

**CENTRAL BUCKS SCHOOL DISTRICT**  
**Finance Committee Notes**  
**February 17<sup>th</sup>, 2016**

Committee Members Present

Jerel Wohl, Chairperson  
Beth Darcy, Member

Glenn Schloeffel, Member

Dave Matyas, Business Administrator  
Susan Vincent, Director of Finance

Other Board Members and Administrators Present

Karen Smith

Dr. Weitzel  
Dr. Bolton

Committee Members Absent

Paul Faulkner

The Finance Committee meeting was called to order at 7:20 p.m. by Jerel Wohl, Chairperson

PUBLIC COMMENT

There was no public comment. Two members of the public were present.

Review of Notes

The January 20, 2015 Finance Committee meeting notes were accepted as presented.

INFORMATION/ DISCUSSION/ACTION ITEMS

**2014-15 Audit Review** – Ed Furman, partner with Maillie LLP the school district auditor, gave the committee an overview of the 2014-15 audit. The auditors expressed a clean opinion for the 2014-15 audit which covered the general fund, capital fund, food service fund, and fiduciary trust fund. Maillie also conducted an audit of federal programs in accordance with federal guidelines.

Mr. Furman then covered the methodology used to review financial data which includes a full download of general ledger transactions that are then used for statistical sampling as well as the search process for possible illegal or inconsistent accounting practices.

A comparative analysis with other school districts was also reviewed which showed the CBSD general fund and food service fund are in good financial positions.

The full audit report is located on the district website under the financial section of the School Board page.

The committee directed administration to place the audit report on the Board agenda for consideration

**2016-17 Budget Update** – A presentation was given that covered the status of the Pennsylvania state budget process, the impact of an incomplete state budget on the district's state subsidies receivable for 2015-16, and an overview of the CBSD 2016-17 budget position.

The state Independent Fiscal Office is projecting a state budget deficit at the end of 2015-16 of \$318M with the deficit increasing to \$1.8B at the end of the 2016-17 fiscal year due to a structural imbalance between recurring revenues and recurring expenses.

The Governor's budget for 2016-17 calls for an increase in expenses of 7% or \$2.2B, with \$500M of that amount for education (pre K, K – 12, and higher education).

The Governor is proposing to increase the personal income tax from 3.07% to 3.4%, and expand the sales tax to include basic cable service, movie tickets, and digital downloads.

Administration showed a comparison between prepaying \$30M in construction debt in June of 2017 to using a similar amount to place in a savings account to offset the rising cost of state retirement expenses through 2029. The results show a greater savings of approximately \$3.5M by prepaying construction debt due to the lowering of future interest payments. Administration recommended following through with the planned 2017 debt prepayment as it will help the district absorb the shock of higher pension costs, help pay for future contracts, and help absorb the possibility of future state subsidy reductions and the possibility of future economic downturns. As the Board has expressed some uncertainty with continuing the proposed debt defeasance plan, if the Board wanted to reduce the scope or eliminate future debt prepayments, a consideration could be to adjust or eliminate the proposed 2021 prepayment. The 2021 proposed debt prepayment will not have as much interest savings since it is closer to the end of the debt payment schedule which will be complete in 2029.

A status update of the CBSD budget for the 2015-16 current year shows a projected reduction in state subsidies due to the state budget impasse. In November it was projected that the district would receive an additional \$222,000 in state subsidies due to the implementation of a new basic education funding formula. By February the projected surplus state subsidies have now been reduced to a deficit to CBSD of \$2.4M in basic education, special education, construction reimbursement, and a proposed delay in payment of social security reimbursements to school districts. The impact of these potential changes in state revenues creates uncertainty for the current year and the 2016-17 budget year.

The status of the budget development process for 2016-17 shows expenses at \$319,184,849 which exceeds estimated revenues as calculated with the current millage rate requiring a 1.5% real estate tax increase to balance the budget as of this date. As the budget process continues by refining revenue and expense estimates, it is anticipated that the difference between revenues and expenses can be reduced to a level that would be balanced out with a 1% tax increase which equates to \$50 per year for the typical home owner in CBSD. Administration is recommending a 1% real estate tax increase for 2016-17. Since the district did not increase taxes during 2015-16 this modest tax increase would be needed to minimize the potential for larger tax increases in the future. By far, the major expenditure increase in the 2016-17 budget is for state retirement expenses which account for about 50% of the expenditure increase.

**Business Office Review** – As a follow up to the January meeting discussion, the committee reviewed a proposal from the Pennsylvania Association of School Business Officials (PASBO) to review business office processes and procedures. The cost of the review will be \$4,000 plus travel expenses. The review process could start as early as February 24<sup>th</sup>, 2016. The committee recommended the proposal be placed on the Board agenda for consideration.

#### ADJOURNMENT

The meeting adjourned at 10:05 p.m.

Notes submitted by Dave Matyas, Business Administrator and Administrative Liaison to the Finance Committee.

# Central Bucks School District

## Finance Committee

Administration Center – 20 Welden Drive  
Wednesday February 17<sup>th</sup>, 2016 7:00 pm Projected time – 2 Hours and 15 Minutes

**Jerel Wohl, Chairperson**  
**Beth Darcy, Member**  
**Dave Matyas, Business Administrator**

**Paul Faulkner, Member**  
**Glenn Schloeffel, Member**  
**Susan Vincent, Director of Finance**

### Agenda

- |  |   |                |
|--|---|----------------|
| 1) Call to Order   | Chairperson                               | Start Time     |
| 2) Public Comment  | Chairperson                               |                |
| 3) Approval of Prior Meeting Notes                                     | Chairperson/Committee                     | Pages 1 - 4    |
| 4) Information / Discussion / Action Items                             |   |                |
| a. * 2014-15 Audit Review  | 60 minutes<br>Ed Furman / Susan Vincent   |                |
| i. Audit Letter  |   | Pages 5 - 12   |
| ii. Audit Overview and Statistical Analysis                            |   | Pages 13 - 19  |
| iii. Audit Report Review (Board Members, please bring your paper copy) |   | Handout        |
| iv. Audit Comparison to Other School Districts                         |   | Pages 20 - 48  |
| b. Budget Update   | 60 minutes<br>Dave Matyas / Susan Vincent | Pages 49 - 80  |
| c. PASBO Business Office Review  | 10 minutes<br>Dave Matyas                 | Pages 81 - 105 |
| 5) Adjournment   | Chairperson                               | End Time       |
| 6) Next Meeting Date:  | March 15 <sup>th</sup> , 2016             |                |

### Information Items

- |                             |                 |
|-----------------------------|-----------------|
| * Treasurers Report         | Pages 106 - 110 |
| * Investment Report         | Pages 111 - 114 |
| Other Funds Report          | Page 115        |
| Payroll Expense Projections | Page 116        |
| Tax Collection Projections  | Page 117        |
| Benefit Expense Projections | Page 118        |

\* This item(s) may be on the public board agenda.      ~ This item(s) may require executive session.

Please note: Public comment should be limited to three minutes

**CENTRAL BUCKS SCHOOL DISTRICT**  
**Finance Committee Notes**  
**January 20<sup>th</sup>, 2016**

Committee Members Present

Jerel Wohl, Chairperson  
Beth Darcy, Member  
Paul Faulkner, Member  
Glenn Schloeffel, Member  
  
Dave Matyas, Business Administrator  
Susan Vincent, Director of Finance

Other Board Members and Administrators Present

Steve Corr  
Karen Smith  
  
Dr. Weitzel  
Laurel Podraza  
Mary Ann Beltz

Committee Members Absent

The Finance Committee meeting started at 7:25 p.m. with an executive session to discuss real estate tax appeals. The executive session ended at 7:45 p.m. and the public portion of the meeting was then called to order.

PUBLIC COMMENT

There was no public comment. Two members of the public were present as was the press.

Review of Notes

The November 18, 2015 Finance Committee meeting notes were accepted as presented.

INFORMATION/ DISCUSSION/ACTION ITEMS

**Black Board Software Changes** – Laurel Podraza, I.T. Applications Manager, and Mary Ann Beltz, I.T. Specialist, presented a proposal to change software to improve our existing communication methods to parents and the community at-large and provide a more comprehensive system for parent and community engagement.

Currently, there are limitations and shortfalls with our current communication systems and they lack integration.

- Infinite Campus (SIS) on premise is used for email by principals/teachers. Delays can occur with the in-house system based on time of day & volume of email that flows through one pathway.
- Synrevoice is our rapid response communication system hosted offsite used for Email/Text/Phone communication.
  - Infinite Campus does not have clear email naming conventions for parents to know what school initiated the email.
  - Both systems do not have a mobile application so staff must initiate messages from a laptop or pc.
- Schoolwires is the system used for our internet web content that the district switched to in 2013.

- The system is easy for staff to use although we could work towards having more current content for a district of our size.
- Facebook and Twitter are maintained as separate tools by district staff.

We are not utilizing mobile device applications that are available for use by our community for improved communication. Approximately 80% of households have a smartphone. Of that, 50% of smartphone users get their information from the internet exclusively through their smartphone. Increasingly, parents want constant, anywhere access.

Within the past year Blackboard, a software industry leader in the education market, purchased Schoolwires (our internet software system) and Parent Link (a mobile app system). They already own Connect (a rapid response communication system). With Parent Link, we would have a district mobile app that would pull our content from Schoolwires, which could also include utilization of their rapid response system. During weather events, district staff could use the Connect piece to send emails/texts/post to internet/Facebook/twitter all with one tool. This would be a step towards providing more comprehensive & integrated communication.

Switching to the Blackboard software products will have a net additional expense of \$3,451 per year.

Q: Did administration look at other vendors? The I.T. department looked at custom development several years ago. The integration that Blackboard provides is very unique and cost effective so it was very hard for us not to consider. It was also clarified how Campus Messenger and the Portal with the new App could be used by parents.

Q: What are the implementation plans? Testing is to begin in the spring of 2016 with full implementation for the start of school in August 2016.

**2016-17 Budget Update** – Administration presented an overview of the financial changes since the December 1<sup>st</sup> Board Meeting. From November through January, the state has adjusted subsidy allocations downward by approximately \$1.5M.

Q: What is the method used to determine state subsidies for 2015-16? The current state allocation methodology is a 1% increase over actual receipts for the 2014-15 school year which again, is about \$1.5M below the allocation Governor Wolf proposed in his budget address for the 2015-16 budget year.

The mandated retirement contributions were adjusted upward from December to January by 1.2% due to actuarial projections. This adjustment is estimated add an additional \$500,000 to the 2016-17 retirement expense taking it from \$5,900,000 to \$6,400,000 over the 2015-16 expense. The total retirement expense for 2016-17 is projected to be \$44,900,000 of which the state of Pennsylvania will reimburse the district for 50% of the cost.

Expenditures putting upward pressure on the budget are:

- Increased mandated state retirement contributions +16.2%.
- Projected increase in the cost of prescription benefits +10.5%.
- Increased overhead associated with administering the district health care plan under the Affordable Health Care Act requirements, and administering State mandated background checks and associated record keeping and correspondence.

Expenditures putting downward pressure on the budget are:

- Health care expenses associated with doctors and hospitals are projected to be below the Act 1 base index of 2.4%.

- The cost of fuels and utilities are declining.
- Student enrollment is declining and appropriate staff reductions are being made to any areas the enrollment decline impacts.
- Principal and interest payments are declining due to the district debt prepayment plan.

Revenues for the current fiscal year, 2015-16 are projected to exceed the budgeted amount by approximately \$4.3 million.

Each budget cycle, the district applies for exceptions to the Act 1 base limit just in case state subsidies are reduced to a point where the local revenues cannot offset the state reduction through growth of real estate assessed values.

Major goals of the 2016-17 budget are:

- Keep tax increases to a minimum or zero
- Prepare for the continued large retirement rate increases over the next three years
- Minimize the growth in health care costs
- Plan for future debt reduction
- No future borrowing, pay cash for technology, school buses, and building renovations
- Continue to fund and assess district initiatives for 2016-17
  - Finalize elementary wireless network access
  - Expand Extra Duty Responsibilities (EDR's)
  - Establish iPad lending library for grades 3 through 6 students
  - Maintain our class size
  - Add 4 teachers to the Q.U.E.S.T. program (expense offset by enrollment decline)
  - Update materials for elementary math

The Finance Committee asked administration to refine some of the wording associated with budget goals and budget pressure points in preparation for the next School Board meeting budget presentation.

**Status of the 2014-15 Audit** – A spreadsheet was provided to the committee that detailed the types of audits the district must undergo as well as the areas of information that is reviewed by each auditor. Currently, the district is audited by eight different organizations that have reviews ranging from yearly audits to four-year cycles. A copy of the 2014-15 audit report was distributed. This is the yearly audit for the 2014-15 school year which is complete with a clean opinion by the audit firm.

The committee asked that the auditor attend the February Finance Committee meeting to review the audit report, discuss the process the firm uses to verify school district accounting information, and compare CBSD financial health with our school district clients. In addition, the auditors will be prepared to give their opinion on the utility of maintaining a reserve for Other Post-Employment Benefits (OPEB).

The committee also discussed the value of an outside review of business office processes and procedures. The committee directed administration to develop a scope of work, create costs estimates and, partner with the Pennsylvania Association of School Business Officials (PASBO) to conduct a review.

**2015-16 Budget Transfers** - The annual expenditure budget is approved in a detailed state mandated format. As the fiscal year proceeds, actual expenditures may exceed the original budget in certain expense line items and also actual required expenditures may fall below the original budget in other categories. The State requires that the Board approve budgetary transfers to cover all higher than anticipated expenditures that occur within budget categories. Administration reviewed budgetary transfers needed to adjust the 2015-16 budget as a part of on-going budget maintenance. As budgets lines continue to tighten, it is anticipated that budget transfers will be needed every other month or so. The committee recommended this item be placed on the School Board agenda for consideration.

**Real Estate Tax Bill Late Notice Post Cards** – After October 31<sup>st</sup> of each year, any real estate tax bill that is unpaid from the July 1<sup>st</sup> billing cycle incurs a 10% penalty according to Pennsylvania tax collection law. This is a substantial penalty and it makes tax payers very upset when they forgot to pay the bill or had other circumstances that caused them to miss the deadline. A recommendation is to send out postcards on October 15<sup>th</sup> of each year to any taxpayer who has not paid their bill. This reminder notice is estimated to cost about \$3,000 per year but will help save the tax payer penalty payments and eliminate many angry phone calls. The Finance Committee directed administration to implement this process in the 2016-17 school year.

#### ADJOURNMENT

The meeting adjourned at 9:20 p.m.

Notes submitted by Dave Matyas, Business Administrator and Administrative Liaison to the Finance Committee.

**Partners**

Robert L. Caruso  
James M. Powers  
Glenn B. Bachman  
D. Scott Detar  
Edward J. Furman  
Robert L. Boland  
Donald J. Pierce  
Richard A. Flanagan IV  
Craig S. Springer  
Robert C. Hershey, Jr.  
Gregory J. Shank  
Laurie E. Harvey  
William Breslawski, Jr.

December 30, 2015

To the Board of Directors  
Central Bucks School District  
Doylestown, Pennsylvania

We have audited the financial statements of the Central Bucks School District as of and for the year ended June 30, 2015, and have issued our report thereon dated December 28, 2015. Professional standards require that we advise you of the following matters relating to our audit.

**OUR RESPONSIBILITY IN RELATION TO THE FINANCIAL STATEMENT AUDIT**

As communicated in our engagement letter dated June 12, 2015, our responsibility, as described by professional standards, is to form and express an opinion about whether the financial statements that have been prepared by management with your oversight are presented fairly, in all material respects, in conformity with accounting principles generally accepted in the United States of America. Our audit of the financial statements does not relieve you or management of your respective responsibilities.

Our responsibility, as prescribed by professional standards, is to plan and perform our audit to obtain reasonable, rather than absolute, assurance about whether the financial statements are free of material misstatement. An audit of financial statements includes consideration of internal control over financial reporting as a basis for designing audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control over financial reporting. Accordingly, as part of our audit, we considered the internal control of the Central Bucks School District solely for the purpose of determining our audit procedures and not to provide any assurance concerning such internal control.

We are also responsible for communicating significant matters related to the audit that are, in our professional judgment, relevant to your responsibilities in overseeing the financial reporting process. However, we are not required to design procedures for the purpose of identifying other matters to communicate to you.

**PLANNED SCOPE AND TIMING OF THE AUDIT**

We conducted our audit consistent with the planned scope and timing we previously communicated to you.



To the Board of Directors  
Central Bucks School District

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December 30, 2015

## **COMPLIANCE WITH ALL ETHICS REQUIREMENTS REGARDING INDEPENDENCE**

The engagement team, others in our firm, as appropriate, our firm and our network firms have complied with all relevant ethical requirements regarding independence.

## **QUALITATIVE ASPECTS OF THE ENTITY'S SIGNIFICANT ACCOUNTING PRACTICES**

### **Significant Accounting Policies**

Management has the responsibility to select and use appropriate accounting policies. A summary of the significant accounting policies adopted by the Central Bucks School District is included in Note A to the financial statements. As described in Note N to the financial statements, during the year, the entity adopted Governmental Accounting Standards Board (GASB) Statement No. 68, *Accounting and Reporting for Pensions - An Amendment of GASB Statement No. 27*. Accordingly, the cumulative effect of the accounting changes as of the beginning of the year has been reported in the statement of activities.

### **Significant Accounting Estimates**

Accounting estimates are an integral part of the financial statements prepared by management and are based on management's current judgments. Those judgments are normally based on knowledge and experience about past and current events and assumptions about future events. Certain accounting estimates are particularly sensitive because of their significance to the financial statements and because of the possibility that future events affecting them may differ markedly from management's current judgments.

