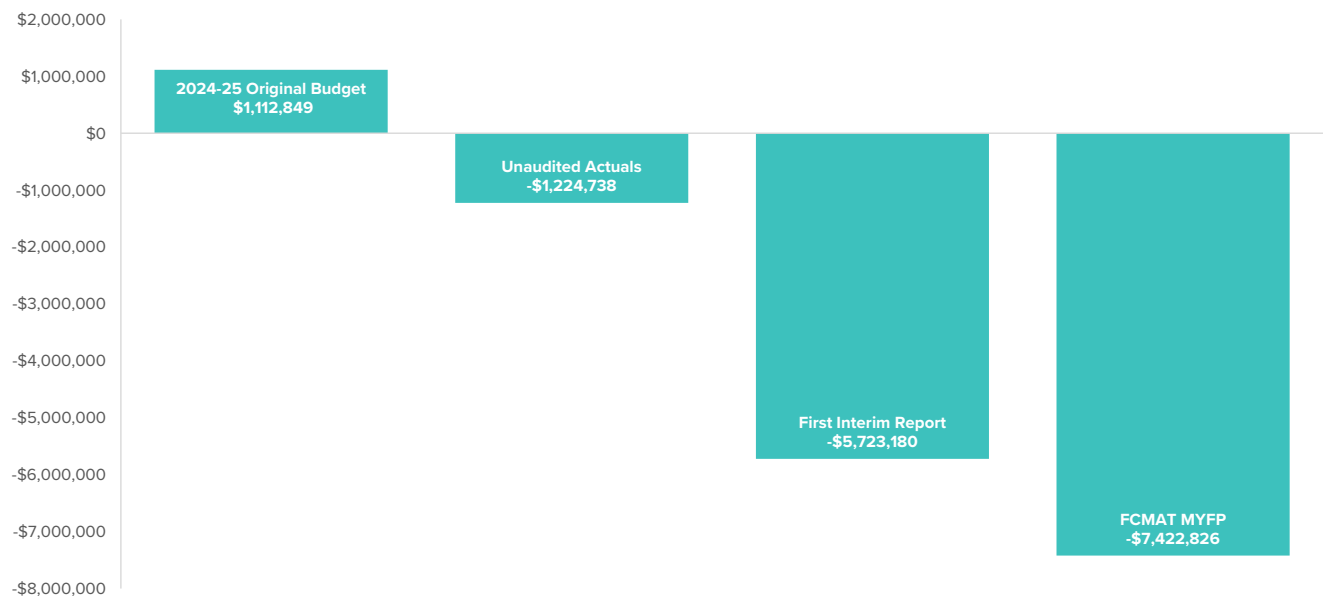


Figure 2. A column chart showing changes in the district's unrestricted general fund balance across four financial benchmarks. The 2024-25 original budget projected a positive ending balance of \$1.1 million. However, the unaudited actuals reflect a deficit of \$1.2 million, which deepens to \$5.7 million in the first interim report. FCMAT's MYFP projects a continued decline, with a deficit of \$7.4 million.

Sources: District financial reports and FCMAT MYFP.

Rebuilding Fund Balance

This MYFP includes board-approved reductions as of March 12, 2025. However, these reductions are insignificant relative to the severity of the district's financial condition. The size of the ongoing structural deficit, coupled with the fund balance shortfall (which includes both the negative ending fund balance and the statutory reserve requirement for economic uncertainties), totals approximately \$8.7 million at the end of the 2024-25 fiscal year alone. The district has not taken meaningful steps to address the deficit or to begin rebuilding its fund balance.

Given the limited action taken by the board in March 2025, the projected combined ending fund balance for 2025-26 is expected to approach -\$13 million. These figures will be a key consideration as the district and state determine the level of emergency appropriation that may be required.

Cash Flow

As discussed in the previous section of this letter, a school district with a negative ending fund balance will ultimately face significant cash flow issues. Insolvency occurs when a school district has exhausted both its cash and borrowing capacity and can no longer meet its financial obligations — primarily employee payroll.

Monitoring cash flow is particularly important for school districts, especially those classified as basic aid. These school districts receive the majority of their revenue in December and April through property tax payments. This revenue schedule creates a tremendous mismatch between cash inflows and the school district's consistent monthly expenditures, such as payroll and operating costs.

To manage this imbalance, many basic aid school districts rely on interfund borrowing or other short-term financing options. Borrowing for cash flow purposes is not considered insolvency; it is a timing issue that can be easily managed when done within legal parameters.

California Education Code 42603 outlines the conditions for interfund borrowing. Specifically, the receiving fund may not borrow more than 75% of another fund's cash balance, and the loan must be repaid within the same fiscal year (or in the following year under certain circumstances).

The district exceeded the 75% borrowing limit in both Fund 17 (Special Reserve Fund for Other than Capital Outlay Projects), Fund 35 (County School Facilities Fund), and Fund 67 (Self-Insurance Fund), and is currently unable to repay these interfund loans, further compounding its fiscal challenges. The district borrowed 99% of both Fund 17 and 35 and 85% of Fund 67.

Cash Flow Analysis

Several key elements of the district's cash flow analysis are noteworthy:

- During fall 2024, the district borrowed approximately \$10.1 million from internal funds:
 - \$4.8 million was borrowed from Fund 17, which may be permanently transferred to the general fund. (The district board may choose to reclassify this loan from a temporary interfund borrowing to a permanent interfund transfer. This action would be recorded as revenue in Fund 01 [General Fund] and as an expenditure in Fund 17.) While these transactions do not currently affect revenues, expenditures, or the ending fund balance, making this transfer permanent would increase revenue and the ending fund balance in the general fund by \$4.8 million. Conversely, Fund 17 would see a \$4.8 million increase in expenditures and a corresponding decrease in its fund balance.
 - The remaining \$5.3 million — \$4.9 million from Fund 35 and \$400,000 from Fund 67 — must be repaid.
- With a projected ending cash balance of \$2,326,374 as of June 30, 2025, the district lacks sufficient cash resources to repay the \$5.5 million obligation.
- If the board chooses to treat the \$4.8 million as a borrowing transaction from Fund 17 without reclassifying it as a permanent transfer, the total amount that must be repaid is \$10.1 million.

Forecasting Cash

FCMAT’s cash flow projection for 2025-26 estimates a beginning cash balance of \$2,326,374 on July 1, 2025. By the end of July 2025, the district’s cash balance is projected to decline to \$1,268,178. In August, net cash flows are estimated at -\$3,016,157, resulting in a negative cash balance of approximately \$1,747,979. At that point, the district will be unable to meet its financial obligations, including month end payroll. The lowest projected cash balance occurs in November 2025, with a shortfall exceeding \$10 million. Figure 3 below shows the district’s projected monthly ending cash balances for the 2025-26 fiscal year.

