

Multi-Year Financial Reporting

Funding Sources, Assumptions,
Allocations, Forecasting and
Modeling

University of California's Agriculture & Natural Resources faced a challenge that will sound familiar – how to create a 10 year forecast and model different scenarios considering all the moving targets: funding sources and allocations, state funding, income, and expenditure trends. We will discuss how we framed the challenge, where we are now with our Financial Reporting and what's in our future

Discussion Topics

- ANR Background
- The Reporting Challenge
- Creating the Model
- Next Steps

ANR Background

- The Division of Agriculture and Natural Resources (ANR) is a statewide network of UC researchers and educators dedicated to the creation, development, and application of knowledge in agriculture, natural, and human resources.
- ANR is unique in its three-way partnership with federal, state, and county governments to provide local and statewide research and extension programs that address the critical agricultural issues of California. ANR's research and public service programs are delivered through two organizational units: Agricultural Experiment Station (AES) and Cooperative Extension (CE).

The Reporting Challenge

- Where do we get the data?
 - University of California's Corporate Financial System
 - Highly consolidated
 - Data integrity issues
 - Financial data distributed across four different campuses with:
 - Four different financial and budget systems
 - Four different reporting solutions
 - Unique charts of accounts/accounting structures
- Recreated the wheel with new reporting requests
- Needed a more efficient way to produce accurate forecasts and manage reserves

The ANR Approach

- Established common vision and achieved buy in from stakeholders
- Decided to source from the Corporate Financial System
- Small core team delivered using agile methodology (short bursts of deliverables, adding functionality with each version)
- Start small and build from that foundation
- Prove out the model through several cycles before automating

Creating the Model

- Format – designed the look of the forecast report
 - Starting with a mocked up report allowed the stakeholders to envision the end product
 - Helped determine data gaps
- Modeling underlying forecast assumptions
- Data
 - Decided to use the consolidated UC corporate financial system data
 - Addressed data integrity by performing extensive account clean up and establishing better account maintenance rules
 - Addressed high level consolidation by agreeing to extend the data with ANR specific data elements
- Scope – started “small” with the multi-year forecast report
- Methodology – use Excel to build the model and run through multiple cycles

Format – Presentation Layer

	ACTUAL		BUDGETED	PROJECTED	
	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17 - FY22-23
Revenues					
Core Funding					
Federal Appropriations					
Endowment Income					
Extramural Funds					
etc.					
Funding – Other Activities					
Total Revenues					
Expenditures					
Public Service/Cooperative Extension (CE)					
<i>Salaries</i>					
<i>Benefits</i>					
<i>Supplies & Expense</i>					
<i>Equipment</i>					
<i>Travel</i>					
<i>Other</i>					
Research/ Agricultural Experiment Station (AES)					
Operation & Maintenance of Plant (OMP)					
Other					
Total Expenditures					
Net Surplus (Deficit)					

Format – Behind the Scenes

	FY12-13				<u>Grandtotal</u>	
	<u>Unadjusted Total</u>		<u>Adjustments</u>			<u>Total</u>
	<u>Specific</u>	<u>General</u>	<u>Specific</u>	<u>General</u>	<u>Specific</u>	<u>General</u>
Revenues						
Core Funding						
Federal Appropriations						
Endowment Income						
Extramural Funds						
etc.						
Funding – Other Activities						
Total Revenues						
Expenditures						
Public Service/Cooperative Extension (CE)						
<i>Salaries</i>						
<i>Benefits</i>						
<i>Supplies & Expense</i>						
<i>Equipment</i>						
<i>Travel</i>						
<i>Other</i>						
Research/ Agricultural Experiment Station (AES)						
Operation & Maintenance of Plant (OMP)						
Other						
Total Expenditures						
Net Surplus (Deficit)						