The most sensitive accounting estimates affecting the financial statements are:

1. Management's estimate of accumulated depreciation and depreciation expense is based on original cost and estimated useful lives of the assets.
2. Management's estimate of the other postemployment benefits (OPEB) annual contribution is based on actuarial estimates.
3. Management's estimate of compensated absences is calculated based on the School District's policies relating to the amount of compensated time an employee accrues based on several factors, including position and service time.

To the Board of Directors  
Central Bucks School District

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December 30, 2015

4. Management's estimate of the net pension liability and related deferred inflows and outflows of resources is based on the School District's proportionate share (calculated using covered payroll) of the total net pension liability and related deferred inflows and outflows of resources as provided by PSERS.

We evaluated the key factors and assumptions used to develop the estimates and determined that they are reasonable in relation to the basic financial statements taken as a whole and in relation to the applicable opinion units.

#### **Financial Statement Disclosures**

The financial statement disclosures are neutral, consistent and clear.

#### **SIGNIFICANT DIFFICULTIES ENCOUNTERED DURING THE AUDIT**

We encountered no significant difficulties in dealing with management relating to the performance of the audit.

#### **UNCORRECTED AND CORRECTED MISSTATEMENTS**

For purposes of this communication, professional standards require us to accumulate all known and likely misstatements identified during the audit, other than those that we believe are trivial, and communicate them to the appropriate level of management. Further, professional standards require us to also communicate the effect of uncorrected misstatements related to prior periods on the relevant classes of transactions, account balances or disclosures and the financial statements as a whole and each applicable opinion unit. Management has corrected all identified misstatements.

In addition, professional standards require us to communicate to you all material, corrected misstatements that were brought to the attention of management as a result of our audit procedures. The attached schedule of material misstatements that we identified as a result of our audit procedures was brought to the attention of, and corrected by, management.

#### **DISAGREEMENTS WITH MANAGEMENT**

For purposes of this letter, professional standards define a disagreement with management as a matter, whether or not resolved to our satisfaction, concerning a financial accounting, reporting, or auditing matter, which could be significant to the Central Bucks School District's financial statements or the auditors' report. No such disagreements arose during the course of the audit.

#### **REPRESENTATIONS REQUESTED FROM MANAGEMENT**

We have requested certain written representations from management, which are included in the management representation letter dated December 28, 2015.

To the Board of Directors  
Central Bucks School District

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December 30, 2015

## **MANAGEMENT'S CONSULTATIONS WITH OTHER ACCOUNTANTS**

In some cases, management may decide to consult with other accountants about auditing and accounting matters. Management informed us that, and to our knowledge, there were no consultations with other accountants regarding auditing and accounting matters.

## **OTHER SIGNIFICANT MATTERS, FINDINGS OR ISSUES**

In the normal course of our professional association with the Central Bucks School District, we generally discuss a variety of matters, including the application of accounting principles and auditing standards, operating and regulatory conditions affecting the entity and operational plans and strategies that may affect the risks of material misstatement. None of the matters discussed resulted in a condition to our retention as the Central Bucks School District's auditors.

## **MODIFICATION OF THE AUDITOR'S REPORT**

We have made the following modification to our auditor's report:

As discussed in Note N to the financial statements, for the year ended June 30, 2015, the Central Bucks School District adopted new accounting guidance, implementing Governmental Accounting Standards Board Statement No. 68, *Accounting and Financial Reporting for Pensions - An Amendment of GASB Statement No. 27*. Our opinion is not modified with respect to this matter.

This report is intended solely for the information and use of the Board of Directors and management of the Central Bucks School District and is not intended to be and should not be used by anyone other than these specified parties.

Very truly yours,



MAILLIE LLP  
*Certified Public Accountants and  
Business Consultants*

Client: **12659 - Central Bucks School District**  
Engagement: **14/15 - Central Bucks School District**  
Period Ending: **6/30/2015**  
Trial Balance: **TB**  
Workpaper: **3510.01 - Adjusting Journal Entries Report**

Account	Description	W/P Ref	Debit	Credit
<b>Adjusting Journal Entries JE # 1</b>			<b>PY</b>	
To agree Trust & Agency Funds Fund Balance to PY Financial Statements				
7-0770-000-00-00-000-00-00	Fund Balance		1,157,979.00	
7-0495-000-00-00-000-00-00	Due to Student Group			1,157,979.00
<b>Total</b>			<b>1,157,979.00</b>	<b>1,157,979.00</b>
<b>Adjusting Journal Entries JE # 2</b>			<b>7101.01</b>	
To correctly record June 2015 Food Service revenues				
5-0480-000-00-00-900-00-00	Deferred Revenue - Other		324,522.00	
5-6612-000-00-00-000-00-00	Auto Created by System		6,760.00	
5-6611-000-00-00-001-00-00	Student Lunch Sales Paid			136,143.00
5-6611-000-00-00-002-00-00	Student Lunch Sales Reduced			1,103.00
5-6611-000-00-00-003-00-00	Student Lunch Sales Adult			6,112.00
5-6612-000-00-00-001-00-00	Student Breakfast Sales Paid			6,760.00
5-6612-000-00-00-001-00-00	Student Breakfast Sales Paid			8,144.00
5-6612-000-00-00-002-00-00	Student Breakfast Sales Reduc			126.00
5-6612-000-00-00-003-00-00	Breakfast-adult			662.00
5-6620-000-00-00-000-00-00	ALa carte lunch sales			171,311.00
5-6690-000-00-00-000-00-00	Vending sales			921.00
<b>Total</b>			<b>331,282.00</b>	<b>331,282.00</b>
<b>Adjusting Journal Entries JE # 3</b>			<b>4600.02</b>	
To record prior period adjustment for Food Service Fund capital assets				
5-0231-000-00-00-000-00-00	Machinery & Equipment		1,129,904.00	
5-0770-000-00-00-000-00-00	Fund Balance		474,795.00	
5-0244-000-00-00-000-00-00	Accum Depr			1,536,748.00
5-3100-740-71-00-000-00-99	FOOD SERVICE DEPRECIATI			67,951.00
<b>Total</b>			<b>1,604,699.00</b>	<b>1,604,699.00</b>
<b>Adjusting Journal Entries JE # 1001</b>			<b>3540.01</b>	
PBC Entry #1 - To re-allocate various classifications				
1-1100-750-00-17-000-11-01	INST, EL, BARCLAY EQUIP N		832.00	
1-1100-750-00-17-000-12-02	INST, EL, BUCKINGHAM EQU		1,222.00	
1-1100-750-00-17-000-29-20	INST, GEN ELEM DIST EQUIP		1,294.00	
1-2240-538-00-00-000-00-74	I/T, STUD SUPPORT, GEN C		200,000.00	
1-2250-610-00-17-000-29-20	LIBRARY, ELEM DIST GEN GENERAL SUPPLIES		604.00	
1-2270-432-00-00-000-01-80	STAFF DEV PRINT_SHP EXP		500.00	
1-2340-610-00-00-000-01-76	PERSONNEL GENERAL SUP		500.00	
1-2380-810-00-17-000-14-04	PRINCIPAL, EL, COLD SPRIN		644.00	
1-2600-490-00-00-757-00-75	MISC PROPERTY SERV OTH		13,155.00	
1-2600-610-00-00-000-00-75	OPER, GENERAL SUPPLIES		959.00	
1-DUE_-000-00-00-000-00-00	DUE FROM		63,162.00	
3-2700-760-13-00-000-00-99	TRANSPORTATION BUCKET		63,162.00	
1-1100-430-00-50-262-49-50	INSTR, TECH ED, SEC DISTR			13,155.00
1-1100-610-00-17-000-11-01	INST, EL, BARCLAY GENERA			832.00
1-1100-610-00-17-000-12-02	INST, EL, BUCKINGHAM GEN			1,222.00
1-1100-610-00-17-000-14-04	INST, EL, COLD SPRING GEN			644.00
1-1100-610-00-17-000-15-05	INST, EL, DOYLE GENERAL S			959.00
1-1100-610-00-17-000-25-15	BRIDGE VALLEY GENERAL S			1,294.00
1-2190-432-00-00-000-00-78	PPS, GENERAL PRINT_SHP			500.00
1-2250-810-00-40-115-43-48	LIBRARY-CBW DUES FEES			604.00
1-2500-635-00-00-000-01-70	REFRESHMENTS/MEALS BU			500.00
1-2700-750-00-00-000-00-81	TRANS EQUIP NEW AND AD			63,162.00
1-2800-538-00-00-000-00-74	I/T ADMIN COMMUNICATION			200,000.00
3-DUE_-000-00-00-000-00-00	Due to			63,162.00
<b>Total</b>			<b>346,034.00</b>	<b>346,034.00</b>
<b>Adjusting Journal Entries JE # 1002</b>			<b>3540.02</b>	
PBC Entrv #2 - To reclass Band Uniforms to proper account				

Client: **12659 - Central Bucks School District**  
Engagement: **14/15 - Central Bucks School District**  
Period Ending: **6/30/2015**  
Trial Balance: **TB**  
Workpaper: **3510.01 - Adjusting Journal Entries Report**

Account	Description	W/P Ref	Debit	Credit
1-3250-610-00-50-240-49-50	SECONDARY GEN SUPPLIES		22,154.00	
1-3250-760-00-50-210-49-50	STUD ACT, GEN ED, SEC DIS			22,154.00
<b>Total</b>			<b>22,154.00</b>	<b>22,154.00</b>
<b>Adjusting Journal Entries JE # 1003</b>				
PBC Entry #3 - To record the cash activity in the Michael Pettine Fund		<b>3540.03</b>		
7-0104-000-00-00-000-00-00	Cash-Mike Pettine Fund		18.00	
7-0104-000-00-00-000-00-00	Cash-Mike Pettine Fund		2,000.00	
7-4500-610-00-00-000-00-99	ENDOWMENT FUND GENER		5,002.00	
7-6510-000-00-00-000-00-00	Earnings/Investments		37.00	
7-0104-000-00-00-000-00-00	Cash-Mike Pettine Fund			37.00
7-0104-000-00-00-000-00-00	Cash-Mike Pettine Fund			5,002.00
7-6510-000-00-00-000-00-00	Earnings/Investments			18.00
7-6920-000-00-00-000-00-00	Gifts & Bequests			2,000.00
<b>Total</b>			<b>7,057.00</b>	<b>7,057.00</b>
<b>Adjusting Journal Entries JE # 1004</b>				
PBC Entry #4 - To adjust the MBIT payable at year end		<b>3540.04</b>		
1-0422-000-00-00-000-00-00	A/P		131,868.00	
1-1390-564-00-50-260-49-70	MBIT TUITION VO TEC SCHS			131,868.00
<b>Total</b>			<b>131,868.00</b>	<b>131,868.00</b>
<b>Adjusting Journal Entries JE # 1005</b>				
PBC Entry #5 - To record adjustments to Food Service Fund Fixed Assets		<b>3540.05</b>		
5-0244-000-00-00-000-00-00	Accum Depr		1,752.00	
5-3100-430-71-00-000-00-99	FOOD SERVICE REPAIR MAI		35,036.00	
5-3100-761-71-00-000-00-99	FOOD SERVICE		35,036.00	
5-0231-000-00-00-000-00-00	Machinery & Equipment			35,036.00
5-3100-430-71-00-000-00-99	FOOD SERVICE REPAIR MAI			35,036.00
5-3100-740-71-00-000-00-99	FOOD SERVICE DEPRECIATI			1,752.00
<b>Total</b>			<b>71,824.00</b>	<b>71,824.00</b>
<b>Adjusting Journal Entries JE # 1006</b>				
PBC Entry #6 - To reverse PJE-09841		<b>3540.06</b>		
1-1100-271-00-00-000-00-76	Auto Created by System		328,000.00	
1-2100-271-00-00-000-00-76	SELF INS -HEALTH INS		136,311.00	
1-2400-271-00-00-000-00-76	SELF INS - HEALTH INS		30,000.00	
1-0560-271-00-00-000-00-00	SELF INSUR HEALTH			494,311.00
<b>Total</b>			<b>494,311.00</b>	<b>494,311.00</b>
<b>Adjusting Journal Entries JE # 1007</b>				
PBC Entry #7 - To reverse 13/14 Prepaid amount		<b>3540.07</b>		
1-0560-000-00-00-000-00-00	HEALTH INS PAYROLL DEDU		605,500.00	
1-0181-000-00-00-000-00-00	PREPAID EXPENSES			605,500.00
<b>Total</b>			<b>605,500.00</b>	<b>605,500.00</b>
<b>Adjusting Journal Entries JE # 1008</b>				
PBC Entry #8 - To adj 14/15 Prepaid Claims		<b>3540.08</b>		
1-0181-000-00-00-000-00-00	PREPAID EXPENSES		1,965,803.00	
1-0560-000-00-00-000-00-00	HEALTH INS PAYROLL DEDU			1,965,803.00
<b>Total</b>			<b>1,965,803.00</b>	<b>1,965,803.00</b>
<b>Adjusting Journal Entries JE # 1009</b>				
PBC Entry #9 - To adjust 14/15 Health Care w/h account		<b>3540.09</b>		
1-0560-271-00-00-000-00-00	SELF INSUR HEALTH		672,474.00	
1-1100-271-00-00-000-00-76	Auto Created by System			224,158.00
1-2100-271-00-00-000-00-76	SELF INS -HEALTH INS			224,158.00
1-2400-271-00-00-000-00-76	SELF INS - HEALTH INS			224,158.00
<b>Total</b>			<b>672,474.00</b>	<b>672,474.00</b>

Client: **12659 - Central Bucks School District**  
Engagement: **14/15 - Central Bucks School District**  
Period Ending: **6/30/2015**  
Trial Balance: **TB**  
Workpaper: **3510.01 - Adjusting Journal Entries Report**

Account	Description	W/P Ref	Debit	Credit
<b>Adjusting Journal Entries JE # 1010</b>				
PBC Entry #10 - To adjust A/R - Warrington Tax Collector				
1-0155-000-00-00-000-00-00	OTHER RECOV DISBURSE		5,357.00	
1-6111-098-00-00-000-00-00	WARRINGTON TWSP RE CU			5,357.00
<b>Total</b>			<b>5,357.00</b>	<b>5,357.00</b>
<b>Adjusting Journal Entries JE # 1011</b>				
PBC Entry #11 - To accrue copier lease payment				
1-2800-442-00-00-000-01-71	CENTRAL DUP. ADMIN. BLD		15,385.00	
1-0422-000-00-00-000-00-00	A/P			15,385.00
<b>Total</b>			<b>15,385.00</b>	<b>15,385.00</b>
<b>Adjusting Journal Entries JE # 1012</b>				
PBC Entry #12 - To accrue 14/15 electric invoices				
1-2600-422-00-00-000-02-75	OPER, OP CTR ELECTRIC		28,815.00	
1-2600-422-00-00-000-02-75	OPER, OP CTR ELECTRIC		92,392.00	
1-2600-621-00-00-000-01-75	OPER, AD CENTER NATURA		3,720.00	
1-0422-000-00-00-000-00-00	A/P			124,927.00
<b>Total</b>			<b>124,927.00</b>	<b>124,927.00</b>
<b>Adjusting Journal Entries JE # 1013</b>				
PBC Entry #13 - To clear 14/15 prepaid electric invoices				
1-2600-422-00-00-000-01-75	OPER, AD CENTER ELECTRI		142,056.00	
1-0422-000-00-00-000-00-00	A/P			142,056.00
<b>Total</b>			<b>142,056.00</b>	<b>142,056.00</b>
<b>Adjusting Journal Entries JE # 1014</b>				
PBC Entry #14 - To reallocate health care				
1-1200-271-00-17-500-29-76	Auto Created by System		25,000.00	
1-1100-271-00-00-000-00-76	Auto Created by System			25,000.00
<b>Total</b>			<b>25,000.00</b>	<b>25,000.00</b>
<b>Adjusting Journal Entries JE # 1015</b>				
PBC Entry #15 - To accrue cyber charter school expense				
1-1440-562-00-17-000-29-78	CHARTER SCHOOL ELEM TUITION CHARTER SCHOOLS		31,724.00	
1-0422-000-00-00-000-00-00	A/P			31,724.00
<b>Total</b>			<b>31,724.00</b>	<b>31,724.00</b>
<b>Adjusting Journal Entries JE # 1016</b>				
PBC Entry #16 - To accrue invoices				
3-4500-450-14-00-000-00-99	CAPITAL BUCKET CONSTRU		238,500.00	
3-0155-000-00-00-000-00-00	OTHER RECOV DISBURSE			238,500.00
<b>Total</b>			<b>238,500.00</b>	<b>238,500.00</b>
<b>Adjusting Journal Entries JE # 1017</b>				
PBC Entry #17 - To adjust Due to Student Group				
7-0111-000-00-00-000-00-00	Student Activity		122,010.00	
7-0495-000-00-00-000-00-00	Due to Student Group			122,010.00
<b>Total</b>			<b>122,010.00</b>	<b>122,010.00</b>
<b>Adjusting Journal Entries JE # 1018</b>				
PBC Entry #18 - To redistribute Unemployment Compensation				
1-1200-250-00-00-000-00-76	Auto Created by System		44,807.00	
1-2600-250-00-00-000-00-76	UNEMPLOY COMP		43,791.00	
1-1100-250-00-00-000-00-76	INST, PERSONNEL RETIREM			36,369.00
1-1211-250-00-50-500-49-76	Auto Created by System			1,000.00
1-1231-250-00-17-500-29-76	Auto Created by System			1,000.00
1-1233-250-00-17-500-29-76	Auto Created by System			4,000.00