District Projected Ending Cash Balances by Month, 2025-26

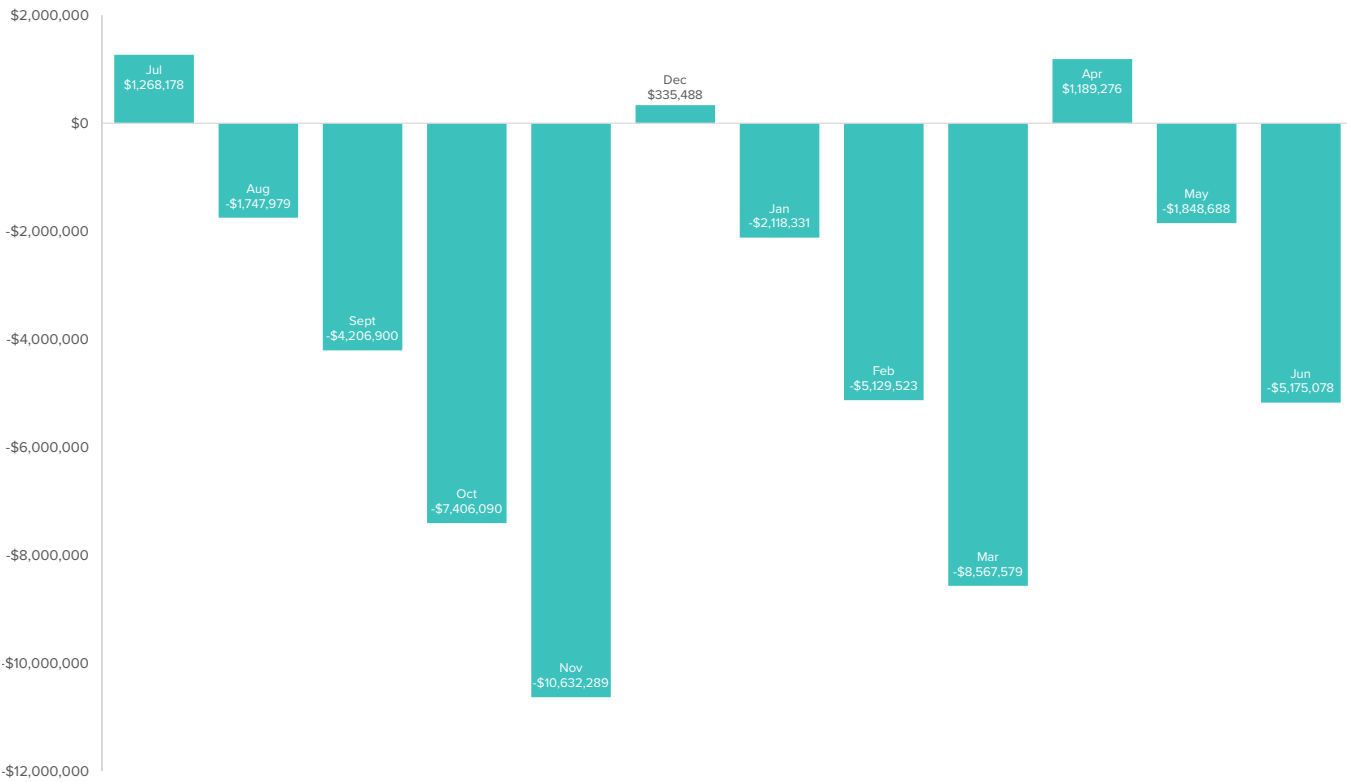


Figure 3. A column chart showing the district’s projected ending monthly cash balances for the 2025-26 fiscal year. The chart illustrates a steady decline beginning in August 2025, with the district projected to fall into negative cash by that month. The lowest cash balance is projected in November 2025 at -\$10.6 million, before recovering slightly in December and again in April with property tax receipts.

Source: FCMAT MYFP.

Note: Totals may not add precisely due to minor rounding.

These projections are based on the best information available at the time of this letter. If the district reduces spending by the end of the 2024-25 fiscal year, it may preserve additional cash, potentially delaying insolvency until September 2025. Conversely, if actual expenditures exceed the assumptions in FCMAT’s MYFP, the district could become cash insolvent in July 2025.

As the district considers a request for an advance emergency appropriation, it will be essential to evaluate not only the immediate costs associated with insolvency — such as loan carrying costs, the expense of the comprehensive assessment, and the appointment of an administrator — but also the realistic timeframe in which the district can reduce its deficit spending and begin rebuilding its cash position and fund balance.

Appendices

Appendix A — District Summary MYFP

Appendix B — District Cash Flow (Two Years)

Appendix C — Study Agreement

Appendix A — District Summary MYFP

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Plumas Unified 32-66969-0000000	Multiyear Projection Plumas Unified 2024-25 Adjusted First Interim Combined	Fund 01 Projection# 24756
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Description	Object Codes	2024-25 Projected Year Totals (A)	% Change (Cols. C- A/A) (B)	2025-26 Projection (C)	% Change (Cols. E- C/C) (D)	2026-27 Projection (E)
A. REVENUES AND OTHER FINANCING SOURCES						
1. LCFF/Revenue Limit Sources	8010-8099	23,709,518.00	3.52%	24,543,902.00	3.44%	25,389,241.00
2. Federal Revenues	8100-8299	3,936,450.28	-9.38%	3,567,308.43	0.00%	3,567,308.43
3. Other State Revenues	8300-8599	4,779,418.46	0.22%	4,790,030.20	2.03%	4,887,294.79
4. Other Local Revenues	8600-8799	2,584,535.93	-50.90%	1,269,091.73	-0.29%	1,265,447.16
5. Other Financing Sources						
a. Transfers In	8900-8929	0.00	0.00%	0.00	0.00%	0.00
b. Other Sources	8930-8979	450,018.00	-100.00%	0.00	0.00%	0.00
c. Contributions	8980-8999	0.00	0.00%	0.00	0.00%	0.00
6.Total(Sum lines A1 thru A5)		35,459,940.67	-3.64%	34,170,332.36	2.75%	35,109,291.38
B. EXPENDITURES AND OTHER FINANCING USES						
1. Certificated Salaries						
a. Base Salaries		12,574,975.35	---	12,574,975.35	---	12,459,265.69
b. Step & Column Adjustment		---	---	244,999.34	---	249,185.33
c. Cost-of-Living Adjustment		---	---	0.00	---	0.00
d. Other Adjustment		---	---	(360,709.00)	---	(48,338.69)
e. Total Certificated Salaries (Sum lines B1a thru B1d)	1000-1999	12,574,975.35	-0.92%	12,459,265.69	1.61%	12,660,112.33
2. Classified Salaries (for charter schools Noncertificated Salaries)						
a. Base Salaries		7,264,227.17	---	7,264,227.17	---	6,838,428.87
b. Step & Column Adjustment		---	---	134,273.85	---	136,768.58
c. Cost-of-Living Adjustment		---	---	0.00	---	0.00
d. Other Adjustment		---	---	(560,072.15)	---	(2,038.52)
e. Total Classified/Noncertificated Salaries (Sum lines B2a thru B2d)	2000-2999	7,264,227.17	-5.86%	6,838,428.87	1.97%	6,973,158.93
3. Employee Benefits	3000-3999	10,263,212.68	-1.72%	10,086,571.63	1.18%	10,205,250.72
4. Books and Supplies	4000-4999	2,800,518.09	1.51%	2,842,697.48	2.31%	2,908,326.72
5. Services and Other Operating Expenditures	5000-5999	6,954,902.60	1.53%	7,061,596.82	0.80%	7,118,079.30
6. Capital Outlay	6000-6999	2,706,042.85	-18.03%	2,218,117.25	0.00%	2,218,117.25
7. Other Outgo (excluding Transfers of Indirect Costs)	7100-7299, 7400-7499	948,714.27	0.00%	948,714.27	0.00%	948,714.27
8. Other Outgo - Transfers of Indirect Costs	7300-7399	(25,934.39)	39.42%	(36,157.83)	47.52%	(53,339.85)
9. Other Financing Uses						
a. Transfers Out	7600-7629	0.00	0.00%	0.00	0.00%	0.00
b. Other Uses	7630-7699	0.00	0.00%	0.00	0.00%	0.00
10. Other Adjustments		---	---	0.00	---	0.00
11. Total (Sum lines B1-B10)		43,486,658.62	-2.45%	42,419,234.18	1.32%	42,978,419.67

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Plumas Unified 32-66969-0000000		Multiyear Projection Plumas Unified 2024-25 Adjusted First Interim Combined				Fund 01 Projection# 24756	
Description	Object Codes	2024-25 Projected Year Totals (A)	% Change (Cols. C- A/A) (B)	2025-26 Projection (C)	% Change (Cols. E- C/C) (D)	2026-27 Projection (E)	
C. NET INCREASE (DECREASE) IN FUND BALANCE (line A6 minus line B11)		(8,026,717.95)	---	(8,248,901.82)	---	(7,869,128.29)	
D. FUND BALANCE							
1. Beginning Fund Balance	9791-9795	3,299,572.25	-243.27%	(4,727,145.70)	174.50%	(12,976,047.52)	
2. Ending Fund Balance		(4,727,145.70)	---	(12,976,047.52)	---	(20,845,175.81)	
3. Components of Ending Fund Balance							
a. Nonspendable	9710-9719	0.00	0.00%	0.00	0.00%	0.00	
b. Restricted	9740	2,695,680.54	-31.97%	1,833,740.38	13.57%	2,082,634.12	
c. Committed							
1. Stabilization Arrangements	9750	0.00	0.00%	0.00	0.00%	0.00	
2. Other Commitments	9760	0.00	0.00%	0.00	0.00%	0.00	
d. Assigned							
1. Other Assignments	9780	0.00	0.00%	0.00	0.00%	0.00	
e. Unassigned/Unappropriated							
1. Reserve for Economic Uncertainties	9789	0.00	0.00%	0.00	0.00%	0.00	
2. Unassigned/Unappropriated	9790	(7,422,826.24)	99.52%	(14,809,787.90)	54.82%	(22,927,809.93)	
E. AVAILABLE RESERVES							
1. From Components of Ending Fund Balance							
a. Stabilization Arrangements	9750	0.00	---	0.00	---	0.00	
b. Reserve for Economic Uncertainty	9789	0.00	---	0.00	---	0.00	
c. Unassigned/Unappropriated	9790	(7,422,826.24)	---	(14,809,787.90)	---	(22,927,809.93)	
d. Negative Restricted Ending Balances (negative resources 2000-9999)	979Z	0.00	---	0.00	---	0.00	
2. Special Reserve Fund - Noncapital Outlay (Fund 17)							
a. Stabilization Arrangements	9750	0.00	---	0.00	---	0.00	
b. Reserve for Economic Uncertainty	9789	0.00	---	0.00	---	0.00	
c. Unassigned/Unappropriated	9790	0.00	---	0.00	---	0.00	
3. Total Available Reserves - by Amount		(7,422,826.24)	---	(14,809,787.90)	---	(22,927,809.93)	
4. Total Available Reserves - by Percent		-17.07%	---	-34.91%	---	-53.35%	
F. RECOMMENDED RESERVES							
1. Calculating the Reserves							
a. Expenditures and Other Financing Uses (Line B11)		43,486,658.62	---	42,419,234.18	---	42,978,419.67	