Modeling Assumptions

University of California		Years 1-2:	2013-2014	Years 3-4:	2015-2016	Years 5-10:	2017-2018
Agriculture and Natural Resources			2014-2015		2016-2017		2018-2019
Growth Assumption Factors							2019-2020
Data entered on:	October 31, 2014	<=Enter mm/dd/yy					2020-2021
Data entered by:	Soito						2021-2022
Assumptions							2022-2023
	2013-2014	< = Enter First Actual Fiscal Year					
		<u>Growth Assumptions</u>	<u>Assumption Codes</u>	<u>Growth Assumptions</u>	<u>Assumption Codes</u>	<u>Growth Assumptions</u>	<u>Assumption Codes</u>
		<u>Years 1 - 2</u>		<u>Years 3-4</u>		<u>Years 5-10</u>	
GRB EXPENSES							
	Salaries and Wages	3.0%	SALWGS_1	3.0%	SALWGS_3	3.0%	SALWGS_5
				3.0%	SALWGS_4	3.0%	SALWGS_6
						3.0%	SALWGS_7
						3.0%	SALWGS_8
						3.0%	SALWGS_9
						3.0%	SALWGS_10
	Benefits	6.0%	BENE_1	6.0%	BENE_3	6.0%	BENE_5
				6.0%	BENE_4	6.0%	BENE_6
						6.0%	BENE_7
						6.0%	BENE_8
						6.0%	BENE_9
						6.0%	BENE_10
	Supplies and Materials	2.0%	SUPPMAT_1	2.0%	SUPPMAT_3	2.0%	SUPPMAT_5
	Equipment	2.0%	GRBEXP1_1	2.0%	GRBEXP1_3	2.0%	GRBEXP1_5
	Travel	2.0%	TRAVEXP1_1	2.0%	TRAVEXP1_3	2.0%	TRAVEXP1_5

Putting it all together

	FY14-15				<u>Grandtotal</u>	
	<u>Unadjusted Total</u>		<u>Adjustments</u>			<u>Total</u>
	Specific	General	Specific	General	Specific	General
Revenues						
Core Funding						
Federal Appropriations						
Endowment Income						
State Fund						
Total Revenues						
Expenditures						
Federal						
Approp						
Total Expenditures						
Net Surplus (Deficit)						

	FY14-15	FY15-16
Total Revenues	<u>Unadjusted Total</u>	<u>Unadjusted Total</u>
Expenditures	Specific	Specific
Federal	13-14 Unadjusted Total *	14-15 Unadjusted Total *
Approp	FEDAPP rate change assumption for 14-15	FEDAPP rate change assumption for 15-16

	Unadjusted Total		Adjustments		TOTAL		GRAND TOTAL
	Specific Funds	General ANR Funds	Specific Funds	General ANR	Specific	General ANR	FY12-13
CURRENT FUNDS REVENUE (SOURCES)							
ANR Core Funding							
Federal Appropriations	\$ 3,000,000	\$ 4,000,000			\$ 3,000,000	\$ 4,000,000	\$7,000
Endowment Income	\$ 1,000,000	\$ 1,000,000	\$ (500,000)		\$ 500,000	\$ 1,000,000	\$1,500
Extramural Funds	\$ 25,000,000				\$ 25,000,000	\$ -	\$25,000
Indirect Cost Recovery		\$ 2,500,000		\$ 300,000	\$ -	\$ 2,800,000	\$2,800
Other Program Income	\$ 5,000,000	\$ 4,000,000			\$ 5,000,000	\$ 4,000,000	\$9,000
Subtotal ANR Core Funding	\$ 34,000,000	\$ 11,500,000	\$ (500,000)	\$ 300,000	\$ 33,500,000	\$ 11,800,000	\$45,300
Funding - Other Activities							
Contracts and Grants	\$ 20,000,000				\$ 20,000,000	\$ -	\$20,000
Indirect Cost Recovery	\$ 2,000,000				\$ 2,000,000	\$ -	\$2,000
County Cooperative Extension Contributions	\$ 15,000,000				\$ 15,000,000	\$ -	\$15,000
Subtotal Funding - Other Activities	\$ 37,000,000	\$ -	\$ -	\$ -	\$ 37,000,000	\$ -	\$37,000
TOTAL CURRENT FUNDS REVENUE	\$ 71,000,000	\$ 11,500,000	\$ (500,000)	\$ 300,000	\$ 70,500,000	\$ 11,800,000	\$82,300