Client: **12659 - Central Bucks School District**  
 Engagement: **14/15 - Central Bucks School District**  
 Period Ending: **6/30/2015**  
 Trial Balance: **TB**  
 Workpaper: **3510.01 - Adjusting Journal Entries Report**

Account	Description	W/P Ref	Debit	Credit
1-1241-250-00-17-500-29-76	Auto Created by System			5,000.00
1-1290-250-00-50-500-49-76	Auto Created by System			10,000.00
1-2120-250-00-40-000-41-76	Auto Created by System			4,500.00
1-2250-250-00-17-000-21-76	Auto Created by System			2,000.00
1-2380-250-00-17-000-14-76	Auto Created by System			5,000.00
1-2700-250-00-00-000-00-81	Auto Created by System			10,000.00
1-3300-250-11-00-301-00-73	Auto Created by System			9,729.00
<b>Total</b>			<b>88,598.00</b>	<b>88,598.00</b>

*Partners:*

Robert L. Caruso  
James M. Powers  
D. Scott Deter  
Edward J. Furman  
Robert L. Boland  
Donald J. Pierce  
Richard A. Flanagan IV  
Craig S. Springer  
Robert C. Hershey, Jr.  
Gregory J. Shank  
Laurie E. Harvey  
William Breslawski, Jr.  
Edward Fronczkowski

# **CENTRAL BUCKS SCHOOL DISTRICT**

## **AUDIT PRESENTATION**

***June 30, 2015***



**CENTRAL BUCKS SCHOOL DISTRICT**  
**AUDIT PRESENTATION**  
**JUNE 30, 2015**

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**Agenda:**

- Required communication under Statement of Audit Standard 114 and 115
- Audit scope and timing
- Review of financial report

**CENTRAL BUCKS SCHOOL DISTRICT**  
**AUDIT PRESENTATION**  
**JUNE 30, 2015**

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**Audit Scope and Timing:**

- Trial balance and supporting account analysis completed timely
- Review of internal control system
- No material audit adjustments
- Cash and investments - reconciliations, investment review and Act 72 collateral
- Capital assets:
  - Vouching material additions
  - Review of depreciation expense
- Accounts payable - Search for unrecorded liabilities
- Debt - confirmations
- Revenues - confirmations and reconciliations
- Expenses - pivot tables/activity funds testing
- Data extraction:
  - General ledger
  - Payroll analysis
  - Subsequent disbursements
  - Revenue analysis
  - Journal entry testing
  - Benford's Law

Prepared by:  
Input file name: Fund 1 Detail Expenses 1100-5999-Database

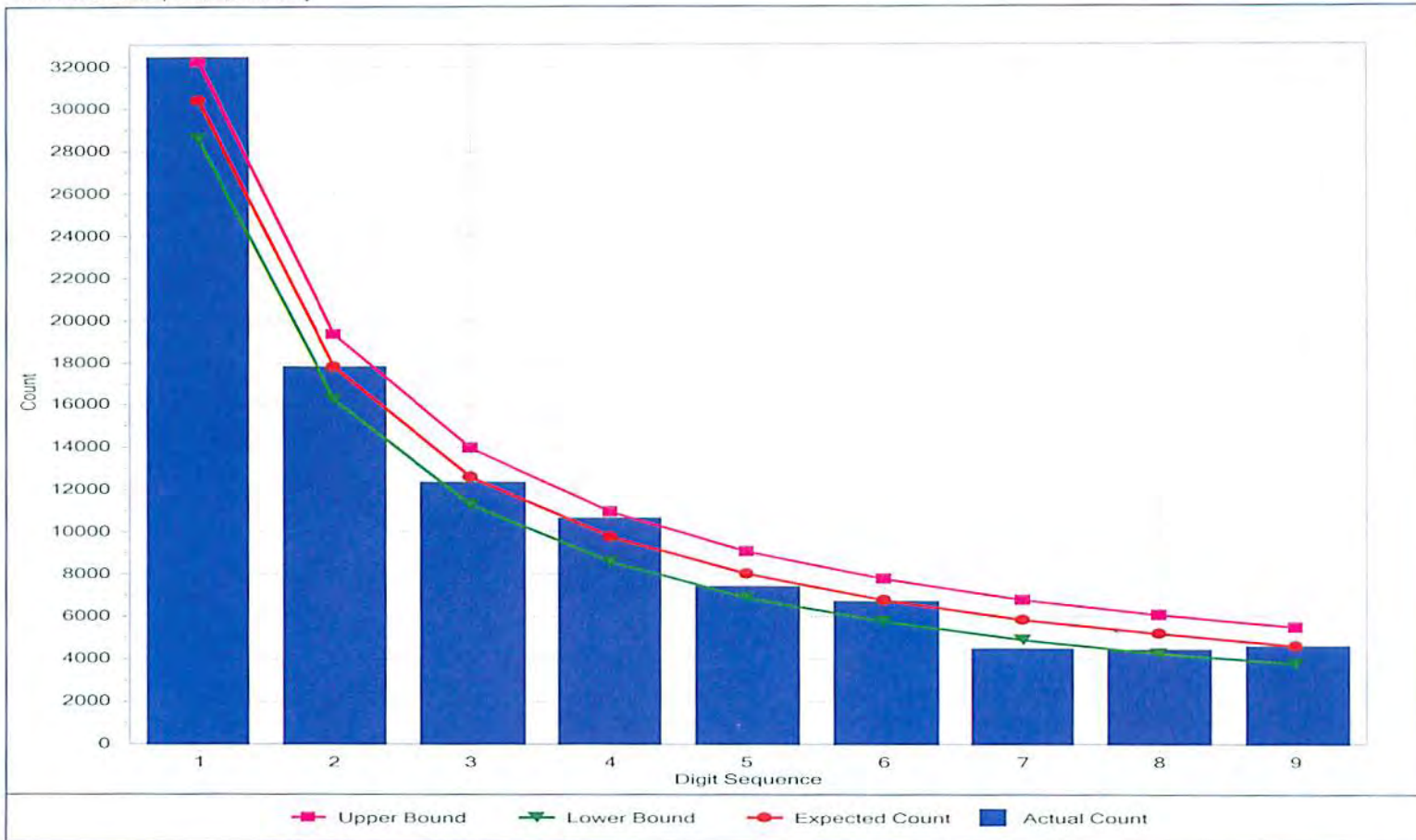
Report name:  
Period:

AMOUNT

Mean Absolute Deviation: 0.00667

First Digit - Positive Values

Conclusion: Acceptable conformity



Prepared by:  
Input file name: Fund 1 Detail Expenses 1100-5999-Database

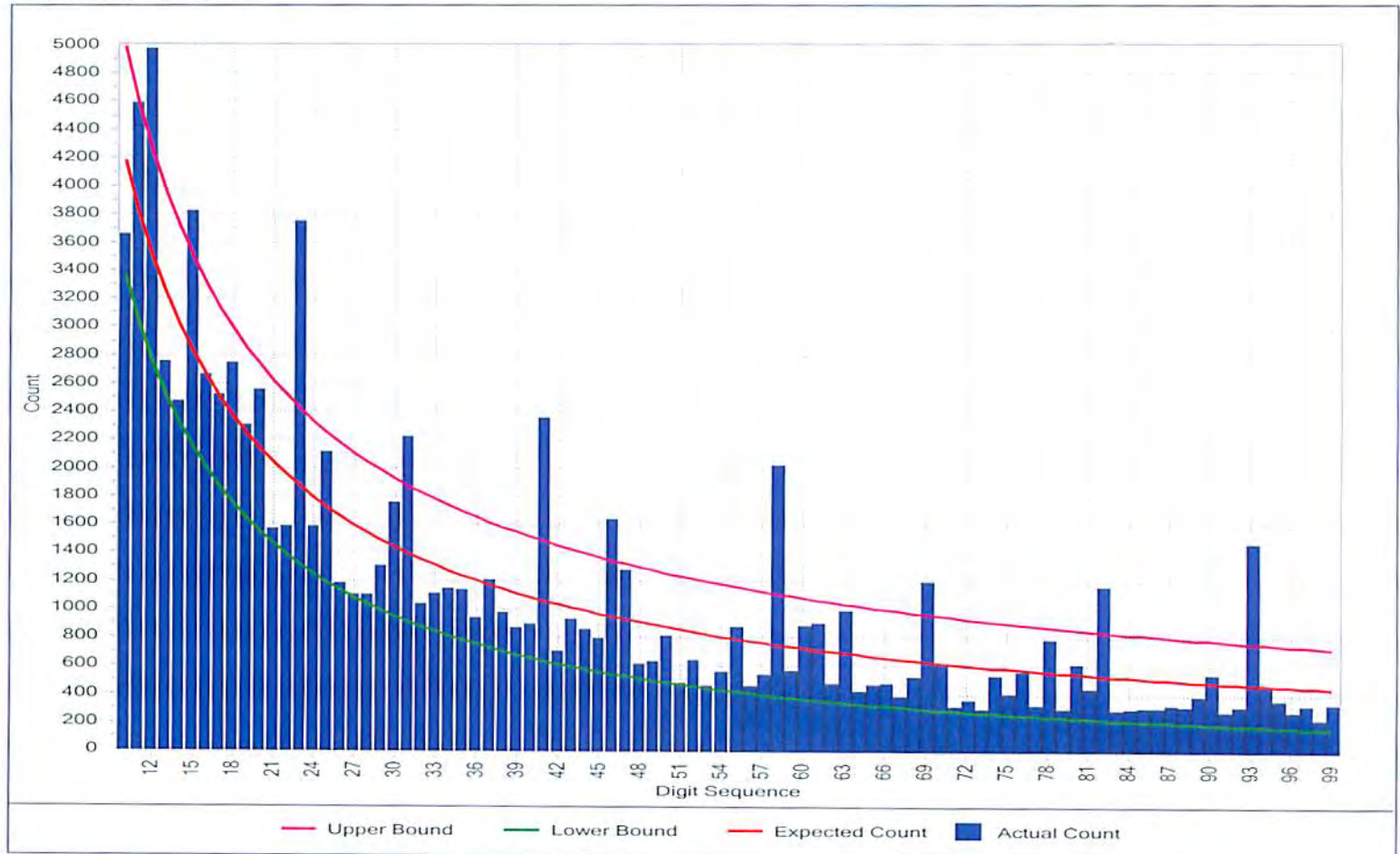
Report name:  
Period:

Mean Absolute Deviation: 0.00317

AMOUNT

First Two Digits - Positive Values

Conclusion: Non-conformity



**CENTRAL BUCKS SCHOOL DISTRICT**  
**AUDIT PRESENTATION**  
**JUNE 30, 2015**

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**Required Communications:**

- **Unqualified audit opinion - financial statements**
- **SAS 114 and 115 Reports - No disagreements or material weaknesses noted**

**Prospective:**

- **OPEB accounting - June 2017 reporting**

**CENTRAL BUCKS SCHOOL DISTRICT**  
**AUDIT PRESENTATION**  
**JUNE 30, 2015**

Review of Financial Report

A. Government - Wide Financial Statements:

	2012	2013	2014	2015
<b>Statement of Net Position:</b>				
Cash and Investments	\$87,577,402	\$60,173,441	\$90,343,541	\$72,449,910
Capital Assets, Net	\$440,985,869	\$438,535,953	\$436,583,977	\$433,192,793
Accounts Payable and Accrued Expenses	\$21,475,287	\$20,752,429	\$32,342,222	\$30,717,513
Bonds Payable	\$260,246,996	\$180,254,960	\$163,107,924	\$107,412,510
Compensated Absences	\$1,578,312	\$1,635,779	\$1,686,126	\$1,696,349
Other Post-Employment Benefits	\$3,592,305	\$4,313,349	\$5,881,417	\$8,154,686
Net Pension Liability	-	-	-	\$418,645,000
Net Position	\$269,885,132	\$308,203,504	\$343,548,541	(\$39,303,938)
<b>Statement of Activities:</b>				
Property Taxes	\$213,222,679	\$217,645,729	\$218,749,247	\$224,325,197
Earned Income Taxes and Per Capita	\$20,398,591	\$20,189,798	\$23,227,934	\$22,229,401
Grants	\$1,025,231	\$1,395,847	\$745,146	\$1,974,590
Investment Earnings	\$1,097,641	\$410,728	\$445,517	\$458,848
Instruction	\$147,115,819	\$151,025,751	\$157,543,288	\$162,513,061
Support Services	\$77,343,117	\$77,303,637	\$83,543,924	\$86,024,724
Operation of Non-Instruction Services	\$5,275,377	\$5,381,420	\$5,061,917	\$6,109,513
Facilities	\$8,765,181	\$9,264,248	\$10,672,816	\$10,522,590
Interest	\$12,147,859	\$7,579,280	\$7,543,402	\$11,600,050
Food Services	\$5,291,312	\$4,959,762	\$5,215,075	\$5,042,163
Change in Net Position	\$33,212,411	\$40,690,163	\$35,345,037	\$28,837,316
<b>B. Governmental Funds</b>				
General Fund Balance - Total	\$33,476,973	\$18,519,326	\$17,813,141	\$25,744,989
General Fund - Net Change in Fund Balance	(\$589,422)	(\$14,957,647)	(\$706,185)	\$7,931,848
<b>C. Food Service Fund</b>				
Net Position	\$1,537,944	\$1,697,704	\$991,026	\$612,909
Change in Net Position	\$259,055	\$159,760	(\$706,678)	\$96,678

**Partners**

Robert L. Caruso  
James M. Powers  
Glenn B. Bachman  
D. Scott Detar  
Edward J. Furman  
Robert L. Bolland  
Donald J. Pierce  
Richard A. Flanagan IV  
Craig S. Springer  
Robert C. Hershey, Jr.  
Gregory J. Shank  
Laurie E. Harvey

# **SCHOOL DISTRICT FINANCIAL SUMMARIES**

***Year Ended June 30, 2015***

**Partners**

Robert L. Caruso  
James M. Powers  
Glenn B. Bachman  
D. Scott Detar  
Edward J. Furman  
Robert L. Boland  
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Craig S. Springer  
Robert C. Hershey, Jr.  
Gregory J. Shank  
Laurie E. Harvey

January 4, 2015

To Our Clients and Friends of the Firm:

We have completed the financial summary of our 24 school district clients for the year ended June 30, 2015. As in prior years, there are three sections:

- Government-Wide Financials
- General Fund Activity
- Food Service Activity

Some observations include:

- Due to the change in pension accounting under GASB 68, all of our clients finished the year with deficit net positions.
- The OPEB liability is relatively modest for most school districts. However, starting in 2017, the total unfunded liability will have to be recorded on the government-wide financial statements similar to the pension liability.
- Based on these changes and the impact on government net positions, the GASB has decided to review the entire government-wide financial statement format.
- It appears that bond rating agencies place emphasis on governments' general fund activity. The majority of the school districts had a positive change in the general fund balance, albeit modest for some.
- These results provided school districts with the opportunity to transfer funds to capital reserve funds or assign a portion of the general fund to PSERS rate stabilization.
- Regarding the food service fund, school districts who do not contract this service felt the impact of the new pension accounting on the net position also.

To our clients, thank you for the opportunity to have worked with you the past year. Please contact us with any questions you may have on this information.

We will continue to keep you informed on any new accounting and auditing issues.