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Plumas Unified 32-66969-0000000	Multiyear Projection Plumas Unified 2024-25 Adjusted First Interim Combined	Fund 01 Projection# 24756
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Description	Object Codes	2024-25 Projected Year Totals (A)	% Change (Cols. C- A/A) (B)	2025-26 Projection (C)	% Change (Cols. E- C/C) (D)	2026-27 Projection (E)
b. Plus: Special Education Pass-through Funds		0.00	- - -	0.00	- - -	0.00
c. Total Expenditures and Other Financing Uses (Line F1a plus line F1b)		43,486,658.62	- - -	42,419,234.18	- - -	42,978,419.67
d. Reserve Standard Percentage Level		3.00%	- - -	3.00%	- - -	3.00%
e. Reserve Standard - By Percent (Line F1c times F1d)		1,304,599.76	- - -	1,272,577.03	- - -	1,289,352.59
f. Reserve Standard - By Amount		0.00	- - -	0.00	- - -	0.00
g. Reserve Standard (Greater of F1e or F1f)		1,304,599.76	- - -	1,272,577.03	- - -	1,289,352.59
h. Available Reserves (Line E3) Meet Reserve Standard (Line F1g)		NOT MET	- - -	NOT MET	- - -	NOT MET

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Plumas Unified 32-66969-0000000	Multiyear Projection Plumas Unified 2024-25 Adjusted First Interim Unrestricted	Fund 01 Projection# 24756
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Description	Object Codes	2024-25 Projected Year Totals (A)	% Change (Cols. C- A/A) (B)	2025-26 Projection (C)	% Change (Cols. E- C/C) (D)	2026-27 Projection (E)
A. REVENUES AND OTHER FINANCING SOURCES						
1. LCFF/Revenue Limit Sources	8010-8099	23,709,518.00	3.52%	24,543,902.00	3.44%	25,389,241.00
2. Federal Revenues	8100-8299	946,000.00	0.00%	946,000.00	0.00%	946,000.00
3. Other State Revenues	8300-8599	392,014.39	-8.88%	357,195.92	-10.04%	321,340.69
4. Other Local Revenues	8600-8799	2,557,535.93	-51.43%	1,242,091.73	-0.29%	1,238,447.16
5. Other Financing Sources						
a. Transfers In	8900-8929	0.00	0.00%	0.00	0.00%	0.00
b. Other Sources	8930-8979	450,018.00	-100.00%	0.00	0.00%	0.00
c. Contributions	8980-8999	(7,333,486.71)	11.26%	(8,159,475.71)	12.82%	(9,205,331.89)
6.Total(Sum lines A1 thru A5)		20,721,599.61	-8.65%	18,929,713.94	-1.27%	18,689,696.96
B. EXPENDITURES AND OTHER FINANCING USES						
1. Certificated Salaries						
a. Base Salaries		9,236,170.29	---	9,236,170.29	---	9,108,326.93
b. Step & Column Adjustment		---	---	178,594.64	---	182,166.55
c. Cost-of-Living Adjustment		---	---	0.00	---	0.00
d. Other Adjustment		---	---	(306,438.00)	---	0.00
e. Total Certificated Salaries (Sum lines B1a thru B1d)	1000-1999	9,236,170.29	-1.38%	9,108,326.93	2.00%	9,290,493.48
2. Classified Salaries (for charter schools Noncertificated Salaries)						
a. Base Salaries		3,355,348.67	---	3,355,348.67	---	3,237,626.55
b. Step & Column Adjustment		---	---	63,482.88	---	64,752.54
c. Cost-of-Living Adjustment		---	---	0.00	---	0.00
d. Other Adjustment		---	---	(181,205.00)	---	0.00
e. Total Classified/Noncertificated Salaries (Sum lines B2a thru B2d)	2000-2999	3,355,348.67	-3.51%	3,237,626.55	2.00%	3,302,379.09
3. Employee Benefits	3000-3999	6,542,965.22	-1.09%	6,471,814.31	1.25%	6,552,605.69
4. Books and Supplies	4000-4999	1,000,468.81	2.92%	1,029,682.50	2.70%	1,057,483.93
5. Services and Other Operating Expenditures	5000-5999	4,820,714.60	2.95%	4,963,130.83	2.73%	5,098,662.32
6. Capital Outlay	6000-6999	1,763,976.38	-25.96%	1,306,050.78	0.00%	1,306,050.78
7. Other Outgo (excluding Transfers of Indirect Costs)	7100-7299, 7400-7499	948,714.27	0.00%	948,714.27	0.00%	948,714.27
8. Other Outgo - Transfers of Indirect Costs	7300-7399	(748,670.57)	0.00%	(748,670.57)	0.00%	(748,670.57)
9. Other Financing Uses						
a. Transfers Out	7600-7629	0.00	0.00%	0.00	0.00%	0.00
b. Other Uses	7630-7699	0.00	0.00%	0.00	0.00%	0.00
10. Other Adjustments		---	---	0.00	---	0.00
11. Total (Sum lines B1-B10)		26,919,687.67	-2.24%	26,316,675.60	1.87%	26,807,718.99

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Plumas Unified 32-66969-0000000	Multiyear Projection Plumas Unified 2024-25 Adjusted First Interim Unrestricted	Fund 01 Projection# 24756
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Description	Object Codes	2024-25 Projected Year Totals (A)	% Change (Cols. C- A/A) (B)	2025-26 Projection (C)	% Change (Cols. E- C/C) (D)	2026-27 Projection (E)
C. NET INCREASE (DECREASE) IN FUND BALANCE (line A6 minus line B11)		(6,198,088.06)	---	(7,386,961.66)	---	(8,118,022.03)
D. FUND BALANCE						
1. Beginning Fund Balance	9791-9795	(1,224,738.18)	506.07%	(7,422,826.24)	99.52%	(14,809,787.90)
2. Ending Fund Balance		(7,422,826.24)	---	(14,809,787.90)	---	(22,927,809.93)
3. Components of Ending Fund Balance						
a. Nonspendable	9710-9719	0.00	0.00%	0.00	0.00%	0.00
b. Restricted	9740	0.00	0.00%	0.00	0.00%	0.00
c. Committed						
1. Stabilization Arrangements	9750	0.00	0.00%	0.00	0.00%	0.00
2. Other Commitments	9760	0.00	0.00%	0.00	0.00%	0.00
d. Assigned						
1. Other Assignments	9780	0.00	0.00%	0.00	0.00%	0.00
e. Unassigned/Unappropriated						
1. Reserve for Economic Uncertainties	9789	0.00	0.00%	0.00	0.00%	0.00
2. Unassigned/Unappropriated	9790	(7,422,826.24)	99.52%	(14,809,787.90)	54.82%	(22,927,809.93)
E. AVAILABLE RESERVES						
1. From Components of Ending Fund Balance						
a. Stabilization Arrangements	9750	0.00	---	0.00	---	0.00
b. Reserve for Economic Uncertainty	9789	0.00	---	0.00	---	0.00
c. Unassigned/Unappropriated	9790	(7,422,826.24)	---	(14,809,787.90)	---	(22,927,809.93)
d. Negative Restricted Ending Balances (negative resources 2000-9999)	979Z	0.00	---	0.00	---	0.00
2. Special Reserve Fund - Noncapital Outlay (Fund 17)						
a. Stabilization Arrangements	9750	0.00	---	0.00	---	0.00
b. Reserve for Economic Uncertainty	9789	0.00	---	0.00	---	0.00
c. Unassigned/Unappropriated	9790	0.00	---	0.00	---	0.00
3. Total Available Reserves - by Amount		(7,422,826.24)	---	(14,809,787.90)	---	(22,927,809.93)