CURRENT FUNDS EXPENDITURES (USES)

Public Service (CE)							
Salaries	\$ 10,500,000	\$ 2,500,000	\$ 5,000,000		\$ 15,500,000	\$ 2,500,000	\$18,000
Benefits	\$ 6,000,000	\$ 1,000,000			\$ 6,000,000	\$ 1,000,000	\$7,000
Supplies & Expense	\$ 1,000,000	\$ 100,000			\$ 1,000,000	\$ 100,000	\$1,100
Equipment	\$ 400,000	\$ 80,000			\$ 400,000	\$ 80,000	\$480
Travel	\$ 50,000	\$ 40,000	\$ 100,000		\$ 150,000	\$ 40,000	\$190
Other	\$ 10,000	\$ 5,000	\$ 9,900,000		\$ 9,910,000	\$ 5,000	\$9,915
Total Public Service (CE)	\$ 17,960,000	\$ 3,725,000	\$ 15,000,000	\$ -	\$ 32,960,000	\$ 3,725,000	\$36,685
Research (AES)							
Salaries	\$ 5,000,000	\$ 4,100,000	\$ 9,020,000		\$ 14,020,000	\$ 4,100,000	\$18,120
Benefits	\$ 2,100,000	\$ 1,600,000	\$ 3,080,000		\$ 5,180,000	\$ 1,600,000	\$6,780
Supplies & Expense	\$ 1,000,000	\$ 100,000	\$ 3,740,000		\$ 4,740,000	\$ 100,000	\$4,840
Equipment	\$ 400,000	\$ 80,000	\$ 110,000		\$ 510,000	\$ 80,000	\$590
Travel	\$ 50,000	\$ 40,000	\$ 1,056,000		\$ 1,106,000	\$ 40,000	\$1,146
Other	\$ 10,000	\$ 5,000	\$ 4,994,000		\$ 5,004,000	\$ 5,000	\$5,009
Total Research (AES)	\$ 8,560,000	\$ 5,925,000	\$ 22,000,000	\$ -	\$ 30,560,000	\$ 5,925,000	\$36,485
Operations and Maintenance of Plant (OMP)							
Salaries	\$ 1,500,000	\$ 500,000			\$ 1,500,000	\$ 500,000	\$2,000
Benefits	\$ 600,000	\$ 210,000			\$ 600,000	\$ 210,000	\$810
Supplies & Expense	\$ 1,000,000	\$ 100,000	\$ 700,000		\$ 1,700,000	\$ 100,000	\$1,800
Equipment	\$ 400,000	\$ 80,000		\$ 500,000	\$ 400,000	\$ 580,000	\$980
Travel	\$ 50,000	\$ 40,000			\$ 50,000	\$ 40,000	\$90
Other	\$ 10,000	\$ 5,000			\$ 10,000	\$ 5,000	\$15
Total Operations and Maintenance of Plant (OMP)	\$ 3,560,000	\$ 935,000	\$ 700,000	\$ 500,000	\$ 4,260,000	\$ 1,435,000	\$5,695
Other							
Salaries	\$ 1,500,000				\$ 1,500,000	\$ -	\$1,500
Benefits	\$ 600,000				\$ 600,000	\$ -	\$600
Supplies & Expense	\$ 1,000,000	\$ 100,000	\$ (700,000)		\$ 300,000	\$ 100,000	\$400
Equipment	\$ -	\$ 80,000			\$ -	\$ 80,000	\$80
Travel	\$ -	\$ 40,000			\$ -	\$ 40,000	\$40
Other	\$ -	\$ 5,000			\$ -	\$ 5,000	\$5
Total Other	\$ 3,100,000	\$ 225,000	\$ (700,000)	\$ -	\$ 2,400,000	\$ 225,000	\$2,625
TOTAL CURRENT FUNDS EXPENDITURES	\$ 33,180,000	\$ 10,810,000	\$ 37,000,000	\$ 500,000	\$ 70,180,000	\$ 11,310,000	\$81,490