Sincerely,

MAILLIE LLP



# GOVERNMENT-WIDE FINANCIAL STATEMENTS

Maille LLP  
School District Comparison  
Government Wide Balance Sheet  
6/30/2015

	1		2		3		4		5		6	
	Total	% of Total	Total	% of Total	Total	% of Total	Total	% of Total	Total	% of Total	Total	% of Total
<b>Balance Sheet</b>												
<b>Assets</b>												
Cash and cash equivalents	15,334,306	13.89%	8,840,613	8.52%	29,226,736	44.66%	26,645,207	8.94%	25,547,386	9.32%	3,927,318	4.56%
Investments	16,809,937	15.22%	7,904,595	7.61%	6,185,000	9.45%	44,113,531	14.80%	54,183,592	19.76%	37,068,207	43.04%
Receivable, net	1,511,363	1.37%	1,190,612	1.15%	1,889,625	2.89%	13,420,395	4.50%	2,653,494	0.97%	974,539	1.13%
Due from other funds	-	0.00%	-	0.00%	1,090,524	1.67%	1,788	0.00%	(11,479)	0.00%	-	0.00%
Due from other governments	2,090,802	1.89%	2,241,300	2.16%	640,412	0.98%	2,316,018	0.78%	6,357,664	2.32%	2,307,830	2.68%
Other receivables, net	-	0.00%	-	0.00%	4,015,614	6.14%	120,357	0.04%	350,085	0.13%	253,493	0.29%
Bond discounts, net	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Prepaid expenses	-	0.00%	11,950	0.01%	1,541,025	2.35%	1,119,915	0.38%	4,792,634	1.75%	152,280	0.18%
OPEB asset	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Other assets	-	0.00%	375	0.00%	-	0.00%	13,386,230	4.49%	-	0.00%	-	0.00%
Inventories	48,176	0.04%	50,458	0.05%	18,951	0.03%	196,642	0.07%	396,385	0.14%	36,911	0.04%
Capital Assets, net	74,622,600	67.58%	83,580,547	80.50%	20,840,816	31.84%	196,744,580	66.01%	179,876,633	65.61%	41,410,548	48.08%
Total Assets	110,417,184	100.00%	103,820,450	100.00%	65,448,703	100.00%	298,064,663	100.00%	274,146,394	100.00%	86,131,126	100.00%
<b>Deferred Outflows of Resources</b>												
Interest hedge swap	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Lease-rental obligations	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Pension activity	13,775,000	97.75%	6,574,000	94.62%	3,018,000	100.00%	17,384,000	87.45%	35,724,000	97.37%	10,049,000	100.00%
Deferred charge on refunding	316,369	2.25%	374,119	5.38%	-	0.00%	2,495,122	12.55%	964,566	2.63%	-	0.00%
Total Deferred Outflows of Resources	14,091,369	100.00%	6,948,119	100.00%	3,018,000	100.00%	19,879,122	100.00%	36,688,566	100.00%	10,049,000	100.00%
<b>Liabilities</b>												
Accounts Payable and accrued exp.	5,301,314	2.68%	350,621	0.21%	724,796	0.94%	1,979,473	0.47%	8,369,558	1.67%	2,277,928	1.42%
Accrued salaries and benefits	7,571,781	3.82%	5,377,017	3.21%	2,902,682	3.76%	14,819,439	3.53%	25,406,832	5.07%	11,171,866	6.95%
Due to other governments	-	0.00%	-	0.00%	233,787	0.30%	-	0.00%	-	0.00%	-	0.00%
Accrued Interest	572,509	0.29%	631,752	0.38%	-	0.00%	2,543,484	0.61%	1,261,819	0.25%	-	0.00%
Other current liabilities	-	0.00%	-	0.00%	395,958	0.51%	394,100	0.09%	445,775	0.09%	1,314,928	0.82%
Due to other funds	-	0.00%	-	0.00%	1,090,524	1.41%	-	0.00%	-	0.00%	-	0.00%
Unearned revenues	165,120	0.08%	-	0.00%	-	0.00%	46,425	0.01%	417,481	0.08%	86,640	0.05%
Compensated absences	4,417,161	2.23%	594,950	0.36%	2,274,447	2.95%	5,200,940	1.24%	3,877,198	0.77%	1,944,394	1.21%
Net OPEB liability	993,256	0.50%	884,097	0.53%	311,767	0.40%	10,898,099	2.60%	4,995,235	1.00%	1,570,056	0.98%
Other long-term liabilities	180,000	0.09%	-	0.00%	-	0.00%	182,176	0.04%	559,385	0.11%	-	0.00%
Net pension liability	129,469,000	65.40%	87,909,000	52.48%	44,528,000	57.67%	187,098,000	44.56%	353,497,001	70.53%	142,451,000	88.58%
Debt	49,304,446	24.90%	71,777,139	42.85%	24,744,532	32.05%	196,686,559	46.85%	102,389,986	20.43%	-	0.00%
Total Liabilities	197,974,587	100.00%	167,524,576	100.00%	77,206,493	100.00%	419,848,695	100.00%	501,220,270	100.00%	160,816,812	100.00%
<b>Deferred Inflows of Resources</b>												
Deferred amounts on refunding	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%
Pension activity	9,262,000	100.00%	6,285,000	100.00%	3,414,000	100.00%	13,375,000	100.00%	25,270,999	100.00%	10,219,000	100.00%
Interest hedge swap	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%
Total Deferred Inflows of Resources	9,262,000	100.00%	6,285,000	100.00%	3,414,000	100.00%	13,375,000	100.00%	25,270,999	100.00%	10,219,000	100.00%
<b>Net Position (Deficit)</b>	<b>(82,728,034)</b>		<b>(63,041,007)</b>		<b>(12,153,790)</b>		<b>(115,279,910)</b>		<b>(215,656,309)</b>		<b>(74,855,686)</b>	

For Comparison Purposes Only

Maillie LLP  
School District Comparison  
Government Wide Statement of Activities  
6/30/2015

	1		2		3		4		5		6	
	Total	% of Total	Total	% of Total	Total	% of Total	Total	% of Total	Total	% of Total	Total	% of Total
<b>Statement of Activities</b>												
<b>Revenues</b>												
Property taxes	69,830,030	78.77%	41,279,961	63.80%	13,867,235	41.15%	97,474,041	66.47%	161,240,507	69.02%	62,402,855	69.43%
Local taxes	1,956,739	2.21%	4,518,486	6.98%	2,860,675	8.49%	3,603,602	2.46%	16,652,661	7.13%	8,501,540	9.46%
Unrestricted grants	-	0.00%	6,428,671	9.94%	9,504,397	28.21%	-	0.00%	13,828,047	5.92%	5,478,680	6.10%
Capital grants and contributions	-	0.00%	-	0.00%	569,097	1.69%	1,673,952	1.14%	565,823	0.24%	-	0.00%
Investment income	153,915	0.17%	95,624	0.15%	65,516	0.19%	90,691	0.06%	254,852	0.11%	57,866	0.06%
Gain (loss) on sale of capital assets	(151,488)	-0.17%	-	0.00%	(2,710)	-0.01%	152,661	0.10%	35,613	0.02%	47,993	0.05%
Miscellaneous income	1,311,146	1.48%	65,928	0.10%	41,207	0.12%	101,901	0.07%	306,267	0.13%	6,859	0.01%
Charges for services	1,669,585	1.88%	1,437,788	2.22%	559,388	1.66%	2,167,887	1.48%	5,952,557	2.55%	1,292,463	1.44%
Operating grants and contributions	13,884,901	15.66%	10,871,105	16.80%	6,232,208	18.49%	41,389,607	28.22%	34,784,108	14.89%	12,094,560	13.46%
Total Revenues	88,654,828	100.00%	64,697,563	100.00%	33,697,013	100.00%	146,654,342	100.00%	233,620,435	100.00%	89,882,816	100.00%
<b>Expenses</b>												
Instruction	48,788,195	56.11%	37,536,470	57.75%	23,493,300	66.44%	80,568,044	52.98%	150,140,178	64.35%	57,803,552	61.64%
Support	27,724,961	31.88%	17,295,534	26.61%	8,822,549	24.95%	29,318,075	19.28%	68,365,483	29.30%	32,821,320	35.00%
Non-Instructional	1,881,083	2.16%	1,602,044	2.46%	898,104	2.54%	14,674,353	9.65%	2,996,452	1.28%	1,708,767	1.82%
Depreciation and amortization	3,713,026	4.27%	3,723,359	5.73%	728,870	2.06%	10,185,680	6.70%	-	0.00%	-	0.00%
Debt service	2,033,377	2.34%	2,495,389	3.84%	324,401	0.92%	8,160,393	5.37%	3,311,897	1.42%	38,967	0.04%
Facilities acquisition	-	0.00%	-	0.00%	-	0.00%	4,690,596	3.08%	688,075	0.29%	-	0.00%
Refund of prior year revenues	70,463	0.08%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Business-type	2,744,938	3.16%	2,347,017	3.61%	1,091,801	3.09%	4,463,345	2.94%	7,811,061	3.35%	1,396,762	1.49%
Total Expenditures	86,956,043	100.00%	64,999,813	100.00%	35,359,025	100.00%	152,060,486	100.00%	233,313,146	100.00%	93,769,368	100.00%
<b>Net Activity</b>	1,698,785		(302,250)		(1,662,012)		(5,406,144)		307,289		(3,886,552)	

Maillie LLP  
School District Comparison  
Government Wide Balance Sheet (Cont.)  
6/30/2015

	7		8		9		10		11		12	
	Total	% of Total	Total	% of Total	Total	% of Total	Total	% of Total	Total	% of Total	Total	% of Total
<b>Balance Sheet</b>												
<b>Assets</b>												
Cash and cash equivalents	832,770	0.72%	3,900,345	3.55%	16,137,893	16.37%	8,016,841	4.55%	27,242,115	16.42%	19,471,657	12.46%
Investments	26,990,641	23.45%	59,431,367	54.08%	4,082,124	4.14%	12,160,708	6.91%	10,001,929	6.03%	-	0.00%
Receivable, net	2,358,385	2.05%	741,757	0.68%	610,243	0.62%	4,991,227	2.84%	2,547,212	1.54%	1,891,652	1.21%
Due from other funds	-	0.00%	141,543	0.13%	318,191	0.32%	-	0.00%	-	0.00%	-	0.00%
Due from other governments	3,163,689	2.75%	2,920,795	2.66%	1,468,926	1.49%	2,113,929	1.20%	2,492,249	1.50%	2,386,548	1.53%
Other receivables, net	89,657	0.08%	105,780	0.10%	52,478	0.05%	610,400	0.35%	149,326	0.09%	577,715	0.37%
Bond discounts, net	107,210	0.09%	-	0.00%	-	0.00%	-	0.00%	350,960	0.21%	-	0.00%
Prepaid expenses	51,609	0.04%	-	0.00%	-	0.00%	7,267	0.00%	3,182,971	1.92%	144,331	0.09%
OPEB asset	-	0.00%	-	0.00%	-	0.00%	102,786	0.06%	613,615	0.37%	-	0.00%
Other assets	16,440	0.01%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Inventories	77,120	0.07%	63,236	0.06%	66,519	0.07%	58,056	0.03%	129,104	0.08%	53,066	0.03%
Capital Assets, net	81,402,364	70.73%	42,583,202	38.75%	75,867,040	76.94%	147,969,042	84.06%	119,224,739	71.85%	131,771,678	84.31%
Total Assets	115,089,885	100.00%	109,888,025	100.00%	98,603,414	100.00%	176,030,256	100.00%	165,934,220	100.00%	156,296,647	100.00%
<b>Deferred Outflows of Resources</b>												
Interest hedge swap	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	6,252,268	35.10%
Lease-rental obligations	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Pension activity	6,323,000	70.40%	9,438,000	100.00%	6,346,000	97.33%	15,202,000	99.89%	11,717,000	99.12%	651,940	3.66%
Deferred charge on refunding	2,658,155	29.60%	-	0.00%	174,211	2.67%	16,709	0.11%	104,207	0.88%	10,908,000	61.24%
Total Deferred Outflows of Resources	8,981,155	100.00%	9,438,000	100.00%	6,520,211	100.00%	15,218,709	100.00%	11,821,207	100.00%	17,812,208	100.00%
<b>Liabilities</b>												
Accounts Payable and accrued exp.	835,394	0.48%	4,315,740	2.25%	2,488,618	1.66%	1,244,254	0.41%	5,385,328	2.01%	4,859,930	1.65%
Accrued salaries and benefits	5,587,581	3.22%	5,058,405	2.64%	2,081,475	1.39%	7,268,016	2.40%	3,802,179	1.42%	9,359,588	3.18%
Due to other governments	6,354	0.00%	-	0.00%	111,907	0.07%	-	0.00%	-	0.00%	-	0.00%
Accrued Interest	698,414	0.40%	356,261	0.19%	693,208	0.46%	254,145	0.08%	37,965	0.01%	797,725	0.27%
Other current liabilities	37,328	0.02%	-	0.00%	-	0.00%	53,042	0.02%	-	0.00%	-	0.00%
Due to other funds	-	0.00%	2,528,198	1.32%	-	0.00%	-	0.00%	8,697	0.00%	-	0.00%
Unearned revenues	79,500	0.05%	139,676	0.07%	247,692	0.17%	39,428	0.01%	71,085	0.03%	40,144	0.01%
Compensated absences	2,068,595	1.19%	2,512,050	1.31%	1,040,534	0.69%	1,066,585	0.35%	852,082	0.32%	1,318,675	0.45%
Net OPEB liability	520,972	0.30%	800,422	0.42%	476,888	0.32%	-	0.00%	-	0.00%	319,590	0.11%
Other long-term liabilities	-	0.00%	-	0.00%	-	0.00%	64,239	0.02%	-	0.00%	-	0.00%
Net pension liability	82,130,000	47.26%	134,336,000	70.02%	80,586,000	53.76%	160,104,000	52.91%	140,868,000	52.71%	148,547,000	50.44%
Debt	81,814,271	47.08%	41,808,653	21.79%	62,160,089	41.47%	132,518,540	43.79%	116,250,926	43.49%	129,242,545	43.89%
Total Liabilities	173,778,409	100.00%	191,855,405	100.00%	149,886,411	100.00%	302,612,249	100.00%	267,276,262	100.00%	294,485,197	100.00%
<b>Deferred Inflows of Resources</b>												
Deferred amounts on refunding	-	0%	106,101	1%	-	0%	-	0%	-	0%	-	0%
Pension activity	15,173,000	100.00%	9,635,000	98.91%	5,761,000	100.00%	11,446,000	100.00%	10,070,000	100.00%	10,619,000	62.94%
Interest hedge swap	-	0%	-	0%	-	0%	-	0%	-	0%	6,252,268	37%
Total Deferred Inflows of Resources	15,173,000	100.00%	9,741,101	100.00%	5,761,000	100.00%	11,446,000	100.00%	10,070,000	100.00%	16,871,268	100.00%
<b>Net Position (Deficit)</b>	<b>(64,880,369)</b>		<b>(82,270,481)</b>		<b>(50,523,786)</b>		<b>(122,809,284)</b>		<b>(99,590,835)</b>		<b>(137,247,610)</b>	

For Comparison Purposes Only

Maillie LLP  
School District Comparison  
Government Wide Statement of Activities (Cont.)  
6/30/2015

	7		8		9		10		11		12	
	Total	% of Total	Total	% of Total	Total	% of Total	Total	% of Total	Total	% of Total	Total	% of Total
<b>Statement of Activities</b>												
<b>Revenues</b>												
Property taxes	41,579,516	60.49%	66,787,223	69.62%	40,321,303	68.07%	65,100,368	61.14%	77,745,479	73.38%	84,835,463	79.89%
Local taxes	4,937,853	7.18%	5,819,118	6.07%	3,605,171	6.09%	5,047,216	4.74%	3,841,270	3.63%	1,410,084	1.33%
Unrestricted grants	9,630,158	14.01%	9,204,914	9.59%	3,280,561	5.54%	2,218,143	2.08%	7,797,912	7.36%	5,089,543	4.79%
Capital grants and contributions	-	0.00%	204,617	0.21%	320,900	0.54%	13,708,067	12.87%	1,698,004	1.60%	41,421	0.04%
Investment income	112,267	0.16%	50,702	0.05%	173,823	0.29%	61,903	0.06%	66,112	0.06%	52,185	0.05%
Gain (loss) on sale of capital assets	-	0.00%	-	0.00%	7,282	0.01%	462,599	0.43%	-	0.00%	-	0.00%
Miscellaneous income	11,901	0.02%	1,682	0.00%	1,110,366	1.87%	34,021	0.03%	58,319	0.06%	173,228	0.16%
Charges for services	1,194,497	1.74%	3,789,917	3.95%	1,360,471	2.30%	1,466,204	1.38%	2,319,237	2.19%	1,495,000	1.41%
Operating grants and contributions	11,267,341	16.39%	10,076,550	10.50%	9,056,494	15.29%	18,381,602	17.26%	12,423,042	11.73%	13,092,646	12.33%
Total Revenues	68,733,533	100.00%	95,934,723	100.00%	59,236,371	100.00%	106,480,123	100.00%	105,949,375	100.00%	106,189,570	100.00%
<b>Expenses</b>												
Instruction	41,579,689	60.80%	56,798,398	60.66%	33,141,495	57.38%	69,762,323	61.44%	62,612,333	58.06%	67,519,231	63.09%
Support	17,241,112	25.21%	30,615,446	32.70%	19,435,705	33.65%	33,364,482	29.38%	32,886,418	30.49%	31,751,839	29.67%
Non-Instructional	1,380,550	2.02%	1,481,425	1.58%	729,211	1.26%	1,407,161	1.24%	2,520,393	2.34%	1,485,954	1.39%
Depreciation and amortization	-	0.00%	-	0.00%	-	0.00%	-	0.00%	3,252,559	3.02%	-	0.00%
Debt service	5,593,477	8.18%	1,104,347	1.18%	2,224,615	3.85%	6,263,706	5.52%	4,296,118	3.98%	4,402,668	4.11%
Facilities acquisition	943,056	1.38%	98,130	0.10%	498,670	0.86%	102,925	0.09%	-	0.00%	-	0.00%
Refund of prior year revenues	-	0.00%	-	0.00%	-	0.00%	-	0.00%	407,889	0.00%	-	0.00%
Business-type	1,644,158	2.40%	3,541,052	3.78%	1,727,037	2.99%	2,651,158	2.33%	1,866,646	1.73%	1,866,813	1.74%
Total Expenditures	68,382,042	100.00%	93,638,798	100.00%	57,756,733	100.00%	113,551,755	100.00%	107,842,356	99.62%	107,026,505	100.00%
<b>Net Activity</b>	351,491		2,295,925		1,479,638		(7,071,632)		(1,892,981)		(836,935)	

Maillie LLP  
School District Comparison  
Government Wide Balance Sheet (Cont)  
6/30/2015