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Plumas Unified 32-66969-0000000	Multiyear Projection Plumas Unified 2024-25 Adjusted First Interim Restricted	Fund 01 Projection# 24756
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Description	Object Codes	2024-25 Projected Year Totals (A)	% Change (Cols. C- A/A) (B)	2025-26 Projection (C)	% Change (Cols. E- C/C) (D)	2026-27 Projection (E)
A. REVENUES AND OTHER FINANCING SOURCES						
1. LCFF/Revenue Limit Sources	8010-8099	0.00	0.00%	0.00	0.00%	0.00
2. Federal Revenues	8100-8299	2,990,450.28	-12.34%	2,621,308.43	0.00%	2,621,308.43
3. Other State Revenues	8300-8599	4,387,404.07	1.04%	4,432,834.28	3.00%	4,565,954.10
4. Other Local Revenues	8600-8799	27,000.00	0.00%	27,000.00	0.00%	27,000.00
5. Other Financing Sources						
a. Transfers In	8900-8929	0.00	0.00%	0.00	0.00%	0.00
b. Other Sources	8930-8979	0.00	0.00%	0.00	0.00%	0.00
c. Contributions	8980-8999	7,333,486.71	11.26%	8,159,475.71	12.82%	9,205,331.89
6.Total(Sum lines A1 thru A5)		14,738,341.06	3.41%	15,240,618.42	7.74%	16,419,594.42
B. EXPENDITURES AND OTHER FINANCING USES						
1. Certificated Salaries						
a. Base Salaries		3,338,805.06	---	3,338,805.06	---	3,350,938.76
b. Step & Column Adjustment		---	---	66,404.70	---	67,018.78
c. Cost-of-Living Adjustment		---	---	0.00	---	0.00
d. Other Adjustment		---	---	(54,271.00)	---	(48,338.69)
e. Total Certificated Salaries (Sum lines B1a thru B1d)	1000-1999	3,338,805.06	0.36%	3,350,938.76	0.56%	3,369,618.85
2. Classified Salaries (for charter schools Noncertificated Salaries)						
a. Base Salaries		3,908,878.50	---	3,908,878.50	---	3,600,802.32
b. Step & Column Adjustment		---	---	70,790.97	---	72,016.04
c. Cost-of-Living Adjustment		---	---	0.00	---	0.00
d. Other Adjustment		---	---	(378,867.15)	---	(2,038.52)
e. Total Classified/Noncertificated Salaries (Sum lines B2a thru B2d)	2000-2999	3,908,878.50	-7.88%	3,600,802.32	1.94%	3,670,779.84
3. Employee Benefits	3000-3999	3,720,247.46	-2.84%	3,614,757.32	1.05%	3,652,645.03
4. Books and Supplies	4000-4999	1,800,049.28	0.72%	1,813,014.98	2.09%	1,850,842.79
5. Services and Other Operating Expenditures	5000-5999	2,134,188.00	-1.67%	2,098,465.99	-3.77%	2,019,416.98
6. Capital Outlay	6000-6999	942,066.47	-3.18%	912,066.47	0.00%	912,066.47
7. Other Outgo (excluding Transfers of Indirect Costs)	7100-7299, 7400-7499	0.00	0.00%	0.00	0.00%	0.00
8. Other Outgo - Transfers of Indirect Costs	7300-7399	722,736.18	-1.41%	712,512.74	-2.41%	695,330.72
9. Other Financing Uses						
a. Transfers Out	7600-7629	0.00	0.00%	0.00	0.00%	0.00
b. Other Uses	7630-7699	0.00	0.00%	0.00	0.00%	0.00
10. Other Adjustments		---	---	0.00	---	0.00
11. Total (Sum lines B1-B10)		16,566,970.95	-2.80%	16,102,558.58	0.42%	16,170,700.68

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Plumas Unified 32-66969-0000000	Multiyear Projection Plumas Unified 2024-25 Adjusted First Interim Restricted	Fund 01 Projection# 24756
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Description	Object Codes	2024-25 Projected Year Totals (A)	% Change (Cols. C- A/A) (B)	2025-26 Projection (C)	% Change (Cols. E- C/C) (D)	2026-27 Projection (E)
C. NET INCREASE (DECREASE) IN FUND BALANCE (line A6 minus line B11)		(1,828,629.89)	---	(861,940.16)	---	248,893.74
D. FUND BALANCE						
1. Beginning Fund Balance	9791-9795	4,524,310.43	-40.42%	2,695,680.54	-31.97%	1,833,740.38
2. Ending Fund Balance		2,695,680.54	---	1,833,740.38	---	2,082,634.12
3. Components of Ending Fund Balance						
a. Nonspendable	9710-9719	0.00	0.00%	0.00	0.00%	0.00
b. Restricted	9740	2,695,680.54	-31.97%	1,833,740.38	13.57%	2,082,634.12
c. Committed						
1. Stabilization Arrangements	9750	0.00	0.00%	0.00	0.00%	0.00
2. Other Commitments	9760	0.00	0.00%	0.00	0.00%	0.00
d. Assigned						
1. Other Assignments	9780	0.00	0.00%	0.00	0.00%	0.00
e. Unassigned/Unappropriated						
1. Reserve for Economic Uncertainties	9789	0.00	0.00%	0.00	0.00%	0.00
2. Unassigned/Unappropriated	9790	0.00	0.00%	0.00	0.00%	0.00
E. AVAILABLE RESERVES						
1. From Components of Ending Fund Balance		---	---	---	---	---
a. Stabilization Arrangements	9750	---	---	---	---	---
b. Reserve for Economic Uncertainty	9789	---	---	---	---	---
c. Unassigned/Unappropriated	9790	---	---	---	---	---
d. Negative Restricted Ending Balances (negative resources 2000-9999)	979Z	---	---	---	---	---
2. Special Reserve Fund - Noncapital Outlay (Fund 17)		---	---	---	---	---
a. Stabilization Arrangements	9750	---	---	---	---	---
b. Reserve for Economic Uncertainty	9789	---	---	---	---	---
c. Unassigned/Unappropriated	9790	---	---	---	---	---
3. Total Available Reserves - by Amount		---	---	---	---	---
4. Total Available Reserves - by Percent		---	---	---	---	---

Appendix B — District Cash Flow (Two Years)

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Plumas Unified 32-66969-0000000			Cashflow Report Plumas Unified 2024-25 Adjusted First Interim Base Year 2024-25; Actuals Through the Month of February							Fund 01 Projection# 24756
	Object Range	Budget/Beg. Balance	2024 July	August	September	October	November	December	2025 January	February
A. BEGINNING CASH		3,979,854.00	3,979,854.00	2,057,823.36	(1,050,166.33)	4,844,808.64	1,613,606.28	32,830.29	11,160,739.67	9,555,461.36
B. RECEIPTS										
LCFF Sources										
Principal Apportionment	8010-8019	1,699,776.00	192,191.00	384,384.00	465,572.00	—	192,191.00	—	81,187.00	76,876.00
Property Taxes	8020-8079	25,747,999.00	—	—	—	—	—	13,245,112.98	665,998.80	—
Miscellaneous Funds & LCFF Transfers	8080-8099	(3,738,257.00)	—	—	—	—	(1,251,123.00)	—	(588,764.00)	(294,382.00)
Federal Revenue	8100-8299	3,936,450.28	452,587.29	—	99,941.12	82,035.82	31,704.70	297,485.69	706,798.61	128,073.84
Other State Revenue	8300-8599	4,779,418.46	1,084,604.14	940,545.00	850,546.00	22,554.98	486,243.81	388,349.62	153,362.51	237,574.59
Other Local Revenue	8600-8799	2,584,535.93	132,035.32	41,767.41	82,627.89	128,610.72	78,244.83	67,786.50	1,227,177.26	23,788.27
Interfund Transfers in	8910-8929	0.00	—	—	—	—	—	—	—	—
All Other Financing Sources	8930-8999	450,018.00	—	—	—	—	—	—	—	—
TOTAL RECEIPTS		35,459,940.67	1,861,417.75	1,366,696.41	1,498,687.01	233,201.52	(462,738.66)	13,998,734.79	2,245,760.18	171,930.70
C. DISBURSEMENTS										
Certificated Salaries	1000-1999	12,574,975.35	155,697.14	1,129,947.18	1,130,382.59	1,094,968.59	1,116,153.25	1,128,737.91	1,094,178.49	1,122,030.41
Classified Salaries	2000-2999	7,264,227.17	188,324.84	695,399.73	610,919.82	615,430.14	622,033.66	639,012.32	593,069.48	589,796.35
Employee Benefits	3000-3999	10,263,212.68	463,259.06	862,332.42	749,443.55	749,167.31	764,326.21	774,137.73	758,443.21	768,390.78
Books and Supplies	4000-4999	2,800,518.09	59,759.49	212,360.95	332,458.67	252,402.35	170,064.66	200,670.07	200,303.02	130,015.51
Services	5000-5999	6,954,902.60	831,846.23	367,232.09	498,431.62	415,857.48	436,517.83	292,104.88	533,030.21	316,679.52
Capital Outlay	6000-6999	2,706,042.85	—	103,593.70	169,568.09	149,995.73	177,409.14	112,729.75	295,391.42	94,154.95
Other Outgo	7000-7499	922,779.88	208,789.05	119,071.36	1,542.05	57,622.05	—	153,863.10	175,539.25	1,619.15
Interfund Transfers Out	7600-7629	0.00	—	—	—	—	—	—	—	—
All Other Financing Uses	7630-7699	0.00	—	—	—	—	—	—	—	—
TOTAL DISBURSEMENTS		43,486,658.62	1,907,675.81	3,489,937.43	3,492,746.39	3,335,443.65	3,286,504.75	3,301,255.76	3,649,955.08	3,022,686.67
E. NET INCREASE/DECREASE (B - C + D)		(8,026,717.95)	(1,922,030.64)	(3,107,989.69)	5,894,974.97	(3,231,202.36)	(1,580,775.99)	11,127,909.38	(1,605,278.31)	(3,281,313.51)
F. ENDING CASH (A + E)			2,057,823.36	(1,050,166.33)	4,844,808.64	1,613,606.28	32,830.29	11,160,739.67	9,555,461.36	6,274,147.85
G. ENDING CASH, PLUS CASH ACCRUALS AND ADJUSTMENTS										

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Cashflow Report
Plumas Unified 2024-25 Adjusted First Interim
Base Year 2024-25; Actuals Through the Month of February