SURPLUS (DEFICIT) by Fund Source

General ANR Funds							\$490
Specific Funds							\$320
NET SURPLUS (DEFICIT)	\$ 37,820,000	\$ 690,000	\$ (37,500,000)	\$ (200,000)	\$ 320,000	\$ 490,000	\$810

	ACTUAL		BUDGETED	PROJECTED							
	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	FY20-21	FY21-22	FY22-23
CURRENT FUNDS REVENUE (SOURCES)											
ANR Core Funding											
Federal Appropriations	\$7,000	\$7,000	\$7,140	\$7,283	\$8,528	\$8,719	\$8,913	\$10,112	\$10,314	\$10,520	\$10,731
Endowment Income	\$1,500	\$2,040	\$2,081	\$2,123	\$2,165	\$2,208	\$2,252	\$2,297	\$2,343	\$2,390	\$2,438
Extraneous Funds	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$26,250	\$27,038	\$27,849	\$28,684	\$29,545	\$30,135
Indirect Cost Recovery	\$2,800	\$2,500	\$2,500	\$2,500	\$2,500	\$2,625	\$2,704	\$2,785	\$2,868	\$2,954	\$3,014
Other Program Income	\$9,000	\$9,180	\$11,864	\$12,101	\$12,343	\$12,590	\$12,842	\$13,098	\$13,360	\$13,628	\$13,900
Subtotal ANR Core Funding	\$45,300	\$45,720	\$48,584	\$49,006	\$51,536	\$52,392	\$54,749	\$56,141	\$57,570	\$58,037	\$60,218
Funding - Other Activities											
Contracts and Grants	\$20,000	\$20,000	\$20,250	\$20,250	\$20,250	\$21,263	\$21,900	\$22,557	\$23,234	\$23,931	\$24,410
Indirect Cost Recovery	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,100	\$2,163	\$2,228	\$2,295	\$2,364	\$2,411
County Cooperative Extension	\$15,000	\$15,450	\$14,884	\$14,300	\$13,899	\$14,110	\$14,533	\$14,969	\$15,418	\$15,881	\$16,357
Subtotal Funding - Other Activities	\$37,000	\$37,450	\$37,134	\$36,550	\$36,949	\$37,472	\$38,597	\$39,753	\$40,947	\$42,176	\$43,178
TOTAL CURRENT FUNDS REVENUE	\$82,300	\$83,170	\$85,718	\$85,556	\$88,485	\$90,864	\$93,345	\$95,895	\$98,517	\$101,213	\$103,396
CURRENT FUNDS EXPENDITURES (USES)											
Public Service (CI)											
Salaries	\$18,000	\$18,540	\$19,912	\$20,477	\$21,133	\$22,366	\$22,742	\$23,266	\$23,808	\$24,363	\$24,852
Benefits	\$7,000	\$5,743	\$6,457	\$6,958	\$7,544	\$8,468	\$8,844	\$9,363	\$9,881	\$10,428	\$10,934
Supplies & Expense	\$1,100	\$1,123	\$1,503	\$1,574	\$1,689	\$2,070	\$1,981	\$2,000	\$2,019	\$2,038	\$1,993
Equipment	\$480	\$490	\$499	\$509	\$520	\$525	\$530	\$535	\$541	\$546	\$552
Travel	\$190	\$195	\$193	\$191	\$189	\$192	\$196	\$200	\$204	\$208	\$212
Other	\$9,915	\$10,212	\$9,808	\$9,453	\$9,856	\$9,328	\$9,607	\$9,895	\$10,191	\$10,496	\$10,811
Total Public Service (CI)	\$38,685	\$38,301	\$38,402	\$38,162	\$40,111	\$42,948	\$43,900	\$45,259	\$46,643	\$48,080	\$49,154