	13		14		15		16		17		18	
	Total	% of Total	Total	% of Total	Total	% of Total	Total	% of Total	Total	% of Total	Total	% of Total
<b>Balance Sheet</b>												
<b>Assets</b>												
Cash and cash equivalents	25,041,773	22.80%	25,238,965	14.69%	9,684,449	13.94%	20,226,608	9.03%	25,332,210	19.44%	34,733,195	13.90%
Investments	-	0.00%	46,096,229	26.83%	7,913,927	11.39%	32,621,136	14.56%	-	0.00%	28,872,163	11.56%
Receivable, net	5,838,721	5.32%	1,104,206	0.64%	670,867	0.97%	2,007,785	0.90%	1,131,494	0.87%	3,075,651	1.23%
Due from other funds	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Due from other governments	5,933,310	5.40%	3,152,591	1.83%	314,530	0.45%	1,203,574	0.54%	1,344,439	1.03%	2,849,186	1.14%
Other receivables, net	175,473	0.16%	423,005	0.25%	-	0.00%	173,625	0.08%	2,176,982	1.67%	695,271	0.28%
Bond discounts, net	-	0.00%	-	0.00%	-	0.00%	163,688	0.07%	-	0.00%	-	0.00%
Prepaid expenses	-	0.00%	-	0.00%	-	0.00%	27,186	0.01%	38,580	0.03%	809,458	0.32%
OPEB asset	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Other assets	-	0.00%	-	0.00%	-	0.00%	371,034	0.17%	-	0.00%	-	0.00%
Inventories	55,099	0.05%	19,811	0.01%	8,523	0.01%	551,089	0.25%	66,349	0.05%	556,911	0.22%
Capital Assets, net	72,778,058	66.27%	95,785,888	55.75%	50,878,514	73.24%	166,701,355	74.40%	100,229,634	76.91%	178,252,196	71.35%
Total Assets	109,822,434	100.00%	171,820,695	100.00%	69,470,810	100.00%	224,047,080	100.00%	130,319,688	100.00%	249,844,031	100.00%
<b>Deferred Outflows of Resources</b>												
Interest hedge swap	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Lease-rental obligations	-	0.00%	-	0.00%	-	0.00%	12,022,452	49.76%	-	0.00%	-	0.00%
Pension activity	23,416,000	100.00%	12,786,000	98.25%	5,304,000	73.22%	11,433,000	47.32%	6,046,000	100.00%	14,650,000	84.68%
Deferred charge on refunding	-	0.00%	228,086	1.75%	1,939,870	26.78%	706,010	2.92%	-	0.00%	2,609,986	15.12%
Total Deferred Outflows of Resources	23,416,000	100.00%	13,014,086	100.00%	7,243,870	100.00%	24,161,462	100.00%	6,046,000	100.00%	17,259,986	100.00%
<b>Liabilities</b>												
Accounts Payable and accrued exp.	7,370,181	2.30%	2,264,326	0.87%	888,012	0.84%	3,699,406	1.13%	2,103,423	1.31%	3,876,656	1.22%
Accrued salaries and benefits	9,620,882	3.00%	8,935,307	3.42%	3,056,377	2.88%	11,123,366	3.39%	2,520,660	1.56%	10,552,090	3.33%
Due to other governments	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	432,947	0.14%
Accrued Interest	780,970	0.24%	889,373	0.34%	321,438	0.30%	911,702	0.28%	445,985	0.28%	979,472	0.31%
Other current liabilities	1,653,478	0.52%	-	0.00%	124,003	0.12%	958,703	0.29%	-	0.00%	22,232	0.01%
Due to other funds	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Unearned revenues	4,191	0.00%	278,448	0.11%	42,342	0.04%	51,760	0.02%	-	0.00%	833,029	0.26%
Compensated absences	6,345,675	1.98%	6,399,919	2.45%	618,734	0.58%	2,601,982	0.79%	955,998	0.59%	2,040,848	0.64%
Net OPEB liability	200,542	0.06%	3,775,520	1.45%	287,648	0.27%	4,449,687	1.36%	850,738	0.53%	2,881,214	0.91%
Other long-term liabilities	21,453,454	6.70%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Net pension liability	195,647,000	61.09%	168,575,000	64.62%	57,036,000	53.66%	177,638,000	54.13%	72,948,000	45.26%	177,915,000	56.17%
Debt	77,197,135	24.10%	69,772,738	26.74%	43,923,292	41.32%	126,717,486	38.62%	81,348,218	50.47%	117,194,781	37.00%
Total Liabilities	320,273,508	100.00%	260,890,631	100.00%	106,297,846	100.00%	328,152,092	100.00%	161,173,022	100.00%	316,728,269	100.00%
<b>Deferred Inflows of Resources</b>												
Deferred amounts on refunding	20,897	0.15%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Pension activity	13,987,000	99.85%	12,051,000	100.00%	4,076,000	100.00%	13,606,000	100.00%	5,215,000	100.00%	12,720,000	100.00%
Interest hedge swap	-	0	-	0	-	0	-	0	-	0	-	0.00%
Total Deferred Inflows of Resources	14,007,897	100.00%	12,051,000	100.00%	4,076,000	100.00%	13,606,000	100.00%	5,215,000	100.00%	12,720,000	100.00%
<b>Net Position (Deficit)</b>	<b>(201,042,971)</b>		<b>(88,106,850)</b>		<b>(33,659,166)</b>		<b>(93,549,550)</b>		<b>(30,022,334)</b>		<b>(62,344,252)</b>	

For Comparison Purposes Only

Maillie LLP  
School District Comparison  
Government Wide Statement of Activities (Cont)  
6/30/2015

	13		14		15		16		17		18	
	<u>Total</u>	<u>% of Total</u>	<u>Total</u>	<u>% of Total</u>	<u>Total</u>	<u>% of Total</u>	<u>Total</u>	<u>% of Total</u>	<u>Total</u>	<u>% of Total</u>	<u>Total</u>	<u>% of Total</u>
<b>Statement of Activities</b>												
<b>Revenues</b>												
Property taxes	88,784,684	63.81%	94,856,014	78.16%	33,341,726	73.86%	76,827,525	61.52%	35,701,218	65.46%	94,907,901	68.09%
Local taxes	8,881,825	6.38%	2,394,084	1.97%	3,074,626	6.81%	16,257,472	13.02%	2,913,210	5.34%	12,166,239	8.73%
Unrestricted grants	10,591,605	7.61%	5,269,433	4.34%	1,930,948	4.28%	12,118,805	9.70%	5,897,846	10.81%	11,127,374	7.98%
Capital grants and contributions	935,119	0.67%	317,453	0.26%	-	0.00%	694,145	0.56%	-	0.00%	1,086,445	0.78%
Investment income	49,693	0.04%	251,551	0.21%	129,808	0.29%	221,693	0.18%	87,064	0.16%	189,603	0.14%
Gain (loss) on sale of capital assets	-	0.00%	(376)	0.00%	-	0.00%	-	0.00%	-	0.00%	(22,300)	-0.02%
Miscellaneous income	37,929	0.03%	423,116	0.35%	807,168	1.79%	205,302	0.16%	603,141	1.11%	1,041,732	0.75%
Charges for services	833,740	0.60%	3,123,898	2.57%	1,127,715	2.50%	2,053,393	1.64%	1,193,687	2.19%	2,273,941	1.63%
Operating grants and contributions	29,032,203	20.86%	14,720,267	12.13%	4,731,534	10.48%	16,499,029	13.21%	8,139,999	14.93%	16,620,495	11.92%
Total Revenues	139,146,798	100.00%	121,355,440	100.00%	45,143,525	100.00%	124,877,364	100.00%	54,536,165	100.00%	139,391,430	100.00%
<b>Expenses</b>												
Instruction	93,393,787	63.14%	76,564,084	60.37%	27,715,435	62.60%	73,183,397	60.23%	32,639,352	58.03%	81,736,967	61.14%
Support	44,722,955	30.24%	42,544,600	33.54%	13,203,053	29.82%	33,528,686	27.60%	18,395,515	32.70%	38,368,255	28.70%
Non-Instructional	1,758,558	1.19%	2,170,243	1.71%	839,201	1.90%	1,397,147	1.15%	1,032,868	1.84%	2,153,768	1.61%
Depreciation and amortization	-	0.00%	-	0.00%	-	0.00%	7,790,257	6.41%	-	0.00%	4,028,940	3.01%
Debt service	3,581,973	2.42%	2,412,148	1.90%	1,700,708	3.84%	3,027,053	2.49%	2,895,344	5.15%	4,405,938	3.30%
Facilities acquisition	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Refund of prior year revenues	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Business-type	4,447,895	3.01%	3,140,750	2.48%	812,311	1.83%	2,571,975	2.12%	1,286,678	2.29%	2,990,120	2.24%
Total Expenditures	147,905,168	100.00%	126,831,825	100.00%	44,270,708	100.00%	121,498,515	100.00%	56,249,757	100.00%	133,683,988	100.00%
<b>Net Activity</b>	(8,758,370)		(5,476,385)		872,817		3,378,849		(1,713,592)		5,707,442	

Maillie LLP  
School District Comparison  
Government Wide Balance Sheet (Cont)  
6/30/2015

	19		20		21		22		23		24	
	Total	% of Total	Total	% of Total	Total	% of Total	Total	% of Total	Total	% of Total	Total	% of Total
<b>Balance Sheet</b>												
<b>Assets</b>												
Cash and cash equivalents	42,015,014	26.40%	24,719,806	34.50%	48,749,135	65.68%	32,317,071	19.18%	51,666,588	32.20%	58,564,255	10.93%
Investments	-	0.00%	4,744,000	6.62%	-	0.00%	-	0.00%	-	0.00%	13,885,655	2.59%
Receivable, net	3,222,503	2.02%	-	0.00%	10,116,191	13.63%	136,003	0.08%	3,259,085	2.03%	18,747,983	3.50%
Due from other funds	-	0.00%	-	0.00%	-	0.00%	(1,438)	0.00%	-	0.00%	-	0.00%
Due from other governments	6,583,091	4.14%	15,649,391	21.84%	8,891,220	11.98%	4,596,054	2.73%	171,039	0.11%	8,142,121	1.52%
Other receivables, net	863,869	0.54%	-	0.00%	-	0.00%	18,554	0.01%	3,045,222	1.90%	348,004	0.06%
Bond discounts, net	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Prepaid expenses	-	0.00%	33,066	0.05%	14,809	0.02%	397,730	0.24%	160,048	0.10%	2,466,303	0.46%
OPEB asset	-	0.00%	346,218	0.48%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Other assets	1,270,414	0.80%	-	0.00%	-	0.00%	71,252	0.04%	63,459	0.04%	-	0.00%
Inventories	112,937	0.07%	42,214	0.06%	-	0.00%	395,133	0.23%	136,956	0.09%	76,325	0.01%
Capital Assets, net	105,105,026	66.03%	26,120,646	36.45%	6,455,122	8.70%	130,542,740	77.49%	101,931,421	63.53%	433,642,793	80.92%
Total Assets	159,172,854	100.00%	71,655,341	100.00%	74,226,477	100.00%	168,473,099	100.00%	160,433,818	100.00%	535,873,439	100.00%
<b>Deferred Outflows of Resources</b>												
Interest hedge swap	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Lease-rental obligations	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Pension activity	18,601,000	81.62%	11,288,906	100.00%	11,181,000	100.00%	26,158,000	100.00%	19,762,000	99.44%	30,778,000	100.00%
Deferred charge on refunding	4,190,002	18.38%	-	0.00%	-	0.00%	-	0.00%	110,841	0.56%	-	0.00%
Total Deferred Outflows of Resources	22,791,002	100.00%	11,288,906	100.00%	11,181,000	100.00%	26,158,000	100.00%	19,872,841	100.00%	30,778,000	100.00%
<b>Liabilities</b>												
Accounts Payable and accrued exp.	2,699,764	0.57%	4,571,158	3.42%	8,156,585	4.46%	6,162,667	1.72%	1,729,530	0.50%	5,648,942	1.00%
Accrued salaries and benefits	23,607,271	5.01%	5,704,216	4.27%	368,802	0.20%	15,617,413	4.36%	11,289,642	3.28%	24,481,678	4.31%
Due to other governments	-	0.00%	6,563,455	4.91%	9,560,675	5.22%	-	0.00%	-	0.00%	-	0.00%
Accrued Interest	2,267,471	0.48%	41,532	0.03%	-	0.00%	1,310,517	0.37%	-	0.00%	586,893	0.10%
Other current liabilities	2,816,712	0.60%	-	0.00%	4,565,279	2.49%	1,042,887	0.29%	300,239	0.09%	90	0.00%
Due to other funds	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Unearned revenues	522,302	0.11%	407,674	0.31%	11,872,583	6.49%	402,246	0.11%	65,276	0.02%	1,057,218	0.19%
Compensated absences	2,644,939	0.56%	1,587,498	1.19%	2,960,895	1.62%	4,669,595	1.30%	2,638,412	0.77%	1,696,349	0.30%
Net OPEB liability	1,847,997	0.39%	-	0.00%	334,575	0.18%	933,341	0.26%	1,605,937	0.47%	8,154,686	1.44%
Other long-term liabilities	-	0.00%	195,000	0.15%	-	0.00%	-	0.00%	3,168,156	0.92%	-	0.00%
Net pension liability	276,748,000	58.75%	100,615,000	75.30%	145,182,000	79.33%	185,118,000	51.67%	226,323,000	65.74%	418,645,000	73.75%
Debt	157,904,831	33.52%	13,931,582	10.43%	-	0.00%	143,019,293	39.92%	97,175,000	28.22%	107,412,510	18.92%
Total Liabilities	471,059,287	100.00%	133,617,115	100.00%	183,001,394	100.00%	358,275,959	100.00%	344,295,192	100.00%	567,683,366	100.00%
<b>Deferred Inflows of Resources</b>												
Deferred amounts on refunding	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	6,993,011	18.27%
Pension activity	21,038,000	100.00%	7,193,000	100.00%	23,244,000	100.00%	13,234,000	100.00%	16,178,000	100.00%	31,279,000	81.73%
Interest hedge swap	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Total Deferred Inflows of Resources	21,038,000	100.00%	7,193,000	100.00%	23,244,000	100.00%	13,234,000	100.00%	16,178,000	100.00%	38,272,011	100.00%
<b>Net Position (Deficit)</b>	<b>(310,133,431)</b>		<b>(57,865,868)</b>		<b>(120,837,917)</b>		<b>(176,878,860)</b>		<b>(180,166,533)</b>		<b>(39,303,938)</b>	

For Comparison Purposes Only



Maillie LLP  
School District Comparison  
Government Wide Statement of Activities (Cont)  
6/30/2015

	19		20		21		22		23		24	
	Total	% of Total	Total	% of Total	Total	% of Total	Total	% of Total	Total	% of Total	Total	% of Total
<b>Statement of Activities</b>												
<b>Revenues</b>												
Property taxes	133,770,820	72.61%	-	0.00%	-	0.00%	43,477,076	31.95%	102,248,956	74.78%	224,325,197	72.21%
Local taxes	165,022	0.09%	-	0.00%	-	0.00%	12,465,325	9.16%	6,805,976	4.98%	22,523,152	7.25%
Unrestricted grants	19,550,234	10.61%	-	0.00%	-	0.00%	34,215,448	25.14%	8,989,610	6.57%	1,974,590	0.64%
Capital grants and contributions	896,911	0.49%	-	0.00%	-	0.00%	1,184,378	0.87%	-	0.00%	1,170,987	0.38%
Investment income	110,353	0.06%	23,578	0.02%	117,604	0.10%	118,467	0.09%	85,914	0.06%	458,848	0.15%
Gain (loss) on sale of capital asset	(58,224)	-0.03%	-	0.00%	-	0.00%	6,869	0.01%	-	0.00%	(678,752)	-0.22%
Miscellaneous income	481,389	0.26%	-	0.00%	-	0.00%	90,134	0.07%	639,267	0.47%	581,791	0.19%
Charges for services	3,355,494	1.82%	19,301,585	18.33%	62,945,004	51.52%	1,702,280	1.25%	2,031,568	1.49%	8,269,706	2.66%
Operating grants and contributions	25,963,040	14.09%	85,997,460	81.65%	59,114,435	48.38%	42,824,851	31.47%	15,932,173	11.65%	52,023,898	16.75%
Total Revenues	184,235,039	100.00%	105,322,623	100.00%	122,177,043	100.00%	136,084,828	100.00%	136,733,464	100.00%	310,649,417	100.00%
<b>Expenses</b>												
Instruction	121,641,379	63.26%	31,809,165	29.44%	65,176,121	54.21%	90,178,687	60.10%	86,947,893	59.07%	162,513,061	57.67%
Support	51,321,171	26.69%	75,801,518	70.15%	54,845,270	45.62%	37,677,668	25.11%	50,765,133	34.49%	86,024,724	30.53%
Non-Instructional	1,342,910	0.70%	38,441	0.04%	43,914	0.04%	2,154,288	1.44%	2,753,798	1.87%	6,109,513	2.17%
Depreciation and amortization	-	0.00%	-	0.00%	168,116	0.14%	7,263,187	4.84%	-	0.00%	-	0.00%
Debt service	5,155,692	2.68%	390,410	0.36%	-	0.00%	6,089,409	4.06%	4,235,616	2.88%	11,600,050	4.12%
Facilities acquisition	9,284,349	4.83%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	10,522,590	3.73%
Refund of prior year revenues	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Business-type	3,551,762	1.85%	12,360	0.01%	-	0.00%	6,685,110	4.46%	2,497,293	1.70%	5,042,163	1.79%
Total Expenditures	192,297,263	100.00%	108,051,894	100.00%	120,233,421	100.00%	150,048,349	100.00%	147,199,733	100.00%	281,812,101	100.00%
<b>Net Activity</b>	(8,062,224)		(2,729,271)		1,943,622		(13,963,521)		(10,466,269)		28,837,316	

## **GENERAL FUND FINANCIAL SUMMARIES**

Maillie LLP  
School District Comparison  
Governmental Funds Balance Sheet  
6/30/2015