Fund 01
Projection# 24756

	Object Range	Budget/Beg. Balance	2025 March	April	May	June	Accruals	Adjustments	TOTAL	Variance
A. BEGINNING CASH		3,979,854.00	6,274,147.85	2,228,373.47	10,289,439.03	6,468,971.00	—	—	—	—
B. RECEIPTS										
LCFF Sources										
Principal Apportionment	8010-8019	1,699,776.00	78,050.50	—	—	229,324.50	—	—	1,699,776.00	—
Property Taxes	8020-8079	25,747,999.00	—	11,836,887.22	—	—	—	—	25,747,999.00	—
Miscellaneous Funds & LCFF Transfers	8080-8099	(3,738,257.00)	(557,275.99)	(261,677.89)	(261,677.89)	(261,678.04)	(261,678.20)	—	(3,738,257.00)	0.00
Federal Revenue	8100-8299	3,936,450.28	50,000.00	500,000.00	269,800.00	198,393.78	1,119,629.43	—	3,936,450.28	—
Other State Revenue	8300-8599	4,779,418.46	105,072.60	150,000.00	175,443.45	185,121.76	—	—	4,779,418.46	0.00
Other Local Revenue	8600-8799	2,584,535.93	150,000.00	250,000.00	150,000.00	202,497.73	50,000.00	—	2,584,535.93	—
Interfund Transfers in	8910-8929	0.00	—	—	—	—	—	—	—	—
All Other Financing Sources	8930-8999	450,018.00	—	—	—	450,018.00	—	—	450,018.00	—
TOTAL RECEIPTS		35,459,940.67	(174,152.89)	12,475,209.33	333,565.56	1,003,677.73	907,951.23	—	35,459,940.67	0.00
C. DISBURSEMENTS										
Certificated Salaries	1000-1999	12,574,975.35	1,137,798.32	1,122,030.00	1,180,000.00	1,163,051.47	—	—	12,574,975.35	—
Classified Salaries	2000-2999	7,264,227.17	610,000.00	687,379.90	624,033.60	788,827.33	—	—	7,264,227.17	—
Employee Benefits	3000-3999	10,263,212.68	800,000.00	800,000.00	800,000.00	1,973,712.41	—	—	10,263,212.68	—
Books and Supplies	4000-4999	2,800,518.09	300,000.00	400,000.00	350,000.00	192,483.37	—	—	2,800,518.09	—
Services	5000-5999	6,954,902.60	525,000.00	1,000,000.00	800,000.00	525,000.00	413,202.74	—	6,954,902.60	—
Capital Outlay	6000-6999	2,706,042.85	500,000.00	300,000.00	300,000.00	503,200.07	—	—	2,706,042.85	—
Other Outgo	7000-7499	922,779.88	—	104,733.87	100,000.00	—	—	—	922,779.88	—
Interfund Transfers Out	7600-7629	0.00	—	—	—	—	—	—	—	—
All Other Financing Uses	7630-7699	0.00	—	—	—	—	—	—	—	—
TOTAL DISBURSEMENTS		43,486,658.62	3,872,798.32	4,414,143.77	4,154,033.60	5,146,274.65	413,202.74	—	43,486,658.62	—
E. NET INCREASE/DECREASE (B - C + D)		(8,026,717.95)	(4,045,774.38)	8,061,065.56	(3,820,468.04)	(4,142,596.92)	494,748.49	—	(1,158,731.43)	
F. ENDING CASH (A + E)			2,228,373.47	10,289,439.03	6,468,971.00	2,326,374.08	—	—	—	
G. ENDING CASH, PLUS CASH ACCRUALS AND ADJUSTMENTS									2,821,122.57	

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Cashflow Report
Plumas Unified 2024-25 Adjusted First Interim
Base Year 2024-25; Actuals Through the Month of February

Fund 01
Projection# 24756

	Object Range	Budget/Beg. Balance	2024 July	August	September	October	November	December	2025 January	February
D. BALANCE SHEET ITEMS										
Assets and Deferred Outflows										
Cash Not in Treasury	9111-9199	0.00	(144.83)	—	(3,990.00)	(1,727.26)	(365.65)	(451.00)	(475.00)	—
Accounts Receivable	9200-9299	0.00	458,752.39	170,331.91	268,152.57	210,517.43	25,217.28	493,836.14	1,376,079.25	—
Due From Other Funds	9310	0.00	—	(249.91)	(125.29)	(127.97)	(124.62)	(250.58)	(130.20)	—
Stores	9320	0.00	2,015.75	5,447.80	7,112.05	(5,569.99)	(27,349.70)	(831.13)	(3,122.41)	1,823.67
Prepaid Expenditures	9330	0.00	525,328.11	—	—	—	—	—	—	—
Other Current Assets	9340	0.00	—	—	—	—	—	—	—	—
Deferred Outflows of Resources	9490	0.00	—	—	—	—	—	—	—	—
SUBTOTAL		0.00	985,951.42	175,529.80	271,149.33	203,092.21	(2,622.69)	492,303.43	1,372,351.64	1,823.67
Liabilities and Deferred Inflows										
Accounts Payable	9500-9599	0.00	1,804,126.55	1,160,278.47	382,114.98	332,052.44	(72,791.69)	61,873.08	1,283,340.71	432,381.21
Due To Other Funds	9610	0.00	—	—	(8,000,000.00)	—	(2,098,298.42)	—	—	—
Current Loans	9640	0.00	—	—	—	—	—	—	—	—
Unearned Revenues	9650	0.00	1,057,597.45	—	—	—	—	—	—	—
Deferred Inflows of Resources	9690	0.00	—	—	—	—	—	—	290,094.34	—
SUBTOTAL		0.00	2,861,724.00	1,160,278.47	(7,617,885.02)	332,052.44	(2,171,090.11)	61,873.08	1,573,435.05	432,381.21
Nonoperating										
Suspense Clearing	9910	0.00	—	—	—	—	—	—	—	—
TOTAL BALANCE SHEET ITEMS		0.00	(1,875,772.58)	(984,748.67)	7,889,034.35	(128,960.23)	2,168,467.42	430,430.35	(201,083.41)	(430,557.54)
E. NET INCREASE/DECREASE (B - C + D)										
		(8,026,717.95)	(1,922,030.64)	(3,107,989.69)	5,894,974.97	(3,231,202.36)	(1,580,775.99)	11,127,909.38	(1,605,278.31)	(3,281,313.51)
F. ENDING CASH (A + E)										
			2,057,823.36	(1,050,166.33)	4,844,808.64	1,613,606.28	32,830.29	11,160,739.67	9,555,461.36	6,274,147.85
G. ENDING CASH, PLUS CASH ACCRUALS AND ADJUSTMENTS										

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Cashflow Report
Plumas Unified 2024-25 Adjusted First Interim
Base Year 2024-25; Actuals Through the Month of February

Fund 01
Projection# 24756

	Object Range	Budget/Beg. Balance	2025 March	April	May	June	Accruals	Adjustments	TOTAL	Variance
D. BALANCE SHEET ITEMS										
Assets and Deferred Outflows										
Cash Not in Treasury	9111-9199	0.00	—	—	—	—	—	—	(7,153.74)	
Accounts Receivable	9200-9299	0.00	—	—	—	—	—	—	3,002,886.97	
Due From Other Funds	9310	0.00	—	—	—	—	—	—	(1,008.57)	
Stores	9320	0.00	1,176.83	—	—	—	—	—	(19,297.13)	
Prepaid Expenditures	9330	0.00	—	—	—	—	—	—	525,328.11	
Other Current Assets	9340	0.00	—	—	—	—	—	—	—	
Deferred Outflows of Resources	9490	0.00	—	—	—	—	—	—	—	
SUBTOTAL		0.00	1,176.83	—	—	—	—	—	3,500,755.64	
Liabilities and Deferred Inflows										
Accounts Payable	9500-9599	0.00	—	—	—	—	—	—	5,383,375.75	
Due To Other Funds	9610	0.00	—	—	—	—	—	—	(10,098,298.42)	
Current Loans	9640	0.00	—	—	—	—	—	—	—	
Unearned Revenues	9650	0.00	—	—	—	—	—	—	1,057,597.45	
Deferred Inflows of Resources	9690	0.00	—	—	—	—	—	—	290,094.34	
SUBTOTAL		0.00	—	—	—	—	—	—	(3,367,230.88)	
Nonoperating										
Suspense Clearing	9910	0.00	—	—	—	—	—	—	—	
TOTAL BALANCE SHEET ITEMS		0.00	1,176.83	—	—	—	—	—	6,867,986.52	
E. NET INCREASE/DECREASE (B - C + D)										
		(8,026,717.95)	(4,045,774.38)	8,061,065.56	(3,820,468.04)	(4,142,596.92)	494,748.49	—	(1,158,731.43)	
F. ENDING CASH (A + E)										
			2,228,373.47	10,289,439.03	6,468,971.00	2,326,374.08	—	—	—	
G. ENDING CASH, PLUS CASH ACCRUALS AND ADJUSTMENTS										
									2,821,122.57	

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Cashflow Report
Plumas Unified 2024-25 Adjusted First Interim
Year 2 2025-26