Research (AES)											
Salaries	\$18,120	\$18,393	\$18,811	\$19,086	\$19,384	\$20,132	\$20,595	\$21,105	\$21,629	\$22,167	\$22,591
Benefits	\$6,780	\$7,100	\$7,282	\$7,519	\$7,783	\$8,293	\$8,661	\$9,079	\$9,518	\$9,979	\$10,410
Supplies & Expense	\$4,840	\$4,862	\$4,953	\$4,965	\$4,988	\$5,259	\$5,365	\$5,501	\$5,642	\$5,786	\$5,873
Equipment	\$590	\$600	\$611	\$621	\$631	\$642	\$650	\$659	\$668	\$678	\$686
Travel	\$1,146	\$1,148	\$1,162	\$1,164	\$1,165	\$1,220	\$1,254	\$1,290	\$1,327	\$1,365	\$1,391
Other	\$5,009	\$5,009	\$5,066	\$5,066	\$5,066	\$5,318	\$5,477	\$5,641	\$5,810	\$5,984	\$6,103
Total Research (AES)	\$36,485	\$37,111	\$37,883	\$38,420	\$38,928	\$40,864	\$42,094	\$43,276	\$44,594	\$45,959	\$47,055
Operations and Maintenance of Plant (OMP)											
Salaries	\$2,000	\$2,060	\$2,122	\$2,185	\$2,251	\$2,296	\$2,342	\$2,389	\$2,437	\$2,485	\$2,535
Benefits	\$810	\$884	\$910	\$965	\$1,023	\$1,084	\$1,149	\$1,218	\$1,291	\$1,368	\$1,450
Supplies & Expense	\$1,800	\$1,297	\$1,452	\$1,387	\$1,191	\$1,203	\$1,215	\$1,227	\$1,239	\$1,251	\$1,264
Equipment	\$980	\$490	\$1,048	\$1,038	\$520	\$525	\$530	\$535	\$541	\$546	\$552
Travel	\$90	\$92	\$94	\$96	\$97	\$98	\$99	\$100	\$101	\$102	\$103
Other	\$15	\$15	\$15	\$15	\$15	\$15	\$15	\$15	\$15	\$15	\$15
Total Operations and Maintenance of Plant (OMP)	\$5,685	\$4,837	\$5,641	\$5,686	\$5,896	\$5,221	\$5,350	\$5,484	\$5,624	\$5,769	\$5,919
Other											
Salaries	\$1,500	\$1,545	\$1,591	\$1,639	\$1,688	\$322	\$756	\$592	\$127	\$364	\$201
Benefits	\$600	\$663	\$683	\$723	\$767	\$813	\$862	\$913	\$968	\$1,026	\$1,088
Supplies & Expense	\$400	\$302	\$304	(\$294)	\$308	\$309	\$310	\$312	\$313	\$314	\$315
Equipment	\$80	\$82	\$83	\$85	\$87	\$87	\$88	\$89	\$90	\$91	\$92
Travel	\$40	\$41	\$42	\$42	\$43	\$44	\$44	\$45	\$45	\$46	\$46
Other	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5
Total Other	\$2,625	\$2,417	\$2,908	\$2,201	\$2,698	\$1,380	\$1,866	\$1,795	\$1,348	\$1,146	\$647
TOTAL CURRENT FUNDS EXPENDITURES	\$81,490	\$80,686	\$84,433	\$85,468	\$86,943	\$90,413	\$93,170	\$95,774	\$98,209	\$100,953	\$103,175
SURPLUS (DEFICIT) by Fund Source											
General ANR Funds	\$490	\$58	\$144	\$23	\$550	\$371	\$187	(\$42)	\$46	\$230	\$106
Specific Funds	\$320	\$2,425	\$1,341	\$66	(\$8)	\$180	\$38	\$163	\$262	\$50	\$115
NET SURPLUS (DEFICIT)	\$810	\$2,484	\$1,285	\$89	\$542	\$451	\$225	\$121	\$308	\$280	\$220