	1		2		3		4		5		6	
<b>Balance Sheet</b>	<u>Total</u>	<u>% of Total</u>	<u>Total</u>	<u>% of Total</u>	<u>Total</u>	<u>% of Total</u>	<u>Total</u>	<u>% of Total</u>	<u>Total</u>	<u>% of Total</u>	<u>Total</u>	<u>% of Total</u>
<b>Assets</b>												
Cash and cash equivalents	10,591,397	34.19%	8,527,943	57.23%	11,392,065	56.43%	14,417,175	18.94%	11,284,583	16.24%	3,489,074	13.36%
Investments	16,809,937	54.27%	2,949,190	19.79%	-	0.00%	44,075,179	57.92%	48,306,317	69.51%	19,037,718	72.90%
Taxes Receivable, net	932,193	3.01%	1,190,612	7.99%	1,889,625	9.36%	14,174,380	18.63%	2,653,494	3.82%	974,539	3.73%
Due from other funds	3,838	0.01%	-	0.00%	792,190	3.92%	3,991	0.01%	393,882	0.57%	128,233	0.49%
Due from other governments	2,061,581	6.66%	2,222,188	14.91%	640,412	3.17%	2,189,426	2.88%	6,261,758	9.01%	2,237,580	8.57%
Inventories	-	0.00%	-	0.00%	2,403	0.01%	-	0.00%	287,993	0.41%	-	0.00%
Prepaid expenses	-	0.00%	11,950	0.08%	1,541,025	7.63%	1,119,915	1.47%	5,199	0.01%	-	0.00%
Other assets	-	0.00%	375	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Other Receivables	575,265	1.86%	-	0.00%	3,930,112	19.47%	120,357	0.16%	300,589	0.43%	248,032	0.95%
Total Assets	30,974,211	100.00%	14,902,258	100.00%	20,187,832	100.00%	76,100,423	100.00%	69,493,815	100.00%	26,115,176	100.00%
<b>Liabilities</b>												
Accounts Payable	5,079,809	32.54%	345,705	5.30%	671,485	15.82%	1,012,950	6.28%	7,043,832	23.09%	2,088,987	14.12%
Unearned revenue	-	0.00%	-	0.00%	-	0.00%	-	0.00%	71,671	0.23%	20,621	0.14%
Accrued salaries and benefits	7,533,323	48.25%	5,428,550	83.28%	2,902,682	68.41%	14,819,439	91.88%	21,105,122	69.19%	11,171,866	75.53%
Due to other governments	-	0.00%	-	0.00%	233,787	5.51%	-	0.00%	-	0.00%	-	0.00%
Due to other funds	3,000,000	19.21%	744,200	11.42%	202,394	4.77%	127,018	0.79%	2,282,770	7.48%	-	0.00%
Other liabilities	-	0.00%	-	0.00%	232,983	5.49%	170,089	1.05%	-	0.00%	1,509,367	10.20%
Total Liabilities	15,613,132	100.00%	6,518,455	100.00%	4,243,331	100.00%	16,129,496	100.00%	30,503,395	100.00%	14,790,841	100.00%
<b>Deferred Inflows of Resources</b>												
Unavailable revenue, property taxes	744,096	100.00%	852,073	100.00%	1,673,996	0.00%	11,277,844	100.00%	2,353,745	100.00%	626,576	100.00%
<b>Fund Balances</b>												
Nonspendable	-	0.00%	11,950	0.16%	1,543,428	10.82%	1,119,915	2.30%	293,192	0.80%	-	0.00%
Restricted	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Committed	-	0.00%	1,800,000	23.90%	325,350	2.28%	24,545,532	50.41%	14,406,187	39.32%	7,726,359	72.22%
Assigned	8,000,000	54.73%	500,000	6.64%	-	0.00%	12,944,312	26.58%	2,700,000	7.37%	-	0.00%
Unassigned	6,616,983	45.27%	5,219,780	69.30%	12,401,727	86.90%	10,083,324	20.71%	19,237,296	52.51%	2,971,400	27.78%
Total Fund balance- general fund	14,616,983	100.00%	7,531,730	100.00%	14,270,505	100.00%	48,693,083	100.00%	36,636,675	100.00%	10,697,759	100.00%

For Comparison Purposes Only

Maillie LLP  
School District Comparison  
Governmental Funds Statement of Activities  
6/30/2015

	1		2		3		4		5		6	
	Total	% of Total	Total	% of Total	Total	% of Total	Total	% of Total	Total	% of Total	Total	% of Total
<b>Statement of Activities</b>												
<b>Revenues</b>												
Local sources	73,813,513	85.47%	47,191,095	75.46%	23,322,372	60.32%	104,293,653	72.44%	181,532,292	80.48%	72,378,501	81.73%
State sources	11,280,263	13.06%	14,725,183	23.54%	14,825,440	38.34%	36,958,201	25.67%	40,848,095	18.11%	15,678,106	17.70%
Federal sources	1,271,050	1.47%	625,679	1.00%	518,050	1.34%	2,717,356	1.89%	3,192,351	1.42%	500,900	0.57%
Other sources	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Total Revenues	86,364,826	100.00%	62,541,957	100.00%	38,665,862	100.00%	143,969,210	100.00%	225,572,738	100.00%	88,557,507	100.00%
<b>Expenses</b>												
Instruction	46,368,016	56.55%	36,129,317	66.28%	23,059,559	63.28%	77,751,128	53.67%	141,718,105	63.64%	57,281,203	65.95%
Support	25,880,822	31.56%	16,885,752	30.98%	10,241,665	28.10%	28,534,051	19.70%	63,069,144	28.32%	27,856,564	32.07%
Non-Instructional	1,778,371	2.17%	1,498,747	2.75%	840,921	2.31%	19,451,933	13.43%	2,854,087	1.28%	1,674,952	1.93%
Refund of prior year revenues	502,350	0.61%	-	0.00%	-	0.00%	111,834	0.08%	-	0.00%	-	0.00%
Facilities acquisition, construction and improvement	9,618	0.01%	-	0.00%	388,512	1.07%	-	0.00%	1,157,325	0.52%	-	0.00%
Debt Service	7,457,460	9.09%	-	0.00%	1,912,600	5.25%	19,028,924	13.13%	13,882,026	6.23%	38,967	0.04%
Total Expenditures	81,996,637	100.00%	54,513,816	100.00%	36,443,257	100.00%	144,877,870	100.00%	222,680,687	100.00%	86,851,686	100.00%
<b>Excess (deficiency) of revenues over expenditures</b>	4,368,189		8,028,141		2,222,605		(908,660)		2,892,051		1,705,821	
<b>Other Financing Sources (Uses)</b>												
Transfers in	-	0.00%	25,000	-0.37%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Transfers out	(3,500,000)	100.29%	(6,868,213)	100.37%	(725,406)	100.07%	-	0.00%	(5,289,834)	122.40%	(12,200,000)	100.39%
Proceeds from capital lease	-	0.00%	-	0.00%	-	0.00%	1,759,407	51.04%	934,540	-21.62%	-	0.00%
Other	-	0.00%	-	0.00%	-	0.00%	(4,129)	-0.12%	-	0.00%	-	0.00%
Proceeds from bond issuances	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Premiums on bond issuances	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Refunding bond issued	-	0.00%	-	0.00%	-	0.00%	32,795,793	951.46%	-	0.00%	-	0.00%
Payment to refunded bond escrow agent	-	0.00%	-	0.00%	-	0.00%	(32,440,515)	-941.16%	-	0.00%	-	0.00%
Proceeds from sale of capital assets	10,125	-0.29%	-	0.00%	496	-0.07%	1,336,321	38.77%	33,600	-0.78%	47,993	-0.39%
Total Other Financing Sources (Uses)	(3,489,875)	100.00%	(6,843,213)	100.00%	(724,910)	100.00%	3,446,877	100.00%	(4,321,694)	100.00%	(12,152,007)	100.00%
<b>Net Change in Fund Balance</b>	878,314		1,184,928		1,497,695		2,538,217		(1,429,643)		(10,446,186)	

Maillie LLP  
School District Comparison  
Governmental Funds Balance Sheet (Cont.)  
6/30/2015

Balance Sheet	7		8		9		10		11		12	
	Total	% of Total	Total	% of Total	Total	% of Total	Total	% of Total	Total	% of Total	Total	% of Total
<b>Assets</b>												
Cash and cash equivalents	383,126	1.51%	2,037,605	6.04%	13,633,806	69.95%	5,901,427	27.20%	13,169,561	40.72%	18,778,749	84.30%
Investments	19,224,038	75.95%	28,564,718	84.68%	3,399,744	17.44%	10,385,708	47.88%	10,001,929	30.93%	-	0.00%
Taxes Receivable, net	2,397,262	9.47%	-	0.00%	610,243	3.13%	2,763,966	12.74%	2,547,212	7.88%	477,427	2.14%
Due from other funds	22,812	0.09%	141,543	0.42%	-	0.00%	-	0.00%	3,128,192	9.67%	-	0.00%
Due from other governments	3,150,795	12.45%	2,895,641	8.58%	1,442,262	7.40%	2,036,759	9.39%	2,415,342	7.47%	2,298,983	10.32%
Inventories	-	0.00%	-	0.00%	34,519	0.18%	-	0.00%	67,605	0.21%	-	0.00%
Prepaid expenses	51,609	0.20%	-	0.00%	-	0.00%	7,267	0.03%	859,992	2.66%	144,331	0.65%
Other assets	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Other Receivables	83,453	0.33%	91,731	0.27%	369,570	1.90%	598,075	2.76%	149,325	0.46%	576,835	2.59%
Total Assets	25,313,095	100.00%	33,731,238	100.00%	19,490,144	100.00%	21,693,202	100.00%	32,339,158	100.00%	22,276,325	100.00%
<b>Liabilities</b>												
Accounts Payable	670,909	10.52%	3,975,100	26.47%	2,481,271	35.81%	1,109,502	10.84%	1,605,607	12.03%	4,465,887	32.26%
Unearned revenue	37,556	0.59%	80,646	0.54%	215,839	3.11%	-	0.00%	54,665	0.41%	8,294	0.06%
Accrued salaries and benefits	5,587,581	87.57%	5,058,405	33.68%	2,071,362	29.89%	7,268,016	71.01%	3,802,179	28.48%	9,304,038	67.21%
Due to other governments	6,354	0.10%	-	0.00%	111,907	1.62%	-	0.00%	-	0.00%	-	0.00%
Due to other funds	40,683	0.64%	5,905,930	39.32%	2,048,753	29.57%	1,846,355	18.04%	7,886,270	59.08%	59,367	0.43%
Other liabilities	37,328	0.59%	-	0.00%	-	0.00%	10,644	0.10%	-	0.00%	6,070	0.04%
Total Liabilities	6,380,411	100.00%	15,020,081	100.00%	6,929,132	100.00%	10,234,517	100.00%	13,348,721	100.00%	13,843,656	100.00%
<b>Deferred Inflows of Resources</b>												
Unavailable revenue, property taxes	1,943,865	100.00%	-	100.00%	568,620	100.00%	1,417,382	100.00%	2,547,212	0.00%	-	0.00%
<b>Fund Balances</b>												
Nonspendable	51,609	0.30%	-	0.00%	34,519	0.29%	7,267	0.07%	927,597	5.64%	144,331	1.71%
Restricted	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Committed to	2,904,460	17.10%	8,937,483	47.77%	3,602,376	30.04%	2,500,000	24.90%	5,900,000	35.88%	-	0.00%
Assigned	3,080,972	18.14%	3,050,000	16.30%	6,473,342	53.98%	3,000,000	29.88%	823,366	5.01%	-	-
Unassigned	10,951,778	64.46%	6,723,674	35.93%	1,882,155	15.69%	4,534,036	45.15%	8,792,262	53.47%	8,288,338	98.29%
Total Fund balance- general fund	16,988,819	100.00%	18,711,157	100.00%	11,992,392	100.00%	10,041,303	100.00%	16,443,225	100.00%	8,432,669	100.00%

For Comparison Purposes Only

Maillie LLP  
School District Comparison  
Governmental Funds Statement of Activities (Cont.)  
6/30/2015

	7		8		9		10		11		12	
	Total	% of Total	Total	% of Total	Total	% of Total	Total	% of Total	Total	% of Total	Total	% of Total
<b>Statement of Activities</b>												
<b>Revenues</b>												
Local sources	47,116,040	70.10%	73,594,462	79.61%	45,749,659	79.91%	73,768,695	70.59%	84,445,025	80.29%	86,828,149	83.08%
State sources	18,779,556	27.94%	16,506,207	17.86%	11,057,224	19.31%	28,563,204	27.33%	20,174,635	19.18%	16,270,449	15.57%
Federal sources	1,312,414	1.95%	2,338,649	2.53%	442,774	0.77%	2,171,941	2.08%	551,532	0.52%	1,414,498	1.35%
Receipts from other districts	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Total Revenues	67,208,010	100.00%	92,439,318	100.00%	57,249,657	100.00%	104,503,840	100.00%	105,171,192	100.00%	104,513,096	100.00%
<b>Expenses</b>												
Instruction	38,231,282	57.87%	52,501,288	59.95%	31,699,871	64.08%	62,810,181	59.66%	59,012,723	63.40%	62,229,929	59.75%
Support	17,152,192	25.96%	28,669,123	32.74%	17,063,975	34.50%	30,199,467	28.69%	31,242,865	33.56%	29,829,970	28.64%
Non-Instructional	1,381,752	2.09%	1,412,207	1.61%	703,721	1.42%	1,267,795	1.20%	2,423,789	2.60%	1,376,921	1.32%
Refund of prior year revenues	-	0.00%	-	0.00%	-	0.00%	-	0.00%	407,889	0.44%	4,080	0.00%
Facilities acquisition, construction and improvement	666,578	1.01%	2,231	0.00%	-	0.00%	1,627,684	1.55%	-	0.00%	1,017,253	0.98%
Debt Service	8,632,025	13.07%	4,984,638	5.69%	-	0.00%	9,372,755	8.90%	-	0.00%	9,699,727	9.31%
Total Expenditures	66,063,829	100.00%	87,569,487	100.00%	49,467,567	100.00%	105,277,882	100.00%	93,087,266	100.00%	104,157,880	100.00%
<b>Excess (deficiency) of revenues over expenditures</b>	1,144,181		4,869,831		7,782,090		(774,042)		12,083,926		355,216	
<b>Other Financing Sources (Uses)</b>												
Transfers in	-	0.00%	-	0.00%	50,000	0.00%	-	0.00%	-	0.00%	-	0.00%
Transfers out	(800,272)	197.02%	(4,197,056)	100.00%	(6,968,643)	0.00%	(1,838,000)	133.79%	(8,484,067)	100.00%	-	0.00%
Proceeds from capital lease	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	1,017,253	100.00%
Other	37,801	-9.31%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Proceeds from bond issuances	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Premiums on bond issuances	45,718	-11.26%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Refunding bond issued	19,296,000	-4750.40%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Payment to refunded bond escrow agent	(19,007,944)	4679.49%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Proceeds from sale of capital assets	22,500	-5.54%	-	0.00%	7,282	0.00%	464,220	-33.79%	-	0.00%	-	0.00%
Total Other Financing Sources (Uses)	(406,197)	100.00%	(4,197,056)	100.00%	(6,911,361)	0.00%	(1,373,780)	100.00%	(8,484,067)	100.00%	1,017,253	100.00%
<b>Net Change in Fund Balance</b>	737,984		672,775		870,729		(2,147,822)		3,599,859		1,372,469	

Maillie LLP  
School District Comparison  
Governmental Funds Balance Sheet (Cont.)  
6/30/2015

<b>Balance Sheet</b>	<b>13</b>		<b>14</b>		<b>15</b>		<b>16</b>		<b>17</b>		<b>18</b>	
	<u>Total</u>	<u>% of Total</u>	<u>Total</u>	<u>% of Total</u>	<u>Total</u>	<u>% of Total</u>	<u>Total</u>	<u>% of Total</u>	<u>Total</u>	<u>% of Total</u>	<u>Total</u>	<u>% of Total</u>
<b>Assets</b>												
Cash and cash equivalents	15,442,097	56.24%	7,478,776	16.91%	9,500,056	90.66%	5,179,179	13.49%	15,836,665	76.43%	16,346,026	33.50%
Investments	-	0.00%	25,676,000	58.05%	-	0.00%	29,519,146	76.88%	-	0.00%	24,803,314	50.83%
Taxes Receivable, net	5,838,721	21.26%	1,104,206	2.50%	670,867	6.40%	2,007,785	5.23%	1,131,494	5.46%	3,075,651	6.30%
Due from other funds	283,924	1.03%	6,509,835	14.72%	-	0.00%	4,648	0.01%	195,661	0.94%	313,316	0.64%
Due from other governments	5,716,798	20.82%	3,152,592	7.13%	307,982	2.94%	1,048,075	2.73%	1,331,242	6.42%	2,753,898	5.64%
Inventories	2,506	0.01%	-	0.00%	-	0.00%	478,671	1.25%	60,251	0.29%	-	0.00%
Prepaid expenses	-	0.00%	-	0.00%	-	0.00%	27,186	0.07%	38,580	0.19%	809,458	1.66%
Other assets	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Other Receivables	175,473	0.64%	305,761	0.69%	-	0.00%	129,296	0.34%	2,127,434	10.27%	692,757	1.42%
<b>Total Assets</b>	<b>27,459,519</b>	<b>100.00%</b>	<b>44,227,170</b>	<b>100.00%</b>	<b>10,478,905</b>	<b>100.00%</b>	<b>38,393,986</b>	<b>100.00%</b>	<b>20,721,327</b>	<b>100.00%</b>	<b>48,794,420</b>	<b>100.00%</b>
<b>Liabilities</b>												
Accounts Payable	7,254,182	41.38%	1,910,954	17.47%	807,765	20.25%	1,295,580	6.57%	1,060,248	22.60%	3,617,306	15.00%
Unearned revenue	-	0.00%	91,191	0.83%	-	0.00%	-	0.00%	-	0.00%	696,861	2.89%
Accrued salaries and benefits	9,609,914	54.81%	8,935,307	81.69%	3,056,377	76.64%	11,123,366	56.39%	2,520,660	53.73%	10,552,090	43.76%
Due to other governments	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	432,947	1.80%
Due to other funds	-	0.00%	-	0.00%	-	0.00%	6,347,570	32.18%	154,641	3.30%	8,630,517	35.79%
Other liabilities	667,827	3.81%	-	0.00%	124,003	3.11%	958,702	4.86%	955,998	20.38%	186,026	0.77%
<b>Total Liabilities</b>	<b>17,531,923</b>	<b>100.00%</b>	<b>10,937,452</b>	<b>100.00%</b>	<b>3,988,145</b>	<b>100.00%</b>	<b>19,725,218</b>	<b>100.00%</b>	<b>4,691,547</b>	<b>100.00%</b>	<b>24,115,747</b>	<b>100.00%</b>
<b>Deferred Inflows of Resources</b>												
Unavailable revenue, property taxes	4,674,698	100.00%	908,671	100.00%	622,931	100.00%	1,400,959	100.00%	876,626	100.00%	2,809,661	100.00%
<b>Fund Balances</b>												
Nonspendable	2,506	0.05%	-	0.00%	-	0.00%	505,857	2.93%	98,831	0.65%	809,458	3.70%
Restricted	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	1,614,673	7.38%
Committed	-	0.00%	31,716,953	97.95%	1,500,000	25.56%	9,500,618	55.02%	9,661,929	63.76%	4,011,152	18.34%
Assigned	5,250,392	99.95%	664,094	2.05%	1,000,000	17.04%	-	0.00%	1,200,000	7.92%	6,627,979	30.31%
Unassigned	-	0.00%	-	0.00%	3,367,829	57.39%	7,261,334	42.05%	4,192,394	27.67%	8,805,750	40.27%
<b>Fund balance- general fund</b>	<b>5,252,898</b>	<b>100.00%</b>	<b>32,381,047</b>	<b>100.00%</b>	<b>5,867,829</b>	<b>100.00%</b>	<b>17,267,809</b>	<b>100.00%</b>	<b>15,153,154</b>	<b>100.00%</b>	<b>21,869,012</b>	<b>100.00%</b>