Fund 01
Projection# 24756

	Object Range	Budget/Beg. Balance	2025 July	August	September	October	November	December	2026 January	February
A. BEGINNING CASH		2,326,374.08	2,326,374.08	1,268,178.36	(1,747,978.74)	(4,206,900.12)	(7,406,090.41)	(10,632,289.19)	335,487.83	(2,118,331.49)
B. RECEIPTS										
LCFF Sources										
Principal Apportionment	8010-8019	1,688,544.00	208,401.90	416,803.80	491,603.30	208,401.90	—	74,799.50	83,360.76	—
Property Taxes	8020-8079	26,697,123.00	—	—	—	—	—	13,348,561.50	—	—
Miscellaneous Funds & LCFF Transfers	8080-8099	(3,841,765.00)	—	(230,505.90)	(461,011.80)	(307,341.20)	(307,341.20)	(307,341.20)	(307,341.20)	(307,341.20)
Federal Revenue	8100-8299	3,567,308.43	452,587.29	—	99,941.12	82,035.82	31,704.70	297,485.69	706,798.61	128,073.59
Other State Revenue	8300-8599	4,790,030.20	1,084,604.14	940,545.00	850,546.00	22,554.98	489,437.72	389,271.53	153,362.51	237,574.59
Other Local Revenue	8600-8799	1,269,091.73	150,000.00	50,000.00	90,000.00	150,000.00	75,000.00	65,000.00	100,000.00	100,000.00
Interfund Transfers in	8910-8929	0.00	—	—	—	—	—	—	—	—
All Other Financing Sources	8930-8999	0.00	—	—	—	—	—	—	—	—
TOTAL RECEIPTS		34,170,332.36	1,895,593.33	1,176,842.90	1,071,078.62	155,651.50	288,801.22	13,867,777.02	736,180.68	158,306.98
C. DISBURSEMENTS										
Certificated Salaries	1000-1999	12,459,265.69	150,000.00	1,130,000.00	1,100,000.00	1,100,000.00	1,100,000.00	1,100,000.00	1,100,000.00	1,100,000.00
Classified Salaries	2000-2999	6,838,428.87	189,000.00	580,000.00	580,000.00	580,000.00	580,000.00	580,000.00	580,000.00	609,498.62
Employee Benefits	3000-3999	10,086,571.63	465,000.00	865,000.00	750,000.00	750,000.00	760,000.00	760,000.00	760,000.00	760,000.00
Books and Supplies	4000-4999	2,842,697.48	60,000.00	200,000.00	350,000.00	200,000.00	300,000.00	200,000.00	250,000.00	250,000.00
Services	5000-5999	7,061,596.82	831,000.00	365,000.00	500,000.00	500,000.00	450,000.00	500,000.00	400,000.00	350,000.00
Capital Outlay	6000-6999	2,218,117.25	—	103,000.00	100,000.00	42,074.40	300,000.00	100,000.00	100,000.00	100,000.00
Other Outgo	7000-7499	912,556.44	208,789.05	120,000.00	50,000.00	82,767.39	50,000.00	50,000.00	—	—
Interfund Transfers Out	7600-7629	0.00	—	—	—	—	—	—	—	—
All Other Financing Uses	7630-7699	0.00	—	—	—	—	—	—	—	—
TOTAL DISBURSEMENTS		42,419,234.18	1,903,789.05	3,363,000.00	3,430,000.00	3,254,841.79	3,540,000.00	3,290,000.00	3,190,000.00	3,169,498.62
E. NET INCREASE/DECREASE (B - C + D)		(8,248,901.82)	(1,058,195.72)	(3,016,157.10)	(2,458,921.38)	(3,199,190.29)	(3,226,198.78)	10,967,777.02	(2,453,819.32)	(3,011,191.64)
F. ENDING CASH (A + E)			1,268,178.36	(1,747,978.74)	(4,206,900.12)	(7,406,090.41)	(10,632,289.19)	335,487.83	(2,118,331.49)	(5,129,523.13)
G. ENDING CASH, PLUS CASH ACCRUALS AND ADJUSTMENTS										

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Cashflow Report
Plumas Unified 2024-25 Adjusted First Interim
Year 2 2025-26

Fund 01
Projection# 24756

	Object Range	Budget/Beg. Balance	2026 March	April	May	June	Accruals	Adjustments	TOTAL	Variance
A. BEGINNING CASH		2,326,374.08	(5,129,523.13)	(8,567,578.93)	1,189,276.28	(1,848,688.40)	—	—	—	—
B. RECEIPTS										
LCFF Sources										
Principal Apportionment	8010-8019	1,688,544.00	74,799.50	—	—	130,373.34	—	—	1,688,544.00	—
Property Taxes	8020-8079	26,697,123.00	—	13,348,561.50	—	—	—	—	26,697,123.00	—
Miscellaneous Funds & LCFF Transfers	8080-8099	(3,841,765.00)	(537,847.05)	(268,923.44)	(268,923.44)	(268,923.60)	(268,923.77)	—	(3,841,765.00)	—
Federal Revenue	8100-8299	3,567,308.43	50,000.00	130,858.15	269,800.00	198,394.03	1,119,629.43	—	3,567,308.43	—
Other State Revenue	8300-8599	4,790,030.20	105,994.51	146,359.00	—	368,858.31	921.91	—	4,790,030.20	—
Other Local Revenue	8600-8799	1,269,091.73	150,000.00	100,000.00	101,138.95	137,952.78	—	—	1,269,091.73	—
Interfund Transfers in	8910-8929	0.00	—	—	—	—	—	—	—	—
All Other Financing Sources	8930-8999	0.00	—	—	—	—	—	—	—	—
TOTAL RECEIPTS		34,170,332.36	(157,053.04)	13,456,855.21	102,015.51	566,654.86	851,627.57	—	34,170,332.36	—
C. DISBURSEMENTS										
Certificated Salaries	1000-1999	12,459,265.69	1,100,000.00	1,100,000.00	1,100,000.00	1,279,265.69	—	—	12,459,265.69	—
Classified Salaries	2000-2999	6,838,428.87	581,002.76	600,000.00	600,000.00	778,927.49	—	—	6,838,428.87	—
Employee Benefits	3000-3999	10,086,571.63	550,000.00	1,000,000.00	738,980.19	852,154.08	1,075,437.36	—	10,086,571.63	—
Books and Supplies	4000-4999	2,842,697.48	300,000.00	350,000.00	100,000.00	282,697.48	—	—	2,842,697.48	—
Services	5000-5999	7,061,596.82	500,000.00	400,000.00	500,000.00	550,000.00	1,215,596.82	—	7,061,596.82	—
Capital Outlay	6000-6999	2,218,117.25	100,000.00	100,000.00	100,000.00	100,000.00	973,042.85	—	2,218,117.25	—
Other Outgo	7000-7499	912,556.44	150,000.00	150,000.00	1,000.00	50,000.00	—	—	912,556.44	—
Interfund Transfers Out	7600-7629	0.00	—	—	—	—	—	—	—	—
All Other Financing Uses	7630-7699	0.00	—	—	—	—	—	—	—	—
TOTAL DISBURSEMENTS		42,419,234.18	3,281,002.76	3,700,000.00	3,139,980.19	3,893,044.74	3,264,077.03	—	42,419,234.18	—
E. NET INCREASE/DECREASE (B - C + D)		(8,248,901.82)	(3,438,055.80)	9,756,855.21	(3,037,964.68)	(3,326,389.88)	(2,412,449.46)	—	(9,913,901.82)	
F. ENDING CASH (A + E)			(8,567,578.93)	1,189,276.28	(1,848,688.40)	(5,175,078.29)	—	—	—	
G. ENDING CASH, PLUS CASH ACCRUALS AND ADJUSTMENTS									(7,587,527.74)	

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Plumas Unified
32-66969-0000000

Cashflow Report
Plumas Unified 2024-25 Adjusted First Interim
Year 2 2025-26

Fund 01
Projection# 24756

	Object Range	Budget/Beg. Balance	2025 July	August	September	October	November	December	2026 January	February
D. BALANCE SHEET ITEMS										
Assets and Deferred Outflows										
Cash Not in Treasury	9111-9199	0.00	—	—	—	—	—	—	—	—
Accounts Receivable	9200-9299	0.00	450,000.00	170,000.00	250,000.00	200,000.00	25,000.00	450,000.00	—	—
Due From Other Funds	9310	0.00	—	—	—	—	—	—	—	—
Stores	9320	0.00	—	—	—	—	—	—	—	—
Prepaid Expenditures	9330	0.00	—	—	—	—	—	—	—	—
Other Current Assets	9340	0.00	—	—	—	—	—	—	—	—
Deferred Outflows of Resources	9490	0.00	—	—	—	—	—	—	—	—
SUBTOTAL		0.00	450,000.00	170,000.00	250,000.00	200,000.00	25,000.00	450,000.00	—	—
Liabilities and Deferred Inflows										
Accounts Payable	9500-9599	0.00	1,500,000.00	1,000,000.00	350,000.00	300,000.00	—	60,000.00	—	—
Due To Other Funds	9610	0.00	—	—	—	—	—	—	—	—
Current Loans	9640	0.00	—	—	—	—	—	—	—	—
Unearned Revenues	9650	0.00	—	—	—	—	—	—	—	—
Deferred Inflows of Resources	9690	0.00	—	—	—	—	—	—	—	—
SUBTOTAL		0.00	1,500,000.00	1,000,000.00	350,000.00	300,000.00	—	60,000.00	—	—
Nonoperating										
Suspense Clearing	9910	0.00	—	—	—	—	—	—	—	—
TOTAL BALANCE SHEET ITEMS		0.00	(1,050,000.00)	(830,000.00)	(100,000.00)	(100,000.00)	25,000.00	390,000.00	—	—
E. NET INCREASE/DECREASE (B - C + D)										
		(8,248,901.82)	(1,058,195.72)	(3,016,157.10)	(2,458,921.38)	(3,199,190.29)	(3,226,198.78)	10,967,777.02	(2,453,819.32)	(3,011,191.64)
F. ENDING CASH (A + E)										
			1,268,178.36	(1,747,978.74)	(4,206,900.12)	(7,406,090.41)	(10,632,289.19)	335,487.83	(2,118,331.49)	(5,129,523.13)
G. ENDING CASH, PLUS CASH ACCRUALS AND ADJUSTMENTS										