Data

	AQ	AR	AT	AU	AV	AW	AX	AY
1	The budget is a credit in CFS. This reverses the sign.	Column for manual entries. We need to be able to explain the net, if this column does not balance to zero.	Adds cols AP and AQ together.	Budget amount AO + budget adjustments AR	Projects remaining expenditures based on cumulative expenditures. Will change each month (as cumulative amount grows and remaining projection decreases). Formula needs to be manually adjusted based on months remaining.	Finance amount G + Finance Adjustments AT	Total Budget AU - Current Finance Amt G	Total Budget AU - Total Finance Amt AW
2	Budget Amount *-1	Budget Adjustment	Budj Adj Totals	Total Budget	Finance Adjustment	Total Finance	Balance YTD	Projected Balance
98772	0.00		0.00	0.00	9,873.61	29,620.82	(19,747.21)	(29,620.82)
98773	0.00		0.00	0.00	1,095.79	3,287.37	(2,191.58)	(3,287.37)
98774	0.00		0.00	0.00	7,573.52	22,720.55	(15,147.03)	(22,720.55)
98775	0.00		0.00	0.00	310.96	932.87	(621.91)	(932.87)
98776	0.00		0.00	0.00	18,927.11	56,781.32	(37,854.21)	(56,781.32)
98777	0.00		0.00	0.00	8.64	25.92	(17.28)	(25.92)
98778	0.00		0.00	0.00	107.29	321.87	(214.58)	(321.87)
98779	0.00		0.00	0.00	30.00	90.00	(60.00)	(90.00)
98780	0.00		0.00	0.00	75.75	227.24	(151.49)	(227.24)
98781	0.00		0.00	0.00	11,411.13	34,233.38	(22,822.25)	(34,233.38)
98782	0.00		0.00	0.00	1,517.70	4,553.10	(3,035.40)	(4,553.10)
98783	0.00		0.00	0.00	657.39	1,972.16	(1,314.77)	(1,972.16)
98784	0.00		0.00	0.00	26,371.20	79,113.60	(52,742.40)	(79,113.60)
98785	0.00		0.00	0.00	122.16	366.48	(244.32)	(366.48)
98786	0.00		0.00	0.00	384.71	1,154.12	(769.41)	(1,154.12)
98787	0.00		0.00	0.00	402.60	1,207.79	(805.19)	(1,207.79)

Creating the ANR Data Elements

Examples:

- Fund Type – General vs. Specific
- Expense categories
 - Derived based on sub-account and lower level data
- Organizational Structure
 - Mapped based on CFS location-account to derive organizational levels, from ANR Unit up to highest level (CE, AES, OMP, etc.)

Fund Group	Fund Group 4 Title	Reporting Fund	OP Budge	ANR Coding	C&G?	Sub Account	Expense Category	Expense Type
4071	*ENDOW FUNDS INCOME	Endowments	Mixed	Mixed	N	0	1-Academic Salaries	1-Salaries
4082	*RESTRICTED GIFTS	Restricted Gifts	R	Mixed	N	1	2-Staff Salaries	1-Salaries
4083	*RESTRICTED GRANTS	Contracts & Grants	R	Specific	Y	2	3-General Assistance	1-Salaries
4101	*SERVICE ENTERPRISES	Other	R	General	N	6	4-Benefits	2-Benefits
40412	SPECIAL STATE APPROPRIATIONS	Contracts & Grants	R	Specific	Y	3	5-Supplies & Expense	3-Supplies & Expense
40421	STATE CONTR,GRANTS,& COOP AGRM	Contracts & Grants	R	Specific	Y	4	6-Equipment	4-Equipment
						7	7-Travel	5-Travel
						5	8-Other	6-Other