For Comparison Purposes Only

Maillie LLP  
School District Comparison  
Governmental Funds Statement of Activities (Cont.)  
6/30/2015

Statement of Activities	13		14		15		16		17		18	
	Total	% of Total	Total	% of Total	Total	% of Total	Total	% of Total	Total	% of Total	Total	% of Total
<b>Revenues</b>												
Local sources	97,982,347	72.68%	99,320,714	83.93%	36,330,898	81.85%	95,637,181	77.84%	39,567,892	74.31%	110,384,175	80.77%
State sources	29,841,329	22.14%	18,209,382	15.39%	7,255,535	16.35%	25,806,232	21.00%	12,768,548	23.98%	25,589,117	18.72%
Federal sources	6,987,899	5.18%	809,962	0.68%	677,129	1.53%	1,417,452	1.15%	913,883	1.72%	684,484	0.50%
Other sources	-	0.00%	-	0.00%	121,073	0.27%	-	0.00%	-	0.00%	-	0.00%
Total Revenues	134,811,575	100.00%	118,340,058	100.00%	44,384,635	100.00%	122,860,865	100.00%	53,250,323	100.00%	136,657,776	100.00%
<b>Expenses</b>												
Instruction	87,221,128	62.99%	70,366,398	63.10%	24,962,836	58.44%	71,907,310	61.22%	28,943,469	53.75%	78,336,916	59.27%
Support	43,049,316	31.09%	39,158,621	35.12%	12,508,062	29.28%	32,588,543	27.74%	17,074,108	31.71%	36,903,957	27.92%
Non-Instructional	1,676,275	1.21%	1,983,837	1.78%	824,775	1.93%	1,478,490	1.26%	946,267	1.76%	2,044,088	1.55%
Refund of prior year revenues	-	0.00%	-	0.00%	-	0.00%	14,108	0.01%	2,921	0.01%	2,366	0.00%
Facilities acquisition, construction and improvement	-	0.00%	-	0.00%	-	0.00%	-	0.00%	256,793	0.48%	-	0.00%
Debt Service	6,526,238	4.71%	-	0.00%	4,419,084	10.35%	11,474,075	9.77%	6,626,240	12.31%	14,873,599	11.25%
Total Expenditures	138,472,957	100.00%	111,508,856	100.00%	42,714,757	100.00%	117,462,526	100.00%	53,849,798	100.00%	132,160,926	100.00%
<b>Excess (deficiency) of revenues over expenditures</b>	(3,661,382)		6,831,202		1,669,878		5,398,339		(599,475)		4,496,850	
<b>Other Financing Sources (Uses)</b>												
Transfers in	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	#DIV/0!	-	0.00%
Transfers out	(50,000)	100.00%	(6,112,694)	99.81%	(1,657,646)	100.00%	(4,397,570)	101.00%	-	#DIV/0!	(3,500,000)	100.00%
Proceeds from capital lease	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	#DIV/0!	-	0.00%
Bond issue costs	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	#DIV/0!	-	0.00%
Premiums on bond issuances	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	#DIV/0!	-	0.00%
Refund of prior year receipts	-	0.00%	(11,791)	0.19%	-	0.00%	-	0.00%	-	#DIV/0!	-	0.00%
Refunding bond issued	-	0.00%	-	0.00%	-	0.00%	1,374,111	-31.56%	-	#DIV/0!	-	0.00%
Payment to refunded bond escrow agent	-	0.00%	-	0.00%	-	0.00%	(1,330,410)	30.56%	-	#DIV/0!	-	0.00%
Other	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Proceeds from sale of capital assets	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	#DIV/0!	-	0.00%
Total Other Financing Sources (Uses)	(50,000)	100.00%	(6,124,485)	100.00%	(1,657,646)	100.00%	(4,353,869)	100.00%	-	#DIV/0!	(3,500,000)	100.00%
<b>Net Change in Fund Balance</b>	(3,711,382)		706,717		12,232		1,044,470		(599,475)		996,850	



Maillie LLP  
School District Comparison  
Governmental Funds Balance Sheet (Cont.)  
6/30/2015

	19		20		21		22		23		24	
<b>Balance Sheet</b>	<u>Total</u>	<u>% of Total</u>	<u>Total</u>	<u>% of Total</u>	<u>Total</u>	<u>% of Total</u>	<u>Total</u>	<u>% of Total</u>	<u>Total</u>	<u>% of Total</u>	<u>Total</u>	<u>% of Total</u>
<b>Assets</b>												
Cash and cash equivalents	33,687,289	73.79%	19,019,543	52.29%	22,867,438	83.59%	25,448,584	72.40%	50,304,322	88.42%	36,274,742	58.08%
Investments	-	0.00%	4,744,000	13.04%	-	0.00%	-	0.00%	-	0.00%	4,842,000	7.75%
Taxes Receivable, net	3,222,503	7.06%	-	0.00%	-	0.00%	136,003	0.39%	3,259,085	5.73%	7,843,630	12.56%
Due from other funds	842,666	1.85%	1,380,022	3.79%	-	0.00%	4,773,889	13.58%	204	0.00%	2,900,569	4.64%
Due from other governments	6,415,246	14.05%	11,190,828	30.76%	2,252,086	8.23%	4,388,656	12.48%	-	0.00%	7,900,818	12.65%
Inventories	43,807	0.10%	42,214	0.12%	-	0.00%	45,987	0.13%	125,585	0.22%	44,713	0.07%
Prepaid expenses	-	0.00%	-	0.00%	-	0.00%	340,434	0.97%	160,048	0.28%	2,466,303	3.95%
Other assets	921,979	2.02%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Other Receivables	518,723	1.14%	-	0.00%	2,238,609	8.18%	18,554	0.05%	3,045,222	5.35%	185,991	0.30%
<b>Total Assets</b>	<b>45,652,213</b>	<b>100.00%</b>	<b>36,376,607</b>	<b>100.00%</b>	<b>27,358,133</b>	<b>100.00%</b>	<b>35,152,107</b>	<b>100.00%</b>	<b>56,894,466</b>	<b>100.00%</b>	<b>62,458,766</b>	<b>100.00%</b>
<b>Liabilities</b>												
Accounts Payable	2,110,785	7.38%	1,821,349	12.74%	3,936,225	22.56%	5,641,042	24.92%	1,600,364	11.32%	5,041,288	16.57%
Unearned revenue	67,879	0.24%	407,674	2.85%	8,826,498	50.59%	365,408	1.61%	53,905	0.38%	891,201	2.93%
Accrued salaries and benefits	23,607,271	82.54%	5,704,216	39.88%	7,770	0.04%	15,617,413	68.99%	11,289,642	79.83%	24,481,678	80.48%
Due to other governments	-	0.00%	6,368,551	44.53%	155,739	0.89%	-	0.00%	-	0.00%	-	0.00%
Due to other funds	-	0.00%	-	0.00%	-	0.00%	1,438	0.01%	1,042,247	7.37%	5,282	0.02%
Other liabilities	2,816,712	9.85%	-	0.00%	4,522,566	25.92%	1,012,585	4.47%	155,239	1.10%	90	0.00%
<b>Total Liabilities</b>	<b>28,602,647</b>	<b>100.00%</b>	<b>14,301,790</b>	<b>100.00%</b>	<b>17,448,798</b>	<b>100.00%</b>	<b>22,637,886</b>	<b>100.00%</b>	<b>14,141,397</b>	<b>100.00%</b>	<b>30,419,539</b>	<b>100.00%</b>
<b>Deferred Inflows of Resources</b>												
Unavailable revenue, property taxes	2,672,481	100.00%	-	#DIV/0!	-	#DIV/0!	39,168	100.00%	3,000,008	100.00%	6,294,238	100.00%
<b>Fund Balances</b>												
Nonspendable	103,825	0.72%	42,214	0.19%	-	0.00%	386,421	3.10%	285,633	0.72%	2,511,016	9.75%
Restricted	-	0.00%	601,033	2.72%	12,103	0.12%	-	0.00%	-	0.00%	-	0.00%
Committed	6,874,451	47.82%	1,510,864	6.84%	5,993,428	60.48%	5,896,448	47.27%	39,467,428	99.28%	-	0.00%
Assigned	-	0.00%	13,703,671	62.08%	483,434	4.88%	2,000,000	16.03%	-	0.00%	11,819,434	45.91%
Unassigned	7,398,809	51.46%	6,217,035	28.16%	3,420,370	34.52%	4,192,184	33.60%	-	0.00%	11,414,539	44.34%
<b>Fund balance- general fund</b>	<b>14,377,085</b>	<b>100.00%</b>	<b>22,074,817</b>	<b>100.00%</b>	<b>9,909,335</b>	<b>100.00%</b>	<b>12,475,053</b>	<b>100.00%</b>	<b>39,753,061</b>	<b>100.00%</b>	<b>25,744,989</b>	<b>100.00%</b>

For Comparison Purposes Only

Maillie LLP  
School District Comparison  
Governmental Funds Statement of Activities (Cont.)  
6/30/2015

Statement of Activities	19		20		21		22		23		24	
	Total	% of Total	Total	% of Total	Total	% of Total	Total	% of Total	Total	% of Total	Total	% of Total
<b>Revenues</b>												
Local sources	137,647,623	76.09%	8,978,635	14.30%	6,511,944	20.97%	59,887,170	45.71%	105,790,240	79.07%	248,376,655	81.20%
State sources	41,741,608	23.07%	22,120,405	35.22%	7,549,734	24.31%	64,535,420	49.25%	27,141,302	20.29%	55,457,419	18.13%
Federal sources	1,521,501	0.84%	31,708,330	50.49%	16,990,369	54.72%	6,600,948	5.04%	856,150	0.64%	2,050,533	0.67%
Other sources	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Total Revenues	180,910,732	100.00%	62,807,370	100.00%	31,052,047	100.00%	131,023,538	100.00%	133,787,692	100.00%	305,884,607	100.00%
<b>Expenses</b>												
Instruction	116,901,173	65.04%	10,366,803	15.08%	6,830,662	20.33%	84,733,983	62.84%	79,924,647	58.42%	160,827,534	59.12%
Support	49,643,487	27.62%	56,397,447	82.04%	26,718,228	79.54%	34,691,969	25.73%	46,297,216	33.84%	82,244,592	30.23%
Non-Instructional	1,271,025	0.71%	38,441	0.06%	31,986	0.10%	2,063,278	1.53%	1,857,588	1.36%	6,109,513	2.25%
Refund of prior year revenues	151,637	0.08%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Facilities acquisition, construction and improvement	-	0.00%	1,348,054	1.96%	10,262	0.03%	352,656	0.26%	159,556	0.12%	-	0.00%
Debt Service	11,761,529	6.54%	589,291	0.86%	-	0.00%	12,991,924	9.64%	8,560,598	6.26%	22,842,225	8.40%
Total Expenditures	179,728,851	100.00%	68,740,036	100.00%	33,591,138	100.00%	134,833,810	100.00%	136,799,605	100.00%	272,023,864	100.00%
<b>Excess (deficiency) of revenues over expenditures</b>	1,181,881		(5,932,666)		(2,539,091)		(3,810,272)		(3,011,913)		33,860,743	
<b>Other Financing Sources (Uses)</b>												
Transfers in	32,280	18.06%	5,545,327	100.00%	4,155,996	121.79%	-	0.00%	-	0.00%	12,302,937	-47.45%
Transfers out	-	0.00%	-	0.00%	(743,633)	-21.79%	(14,611)	-32.69%	(729,443)	100.00%	(38,234,796)	147.46%
Proceeds from capital lease	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Bond issue costs	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Premiums on bond issuances	122,435	68.48%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Refund of prior year expenses	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Refunding bond issued	9,875,000	5523.61%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Payment to refunded bond escrow agent	(9,850,937)	-5510.15%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Other	-	0.00%	-	0.00%	-	0.00%	22,644	50.67%	-	0.00%	-	0.00%
Proceeds from sale of capital assets	-	0.00%	-	0.00%	-	0.00%	36,660	82.03%	-	0.00%	2,964	-0.01%
Total Other Financing Sources (Uses)	178,778	100.00%	5,545,327	100.00%	3,412,363	100.00%	44,693	100.00%	(729,443)	100.00%	(25,928,895)	100.00%
<b>Net Change in Fund Balance</b>	1,360,659		(387,339)		873,272		(3,765,579)		(3,741,356)		7,931,848	

## **FOOD SERVICE FUND FINANCIAL SUMMARIES**

Maillie LLP  
School District Comparison  
Food Service Fund Balance Sheet  
6/30/2015

	1		2		3		4		5		6	
	Total	% of Total	Total	% of Total	Total	% of Total	Total	% of Total	Total	% of Total	Total	% of Total
<b>Balance Sheet</b>												
<b>Assets</b>												
Cash and cash equivalents	60,993	26.84%	310,207	52.27%	196,735	25.05%	407,294	40.14%	466,377	44.68%	11,373	3.52%
Investments	-	0.00%	-	0.00%	-	0.00%	-	0.00%	218,269	20.91%	-	0.00%
Accounts receivable, net	3,905	1.72%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	70,250	21.76%
Due from other funds	1,169	0.51%	-	0.00%	298,334	37.99%	126,709	12.49%	15,435	1.48%	-	0.00%
Due from other governments	29,221	12.86%	19,112	3.22%	-	0.00%	126,592	12.47%	95,906	9.19%	-	0.00%
Other receivables	-	0.00%	-	0.00%	85,502	10.89%	-	0.00%	5,969	0.57%	5,461	1.69%
Inventories	48,176	21.20%	50,458	8.50%	16,548	2.11%	196,642	19.38%	108,392	10.38%	36,911	11.43%
Prepaid expenses	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	152,280	47.16%
Capital Assets, net	83,774	36.87%	213,689	36.01%	188,201	23.96%	157,531	15.52%	133,462	12.79%	46,631	14.44%
Total Assets	227,238	100.00%	593,466	100.00%	785,320	100.00%	1,014,768	100.00%	1,043,810	100.00%	322,906	100.00%
<b>Deferred Outflows of Resources</b>												
Pension Activity	347,000	100.00%	167,000	100.00%	52,000	100.00%	348,000	100.00%	525,230	100.00%	-	#DIV/0!
<b>Liabilities</b>												
Accounts Payable and accrued expenses	22,659	0.68%	17,040	0.74%	-	0.00%	79,323	1.87%	126,574	2.23%	174,872	47.37%
Due to other funds	-	0.00%	-	0.00%	790,930	49.74%	-	0.00%	227,149	4.00%	128,233	34.74%
Compensated absences	-	0.00%	-	0.00%	19,560	1.23%	203,039	4.79%	-	0.00%	-	0.00%
Other post employment benefits	-	0.00%	-	0.00%	10,529	0.66%	218,667	5.15%	-	0.00%	-	0.00%
Net Pension Liability	3,263,000	98.30%	2,298,000	99.26%	761,000	47.86%	3,742,000	88.19%	5,196,504	91.50%	-	0.00%
Unearned revenue	33,723	1.02%	-	0.00%	8,159	0.51%	-	0.00%	128,857	2.27%	66,019	17.89%
Total Liabilities	3,319,382	100.00%	2,315,040	100.00%	1,590,178	100.00%	4,243,029	100.00%	5,679,084	100.00%	369,124	100.00%
<b>Deferred Inflows of Resources</b>												
Pension Activity	233,000	100.00%	123,000	100.00%	58,000	100.00%	267,000	100.00%	371,255	100.00%	-	#DIV/0!
<b>Net Position- food service fund</b>	(2,978,144)		(1,677,574)		(810,858)		(3,147,261)		(4,481,299)		(46,218)	