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Plumas Unified
32-66969-0000000

Cashflow Report
Plumas Unified 2024-25 Adjusted First Interim
Year 2 2025-26

Fund 01
Projection# 24756

	Object Range	Budget/Beg. Balance	2026 March	April	May	June	Accruals	Adjustments	TOTAL	Variance
D. BALANCE SHEET ITEMS										
Assets and Deferred Outflows										
Cash Not in Treasury	9111-9199	0.00	—	—	—	—	—	—	—	
Accounts Receivable	9200-9299	0.00	—	—	—	—	—	—	1,545,000.00	
Due From Other Funds	9310	0.00	—	—	—	—	—	—	—	
Stores	9320	0.00	—	—	—	—	—	—	—	
Prepaid Expenditures	9330	0.00	—	—	—	—	—	—	—	
Other Current Assets	9340	0.00	—	—	—	—	—	—	—	
Deferred Outflows of Resources	9490	0.00	—	—	—	—	—	—	—	
SUBTOTAL		0.00	—	—	—	—	—	—	1,545,000.00	
Liabilities and Deferred Inflows										
Accounts Payable	9500-9599	0.00	—	—	—	—	—	—	3,210,000.00	
Due To Other Funds	9610	0.00	—	—	—	—	—	—	—	
Current Loans	9640	0.00	—	—	—	—	—	—	—	
Unearned Revenues	9650	0.00	—	—	—	—	—	—	—	
Deferred Inflows of Resources	9690	0.00	—	—	—	—	—	—	—	
SUBTOTAL		0.00	—	—	—	—	—	—	3,210,000.00	
Nonoperating										
Suspense Clearing	9910	0.00	—	—	—	—	—	—	—	
TOTAL BALANCE SHEET ITEMS		0.00	—	—	—	—	—	—	(1,665,000.00)	
E. NET INCREASE/DECREASE (B - C + D)										
		(8,248,901.82)	(3,438,055.80)	9,756,855.21	(3,037,964.68)	(3,326,389.88)	(2,412,449.46)	—	(9,913,901.82)	
F. ENDING CASH (A + E)										
			(8,567,578.93)	1,189,276.28	(1,848,688.40)	(5,175,078.29)	—	—	—	
G. ENDING CASH, PLUS CASH ACCRUALS AND ADJUSTMENTS										
									(7,587,527.74)	

Appendix C — Study Agreement

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FISCAL CRISIS & MANAGEMENT ASSISTANCE TEAM STUDY AGREEMENT FOR MANAGEMENT ASSISTANCE

This study agreement, hereinafter referred to as Agreement, is made and entered into by and between the Fiscal Crisis and Management Assistance Team, hereinafter referred to as the Team or FCMAT, and the Plumas Unified School District, hereinafter referred to as the Client; collectively, FCMAT and Client are hereinafter referred to as the Parties. This Agreement shall become effective from the date of execution hereof by FCMAT.

1. BASIS OF AGREEMENT

FCMAT provides a variety of services to local education agencies (LEAs) as authorized by Education Code (EC) 42127.8(d). The Client has requested that the FCMAT assign professionals to study specific aspects of the Client's operations. The professionals will include FCMAT staff and may include professionals from county offices of education, school districts, charter schools, community colleges, other public agencies or private contractors. All professionals assigned shall work under the direction of FCMAT. All work shall be performed in accordance with the terms and conditions of this Agreement.

FCMAT will notify the Client's county superintendent of schools of this Agreement.

2. SCOPE OF THE WORK

A. Scope and Objectives of the Study

1. Review the district's 2024-25 first interim general fund budget and use it as a baseline to develop an independent multiyear financial projection (MYFP) for the current and two subsequent fiscal years, including a cash flow analysis for the same period. The MYFP will be a snapshot in time of the district's financial status. Make recommendations for expenditure reductions and/or revenue increases to help the district eliminate its structural budget deficit, if any.
2. The Team will present the final report to the district's board of trustees at a public meeting following the completion of the review.

B. Services and Products to be Provided

1. Orientation Meeting
The Team will conduct an orientation session at the Client's location to brief the Client's management and supervisory personnel on the Team's procedures and the purpose and schedule of the study. This orientation meeting is normally held at the beginning of fieldwork for the study.
2. Fieldwork
The Team will conduct fieldwork at the Client's office and/or school site(s), or other locations as needed. Limited fieldwork may also be conducted remotely via telephone.

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or videoconferencing services, in addition to the Public Safety Considerations outlined in Section 13 below.

3. Exit Meeting

The Team will hold an exit meeting at the conclusion of the fieldwork to inform the Client of the status of the study. The exit meeting will include a review of the scope of work; outstanding items, including documents, data and interviews not yet received or held; and the estimated timeline for a draft report. The meeting will not memorialize details regarding findings because the Team's conclusions may change after a complete analysis is finished. Exceptions to this will be findings of immediate health and safety concerns for students or staff, and other time-sensitive items that include the potential for risk or exposure to loss.

4. Exit Letter

Approximately 10 business days after the exit meeting, the Team will issue an exit letter briefly memorializing the topics discussed in the exit meeting.

5. Draft Report

An electronic copy of a preliminary draft report will be delivered to the Client's point of contact identified below for review and comment.

6. Final Report

An electronic copy of the final report will be delivered to the Client's point of contact and to the Client's county superintendent of schools following completion of the study. FCMAT's work products are public and all final reports are published on the FCMAT website.

7. Board Presentation

Presentations to the Client's board are optional and are made at the request of the Client. If a board presentation is requested, it will be noted in the scope and objectives of the study or can be added as a change in scope at a later date.

8. Follow-Up Review

If requested by the Client within six to 12 months after completion of the study, FCMAT, at no additional cost, will assess the Client's progress in implementing the recommendations included in the report. This follow-up support is primarily a document review-based study. Progress in implementing the recommendations will be documented to the Client in a FCMAT management letter. FCMAT will work with the Client on a mutually convenient time to return for follow-up support that is no sooner than eight months and no later than 18 months after the date of the final report.

3. **PROJECT PERSONNEL**

The personnel assigned to the study will be led by a FCMAT staff person (job lead) and will include at least one other professional. FCMAT will notify the Client of the assigned personnel when the fully executed copy of this Agreement is returned to the Client.

FCMAT will communicate to the Client any changes in assigned project personnel.

4. PROJECT COSTS

The cost for studies requested pursuant to EC 42127.8(d)(1) and 84041 shall be as follows:

- A. \$1,200 per day for each FCMAT staff member while on site conducting fieldwork. The cost of independent FCMAT consultants will be billed at their daily rate for all work performed. On-site is defined as either 1) physically at the Client's office or school site(s), or 2) in a scheduled virtual meeting with the Client's personnel, representatives or others associated with the scope of work pursuant to Section 13 below.
- B. All out-of-pocket expenses, including travel and its associated costs, and miscellaneous items necessary to complete the scope and objectives of the study.
- C. The applicable indirect rate at the time work is performed on the study will be added to all costs billed.
- D. The Client will be invoiced for 50% of the not-to-exceed cost shown below following completion of fieldwork (progress payment) and the remaining amount shall be due upon the issuance of the final report or presentation to the Client's board, whichever is later (final payment). The Parties agree that changes documented in a revised study agreement may change the original not-to-exceed amount shown below. If changes are made before or during fieldwork, the new not-to-exceed amount documented in such a revised study agreement will constitute the basis for the progress payment. If changes are made after fieldwork, 100% of the total changed value documented in a revised study agreement, less progress payments made, will constitute the final payment due. All payments shall be due immediately based on the terms of the invoice.

Based on the scope and objectives of the study, the total cost of the study will be \$0.

- E. Any change to the scope of work will affect the total cost. Changes may include, but are not limited to, delays, revisions to the scope of services, and substitution or addition of personnel. The need for changes shall be communicated by FCMAT to the Client in advance in the form of a revised study agreement.

Payments for FCMAT's services are payable to Kern County Superintendent of Schools, Administrative Agent, 1300 17th Street, City Centre, Bakersfield, CA 93301.