Loc-Acct-Fund	Loc-Acct	Loc	Local Acct	Legacy Acct	Acct Title	Unit	Fund	
L62019221058	L620192	L	CEIMSNR	620192	CE GEN'L SL NAT'L RESOURCES & ENVIR	CTAD	21058	6-Other
L62019221056	L620192	L	CEISLNR	620192	CE GEN'L SL NAT'L RESOURCES & ENVIR	CTAD	21056	6-Other
L62019236470	L620192	L	CEKEANR	620192	CE GEN'L SL NAT'L RESOURCES & ENVIR	CTAD	36470	
L62019221057	L620192	L	CEMSLNR	620192	CE GEN'L SL NAT'L RESOURCES & ENVIR	CTAD	21057	
L62019238111	L620192	L	CESLONR	620192	CE GEN'L SL NAT'L RESOURCES & ENVIR	CTAD	38111	
L62019369085	L620193	L	CECAFPS	620193	CE GEN'L SL PLANT SYSTEMS	CTAD	69085	
L62019335384	L	UNIT	UNIT NAME		UNIT NAME CAPS	GROUPING 2		GROUPING 1
L62019321058	L	VETM	School of Veterinary Medicine		SCHOOL OF VETERINAR	COLLEGES & SCHOOLS		PROGRAMS
L62019321056	L	CTAD	County Based Programs		COUNTY BASED PROGR	COUNTY BASED & OTHER PROGRAMS		PROGRAMS
L62019336470	L	ELKS	Elkus Ranch		ELKUS RANCH	COUNTY BASED & OTHER PROGRAMS		PROGRAMS
L62019321057	L	AICP	Agricultural Issues Center Program		AGRICULTURAL ISSUES	STATEWIDE PROGRAMS		PROGRAMS
L62019338111	L	CWRI	California Water Resources Research Institute		CALIFORNIA WATER RE	COUNTY BASED & OTHER PROGRAMS		PROGRAMS
L62019338122	L	SI:EIPD	Strategic Initiative: Endemic and Invasive Pests and D		STRATEGIC INITIATIVE:	STRATEGIC INITIATIVES		PROGRAMS
		SI:HFC	Strategic Initiative: Healthy Families and Communitie		STRATEGIC INITIATIVE:	STRATEGIC INITIATIVES		PROGRAMS
		SI:SNE	Strategic Initiative: Sustainable Natural Ecosystem		STRATEGIC INITIATIVE:	STRATEGIC INITIATIVES		PROGRAMS
		SI:WI	Strategic Initiative: Water Initiative		STRATEGIC INITIATIVE:	STRATEGIC INITIATIVES		PROGRAMS
		IGIS	Informatics and Geographic Information Systems		INFORMATICS AND GEC	STATEWIDE PROGRAMS		PROGRAMS
		IPMP	Integrated Pest Management Program		INTEGRATED PEST MAN	STATEWIDE PROGRAMS		PROGRAMS
		MG	Master Gardener Program		MASTER GARDENER PR	STATEWIDE PROGRAMS		PROGRAMS
		CSIT	Communication Services and Information Technology		COMMUNICATION SER	INSTITUTIONAL SUPPORT		ADMINISTRATION
		IOVP	Immediate Office of the Vice President		IMMEDIATE OFFICE OF	IMMEDIATE OFFICE OF THE VICE PRESIDENT		ADMINISTRATION
		DEVL	Development Services		DEVELOPMENT SERVICE	IMMEDIATE OFFICE OF THE VICE PRESIDENT		ADMINISTRATION
		APSI	Associate Vice President		ASSOCIATE VICE PRESIC	ASSOCIATE VICE PRESIDENT		ADMINISTRATION