5. RESPONSIBILITIES OF THE CLIENT

- A. Return current organizational chart(s) that show the Client's management and staffing structure with the signed copy of this Agreement. Organizational charts should be relevant to the scope of this Agreement.
- B. Provide private office or conference room space for the Team's use during fieldwork.
- C. Provide for a Client employee to upload all requested documents and data to FCMAT's online SharePoint repository per FCMAT's instructions. Provide FCMAT with the name and email of the person who will be responsible for collecting and uploading documents

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requested by FCMAT with the signed copy of this Agreement.

- D. Provide documents and data requested on the Team's initial and supplementary document request list(s) by the date requested.

All documents and data provided shall be responsive to FCMAT's request, in quality condition, readable and in a usable form. With few exceptions, documents and data requested are public records and records maintained by LEAs in the routine course of doing business. Some data requested may require exporting LEA financial system reports to Microsoft Excel or another usable format agreed to by FCMAT.

All documents shall be provided to FCMAT in electronic format, labeled as instructed by FCMAT. Upon approval of this Agreement, access will be provided to FCMAT's online SharePoint repository, to which the Client will upload all requested documents and data.

- E. Ensure appropriate senior-level staff are available for the orientation and exit meetings.
- F. Facilitate access to requested board members, officers and staff for interviews.
- G. Facilitate access to requested information and facilities to include, but not be limited to, files, sites, classrooms and operational areas for observation.
- H. Review a draft of the report and return it to FCMAT by the date FCMAT requests with any comments regarding the accuracy of the report's data or the practicability of its recommendations. The Team will review this feedback in a timely manner and make any adjustments it deems necessary before issuing the final report.
- I. Return the requested evaluation survey to FCMAT as described below.

6. PROJECT SCHEDULE

Time is of the essence. The Parties acknowledge that the goal of the scope and objectives of the study under this Agreement is to produce a timely and thorough report that adds value for the Client. To accomplish this goal, the Parties agree to communicate and mutually agree to honor established time commitments. These commitments include the Client providing requested documents, setting and keeping interview appointments and returning comments on the draft report consistent with the established project schedule.

The following project schedule milestones will be established by FCMAT upon receipt of a signed Agreement from the Client:

ACTION	TIMELINE
FCMAT provides the Client with a draft Agreement.	Draft Agreements are usually provided within 20 business days of the Client's initial request for services.
Client returns partially executed Agreement to FCMAT along with the applicable organizational chart and the name and email of the of person who will be responsible for collecting and	Draft Agreements are valid for 30 business days.

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ACTION	TIMELINE
uploading documents requested by FCMAT.	
FCMAT returns a fully executed Agreement to the Client and identifies the project schedule and the lead and other personnel assigned to the job.	Within five business days of the Client's return of the signed Agreement.
Client uploads initial requested documents and data to FCMAT's online SharePoint repository.	Within 10 business days of the Client's receipt of the FCMAT document and data request list.
Fieldwork	Mutually agreed upon; usually, to commence within 10 business days of FCMAT's receipt of requested documents and data.
Orientation meeting	First day of fieldwork.
Exit meeting	Last day of fieldwork.
Follow up fieldwork, if needed (e.g., rescheduled interview, additional interviews).	Mutually agreed upon; usually, within five business days of FCMAT's request.
Client uploads supplemental documents and data to FCMAT's online SharePoint repository.	Within two business days of the Client's receipt of FCMAT's supplemental document and data request(s).
Draft report submitted to the Client.	To be determined, usually, within eight weeks of the conclusion of fieldwork and receipt of all documents and data requested.
Client comments on draft report	Within 10 business days of FCMAT providing a draft report to the Client.

The Client acknowledges that project schedule deadlines build upon and are contingent on each previous deadline. Missed deadline dates will affect future deadline dates and ultimately the timing of the final report. For example, if the Client does not provide requested documents and data by the specified date, the fieldwork may not be able to proceed as originally planned.

FCMAT acknowledges that the Client has an educational program to administer, is balancing many priorities, and in some cases may have records management difficulties, staffing capacity issues, staff on various types of leave, or other circumstances, all of which will affect the project schedule.

The Parties commit to regular communication and updates about the study schedule and work progress. FCMAT may modify the usual timelines as needed.

7. COMMENCEMENT, TERMINATION AND COMPLETION OF WORK

FCMAT will commence work as soon as it has assembled an available and appropriate study team, taking into consideration other jobs FCMAT has previously undertaken, assignments from the state, and higher priority assignments due to fiscal distress. The Team will work expeditiously to complete its work and deliver its report, subject to the cooperation of the Client and any other related parties from which, in the Team's judgment, it must obtain information. Once the Team has completed its fieldwork, it will proceed to prepare a report. In the absence of extraordinary circumstances, FCMAT will not withhold preparation, publication and distribution of a final report once fieldwork has been completed.

Prior to completion of fieldwork and upon written notice to FCMAT, the Client may terminate its request for service and will be responsible for all costs incurred by FCMAT to the date of termination under Section 4 (Project Costs). If the Client does not provide written notice of termination prior to completion of fieldwork, the Team will complete its work and deliver its final report and the Client will be responsible for the full costs.

FCMAT may terminate this Agreement at any time if the Client fails to cooperate with the requested project schedule, provide requested documents and data and/or make staff available for interviews as requested by FCMAT.

8. INDEPENDENT CONTRACTOR

FCMAT is an independent contractor and is not an employee or engaged in any manner with the Client. The manner in which FCMAT's services are rendered shall be within its sole control and discretion. FCMAT representatives are not authorized to speak for, represent, or obligate the Client in any manner without prior express written authorization from an officer of the Client.

9. RECORDS

The Client understands and agrees that FCMAT is a state agency and all FCMAT reports are public records and are published on the [FCMAT website](#). Supporting documents and data in FCMAT's possession may also be public records and will be made available in accordance with the provisions of the California Public Records Act.

FCMAT has a records retention policy and practice, and every effort will be made to maintain records related to this Agreement in accordance with this policy.

10. CONTACT WITH PUPILS

Pursuant to EC 45125.1, representatives of FCMAT will have limited contact with pupils. The Client shall take appropriate steps to comply with EC 45125.1.

11. INSURANCE

During the term of this Agreement, FCMAT shall maintain liability insurance of not less than \$1 million unless otherwise agreed upon in writing by the Client, automobile liability insurance in the amount required by California state law, and workers' compensation as required by California state law. Upon the request of the Client and receipt of the signed Agreement, FCMAT shall provide certificates of insurance, with the Client named as

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additional insured, indicating applicable insurance coverages.

12. HOLD HARMLESS

FCMAT shall hold the Client, its board, officers, agents, and employees harmless from all suits, claims and liabilities resulting from negligent acts or omissions of FCMAT's board, officers, agents and employees undertaken under this Agreement. Conversely, the Client shall hold FCMAT, its board, officers, agents, and employees harmless from all suits, claims and liabilities resulting from negligent acts or omissions of the Client's board, officers, agents and employees undertaken under this Agreement.

13. PUBLIC SAFETY CONSIDERATIONS

Whether due to public health considerations, extreme weather conditions, road closures, other travel restrictions or interruptions, shelter-at-home orders, LEA closures or other related considerations, at FCMAT's sole discretion, the Scope of Work, Project Costs, Responsibilities of the Client, and Project Schedule (Sections 2, 4, 5 and 6 herein) and other provisions herein may be revised. Examples of such revisions may include, but not be limited to, the following:

- A. Orientation and exit meetings, interviews and other information-gathering activities may be conducted remotely via telephone, videoconferencing, or other means. References to fieldwork shall be interpreted appropriately given the circumstances.
- B. Activities performed remotely that are normally performed in the field shall be billed hourly as if performed in the field (excluding out-of-pocket costs that can otherwise be avoided).
- C. The Client may be relieved of its duty to provide conference and other work area facilities for the Team.

14. FORCE MAJEURE

Neither party will be liable for any failure or delay in the performance of this Agreement due to causes beyond the reasonable control of the party, except for payment obligations by the Client.

15. EVALUATION

In the interest of continuous improvement, FCMAT will provide the Client with an evaluation survey at the conclusion of the services. FCMAT appreciates the Client's honest assessment of the Team's services and process. The Client shall return the evaluation survey within 10 business days of receipt.

16. CLIENT CONTACT PERSON

The Client's contact person designated below shall be the primary contact person for FCMAT to use in communicating with the Client on matters related to this Agreement. At any time when this Agreement or FCMAT's process requires that FCMAT send information, document request lists, draft report or final report, or when FCMAT makes other requests for

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the Client to act upon, this is the person whom FCMAT will contact. The Client may change the contact person upon written notice to FCMAT's job lead assigned to the study.

Name: Mallory Marin, Chief Business Official

Telephone: (530) 283-6500

Email: mmarin@pcoe.k12.ca.us

17. SIGNATURES

Each individual executing this Agreement on behalf of a party hereto represents and warrants that he or she is duly authorized by all necessary and appropriate action to execute this Agreement on behalf of such party and does so with full legal authority.

For Client:



Jim Frost, Interim Superintendent
Plumas Unified School District

11/17/25

Date

For FCMAT:

Michael H. Fine Digitally signed by Michael H. Fine
Date: 2025.01.22 16:12:43 -08'00'

Michael H. Fine,
Chief Executive Officer
Fiscal Crisis and Management Assistance Team

Date