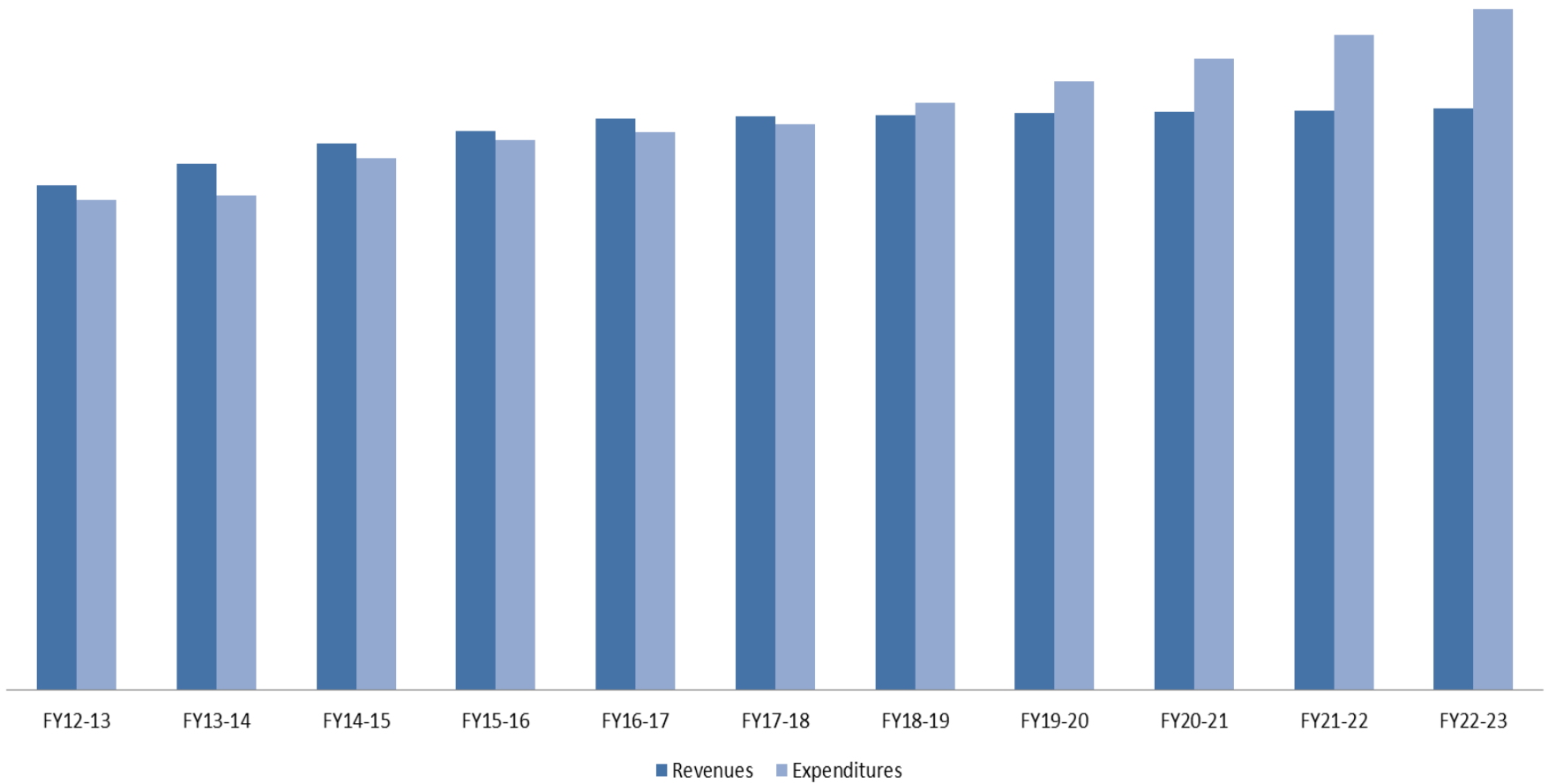
Extending the Model

With the 10 Yr Revenue & Expense forecast and the granular level data repository, ANR developed additional reports, such as:

- Financial Statement
- Reserve Statement
- Budget to Actuals
- Current Year Forecast
- Graphs and Charts

ALL based on the same data repository

ANR Revenues to Expenditures
FY12-13 Actuals through FY22-23 Estimated
General ANR Funds



Next Steps

Following best practices, implement the model using the right tools for ANR to:

- Extract, Transform and Load the data
- Create and manage a data repository
- Provide the ability to input data (adjustments) to feed the model
- Create standard and ad hoc reports

System Implementation will involve:

- Consultant selection
- Technology selection, cloud vs. on-site
- Design and build

Questions?