For Comparison Purposes Only

Maillie LLP  
School District Comparison  
Food Service Fund Statement of Activities  
6/30/2015

	1		2		3		4		5		6	
	Total	% of Total	Total	% of Total	Total	% of Total	Total	% of Total	Total	% of Total	Total	% of Total
<b>Statement of Activities</b>												
<b>Revenues</b>												
Food Service Revenue	723,021	45.93%	1,043,294	47.37%	307,664	33.84%	1,300,161	32.26%	2,851,329	54.18%	855,722	64.90%
State Sources	115,201	7.32%	167,813	7.62%	30,916	3.40%	337,341	8.37%	178,708	3.40%	29,132	2.21%
Federal Sources	735,307	46.71%	990,497	44.97%	549,313	60.41%	2,392,345	59.37%	2,226,382	42.31%	433,578	32.89%
Earnings on investments	742	0.05%	992	0.05%	402	0.04%	10	0.00%	1,080	0.02%	-	0.00%
Miscellaneous Revenue	-	0.00%	-	0.00%	22,552	2.48%	-	0.00%	3,152	0.06%	-	0.00%
Gain (Loss) on sale of assets	-	0.00%	-	0.00%	(1,591)	-0.17%	-	0.00%	2,013	0.04%	-	0.00%
Total Revenues	1,574,271	100.00%	2,202,596	100.00%	909,256	100.00%	4,029,857	100.00%	5,262,664	100.00%	1,318,432	100.00%
<b>Expenses</b>												
Salaries and employee benefits	1,128,728	62.43%	1,067,138	45.47%	382,002	34.99%	2,643,086	59.22%	2,852,889	55.50%		0.00%
Purchased services	-	0.00%	76,537	3.26%	631,285	57.82%	49,153	1.10%	31,315	0.61%	1,382,937	99.01%
Other operating expenses	5,975	0.33%	2,670	0.11%	300	0.03%	1,752,874	39.27%	2,449	0.05%	3,580	0.26%
Depreciation	17,772	0.98%	43,108	1.84%	15,563	1.43%	18,232	0.41%	18,725	0.36%	8,793	0.63%
Supplies	655,538	36.26%	1,157,564	49.32%	62,651	5.74%	-	0.00%	2,235,368	43.48%	1,452	0.10%
Total Expenditures	1,808,013	100.00%	2,347,017	100.00%	1,091,801	100.00%	4,463,345	100.00%	5,140,746	100.00%	1,396,762	100.00%
Transfers in (out)	-		(25,000)		99,912		-		-		200,000	
Food Service - Change in Net Position	(233,742)		(169,421)		(82,633)		(433,488)		121,918		121,670	

Maillie LLP  
School District Comparison  
Food Service Fund Balance Sheet (Cont.)  
6/30/2015

	7		8		9		10		11		12	
	Total	% of Total	Total	% of Total	Total	% of Total	Total	% of Total	Total	% of Total	Total	% of Total
<b>Balance Sheet</b>												
<b>Assets</b>												
Cash and cash equivalents	449,644	40.32%	800,484	78.44%	794,051	84.34%	330,212	59.78%	-	0.00%	48,953	11.21%
Investments	490,000	43.94%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Accounts receivable, net	3,927	0.35%	-	0.00%	-	0.00%	12,325	2.23%	-	0.00%	-	0.00%
Due from other funds	-	0.00%	1,693	0.17%	-	0.00%	8,355	1.51%	110,000	36.80%	59,367	13.60%
Due from other governments	12,894	1.16%	25,154	2.46%	26,664	2.83%	77,170	13.97%	76,907	25.73%	87,565	20.06%
Other receivables	-	0.00%	-	0.00%	451	0.05%	-	0.00%	-	0.00%	880	0.20%
Inventories	77,120	6.92%	63,236	6.20%	32,000	3.40%	58,056	10.51%	61,499	20.57%	53,066	12.16%
Prepaid expenses	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Capital Assets, net	81,661	7.32%	129,946	12.73%	88,374	9.39%	66,246	11.99%	50,511	16.90%	186,670	42.77%
Total Assets	1,115,246	100.00%	1,020,513	100.00%	941,540	100.00%	552,364	100.00%	298,917	100.00%	436,501	100.00%
<b>Deferred Outflows of Resources</b>												
Pension Activity	138,000	100.00%	163,000	100.00%	97,000	100.00%	260,000	100.00%	-	#DIV/0!	144,000	100.00%
<b>Liabilities</b>												
Accounts Payable and accrued expenses	127,975	6.44%	197,979	7.45%	12,082	0.92%	25,682	0.87%	199,835	92.41%	133,920	6.30%
Due to other funds	22,812	1.15%	-	0.00%	52,878	4.03%	150,000	5.08%	-	0.00%	-	0.00%
Compensated absences	-	0.00%	87,400	3.29%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Other post employment benefits	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Net Pension Liability	1,794,000	90.30%	2,313,000	87.04%	1,228,000	93.61%	2,737,000	92.71%	-	0.00%	1,961,000	92.21%
Unearned revenue	41,944	2.11%	59,030	2.22%	18,811	1.43%	39,428	1.34%	16,420	7.59%	31,850	1.50%
Total Liabilities	1,986,731	100.00%	2,657,409	100.00%	1,311,771	100.00%	2,952,110	100.00%	216,255	100.00%	2,126,770	100.00%
<b>Deferred Inflows of Resources</b>												
Pension Activity	250,000	100.00%	166,000	100.00%	88,000	100.00%	196,000	100.00%	-	#DIV/0!	140,000	100.00%
<b>Net Position- food service fund</b>	(983,485)		(1,639,896)		(361,231)		(2,335,746)		82,662		(1,686,269)	

For Comparison Purposes Only

Maillie LLP  
School District Comparison  
Food Service Fund Statement of Activities (Cont.)  
6/30/2015

	7		8		9		10		11		12	
	Total	% of Total	Total	% of Total	Total	% of Total	Total	% of Total	Total	% of Total	Total	% of Total
<b>Statement of Activities</b>												
<b>Revenues</b>												
Food Service Revenue	905,809	54.66%	1,303,570	66.33%	677,783	50.18%	1,252,110	47.35%	1,224,012	70.45%	1,340,708	73.30%
State Sources	141,248	8.52%	52,180	2.66%	42,350	3.14%	167,916	6.35%	23,337	1.34%	128,839	7.04%
Federal Sources	606,788	36.61%	608,683	30.97%	629,140	46.58%	1,224,164	46.30%	490,132	28.21%	359,401	19.65%
Earnings on investments	3,378	0.20%	699	0.04%	1,514	0.11%	31	0.00%	17	0.00%	88	0.00%
Miscellaneous Revenue	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Gain (Loss) on sale of assets	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Total Revenues	1,657,223	100.00%	1,965,132	100.00%	1,350,787	100.00%	2,644,221	100.00%	1,737,498	100.00%	1,829,036	100.00%
<b>Expenses</b>												
Salaries and employee benefits	903,795	54.86%	1,024,631	51.76%	693,290	51.70%	1,420,766	53.59%	-	0.00%	1,082,513	57.99%
Purchased services	114,576	6.95%	870,655	43.98%	16,743	1.25%	5,309	0.20%	-	0.00%	751,427	40.25%
Other operating expenses	2,808	0.17%	2,088	0.11%	10,238	0.76%	958	0.04%	1,850,905	99.16%	2,197	0.12%
Depreciation	12,983	0.79%	24,167	1.22%	30,997	2.31%	1,208,319	45.58%	11,499	0.62%	29,358	1.57%
Supplies	613,374	37.23%	57,972	2.93%	589,755	43.98%	15,806	0.60%	4,242	0.23%	1,318	0.07%
Total Expenditures	1,647,536	100.00%	1,979,513	100.00%	1,341,023	100.00%	2,651,158	100.00%	1,866,646	100.00%	1,866,813	100.00%
Transfers in (out)	272		-		(50,000)		-		213,000		-	
<b>Food Service - Change in Net Position</b>	<b>9,959</b>		<b>(14,381)</b>		<b>(40,236)</b>		<b>(6,937)</b>		<b>83,852</b>		<b>(37,777)</b>	

Maillie LLP  
School District Comparison  
Food Service Fund Balance Sheet (Cont)  
6/30/2015

	13		14		15		16		17		18	
	Total	% of Total	Total	% of Total	Total	% of Total	Total	% of Total	Total	% of Total	Total	% of Total
<b>Balance Sheet</b>												
<b>Assets</b>												
Cash and cash equivalents	397,578	48.15%	2,576,302	85.72%	184,393	50.19%	791,273	49.12%	180,020	65.77%	126,857	13.72%
Investments	-	0.00%	1,344	0.04%	-	0.00%	209,438	13.00%	-	0.00%	413,084	44.67%
Accounts receivable, net	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Due from other funds	-	0.00%	-	0.00%	-	0.00%	-	0.00%	34,685	12.67%	-	0.00%
Due from other governments	216,512	26.22%	-	0.00%	-	0.00%	155,499	9.65%	13,197	4.82%	95,288	10.30%
Other receivables	-	0.00%	113	0.00%	6,548	1.78%	15,684	0.97%	12,125	4.43%	2,514	0.27%
Inventories	52,593	6.37%	19,811	0.66%	8,523	2.32%	72,418	4.50%	6,098	2.23%	75,074	8.12%
Prepaid expenses	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Capital Assets, net	158,981	19.25%	407,869	13.57%	167,939	45.71%	366,564	22.76%	27,599	10.08%	211,895	22.91%
Total Assets	825,664	100.00%	3,005,439	100.00%	367,403	100.00%	1,610,876	100.00%	273,724	100.00%	924,712	100.00%
<b>Deferred Outflows of Resources</b>												
Pension Activity	484,000	100.00%	228,000	100.00%	-	0.00%	183,000	100.00%	-	0.00%	265,000	100.00%
<b>Liabilities</b>												
Accounts Payable and accrued expenses	126,967	2.58%	99,781	1.87%	29,272	40.87%	-	0.00%	153,022	50.81%	1,121	0.03%
Due to other funds	283,924	5.78%	2,035,692	38.17%	-	0.00%	4,648	0.16%	148,167	49.19%	313,316	8.41%
Compensated absences	-	0.00%	-	0.00%	-	0.00%	8,275	0.28%	-	0.00%	53,648	1.44%
Other current liabilities	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Net Pension Liability	4,500,000	91.55%	3,010,000	56.44%	-	0.00%	2,842,000	97.77%	-	0.00%	3,220,000	86.46%
Unearned revenue	4,191	0.09%	187,257	3.51%	42,342	59.13%	51,760	1.78%	-	0.00%	136,168	3.66%
Total Liabilities	4,915,082	100.00%	5,332,730	100.00%	71,614	100.00%	2,906,683	100.00%	301,189	100.00%	3,724,253	100.00%
<b>Deferred Inflows of Resources</b>												
Pension Activity	241,000	100.00%	215,000	100.00%	-	0.00%	218,000	100.00%	-	0.00%	230,000	100.00%
<b>Net Position- food service fund</b>												
	(3,846,418)		(2,314,291)		295,789		(1,330,807)		(27,465)		(2,764,541)	

For Comparison Purposes Only



Maillie LLP  
School District Comparison  
Food Service Fund Statement of Activities (Cont)  
6/30/2015

	13		14		15		16		17		18	
	Total	% of Total	Total	% of Total	Total	% of Total	Total	% of Total	Total	% of Total	Total	% of Total
<b>Statement of Activities</b>												
<b>Revenues</b>												
Food Service Revenue	593,019	13.72%	2,427,290	83.33%	692,283	85.07%	1,619,153	62.52%	1,008,789	74.86%	1,927,708	69.02%
State Sources	357,862	8.28%	183,085	6.29%	10,991	1.35%	72,592	2.80%	17,190	1.28%	206,139	7.38%
Federal Sources	3,371,837	78.00%	297,919	10.23%	110,520	13.58%	894,336	34.53%	286,557	21.26%	658,224	23.57%
Earnings on investments	247	0.01%	4,740	0.16%	-	0.00%	3,571	0.14%	860	0.06%	715	0.03%
Miscellaneous Revenue	-	0.00%	-	0.00%	-	0.00%	-	0.00%	34,235	2.54%	120	0.00%
Gain (Loss) on sale of assets	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Total Revenues	4,322,965	100.00%	2,913,034	100.00%	813,794	100.00%	2,589,652	100.00%	1,347,631	100.00%	2,792,906	100.00%
<b>Expenses</b>												
Salaries and employee benefits	2,237,465	50.30%	1,782,553	56.76%	-	0.00%	1,283,859	49.89%	-	0.00%	1,835,399	61.38%
Purchased services	96,427	2.17%	1,234,258	39.30%	748,793	92.18%	36,267	1.41%	285	0.02%	78,531	2.63%
Other operating expenses	5,305	0.12%	56,909	1.81%	-	0.00%	4,782	0.19%	18,593	1.45%	15,620	0.52%
Depreciation	17,957	0.40%	67,030	2.13%	36,063	4.44%	62,285	2.42%	4,747	0.37%	15,534	0.52%
Supplies	2,090,741	47.01%	-	0.00%	27,455	3.38%	1,186,307	46.10%	1,263,053	98.16%	1,045,036	34.95%
Total Expenditures	4,447,895	100.00%	3,140,750	100.00%	812,311	100.00%	2,573,500	100.00%	1,286,678	100.00%	2,990,120	100.00%
Transfers (out)	-		-		7,646		-		-		-	
<b>Food Service - Change in Net Position</b>	(124,930)		(227,716)		9,129		16,152		60,953		(197,214)	

Maillie LLP  
School District Comparison  
Food Service Fund Balance Sheet (Cont)  
6/30/2015

	19		20		21		22		23		24	
	Total	% of Total	Total	% of Total	Total	% of Total	Total	% of Total	Total	% of Total	Total	% of Total
<b>Balance Sheet</b>												
<b>Assets</b>												
Cash and cash equivalents	60,266	4.18%	46,466	15.42%	-	#DIV/0!	1,583,175	62.48%	424,831	63.99%	188,017	16.42%
Investments	-	0.00%	-	0.00%	-	#DIV/0!	-	0.00%	-	0.00%	-	0.00%
Accounts receivable, net	-	0.00%	-	0.00%	-	#DIV/0!	-	0.00%	-	0.00%	-	0.00%
Due from other funds	-	0.00%	-	0.00%	-	#DIV/0!	-	0.00%	-	0.00%	5,282	0.46%
Due from other governments	167,845	11.65%	-	0.00%	-	#DIV/0!	207,398	8.18%	171,039	25.76%	241,303	21.07%
Other receivables	336,014	23.32%	-	0.00%	-	#DIV/0!	-	0.00%	-	0.00%	162,013	14.15%
Inventories	69,130	4.80%	-	0.00%	-	#DIV/0!	349,146	13.78%	11,371	1.71%	31,612	2.76%
Prepaid expenses	348,435	24.19%	-	0.00%	-	#DIV/0!	57,296	2.26%	-	0.00%	-	0.00%
Capital Assets, net	458,891	31.85%	254,967	84.58%	-	#DIV/0!	336,952	13.30%	56,708	8.54%	517,011	45.14%
Total Assets	1,440,581	100.00%	301,433	100.00%	-	#DIV/0!	2,533,967	100.00%	663,949	100.00%	1,145,238	100.00%
<b>Deferred Outflows of Resources</b>												
Pension Activity	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	810,000	100.00%	-	#DIV/0!	-	#DIV/0!
<b>Liabilities</b>												
Accounts Payable and accrued expenses	-	0.00%	-	#DIV/0!	-	#DIV/0!	24,913	0.29%	129,166	91.78%	366,312	68.81%
Due to other funds	609,304	83.80%	-	#DIV/0!	-	#DIV/0!	2,732,885	31.93%	204	0.14%	-	0.00%
Compensated absences	-	0.00%	-	#DIV/0!	-	#DIV/0!	-	0.00%	-	0.00%	-	0.00%
Other current liabilities	85,663	11.78%	-	0.00%	-	#DIV/0!	30,302	0.35%	-	0.00%	-	0.00%
Net Pension Liability	-	0.00%	-	#DIV/0!	-	#DIV/0!	5,733,000	66.99%	-	0.00%	-	0.00%
Unearned revenue	32,112	4.42%	-	#DIV/0!	-	#DIV/0!	36,838	0.43%	11,371	8.08%	166,017	31.19%
Total Liabilities	727,079	100.00%	-	#DIV/0!	-	#DIV/0!	8,557,938	100.00%	140,741	100.00%	532,329	100.00%
<b>Deferred Inflows of Resources</b>												
Pension Activity	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	410,000	100.00%	-	#DIV/0!	-	#DIV/0!
<b>Net Position- food service fund</b>	713,502		301,433		-		(5,623,971)		523,208		612,909	

For Comparison Purposes Only

Maillie LLP  
School District Comparison  
Food Service Fund Statement of Activities (Cont)  
6/30/2015

	19		20		21		22		23		24	
	Total	% of Total	Total	% of Total	Total	% of Total	Total	% of Total	Total	% of Total	Total	% of Total
<b>Statement of Activities</b>												
<b>Revenues</b>												
Food Service Revenue	2,378,969	66.62%	1,678	100.00%	-	#DIV/0!	1,043,848	17.08%	1,470,743	56.81%	4,340,974	84.47%
State Sources	82,592	2.31%	-	0.00%	-	#DIV/0!	495,987	8.11%	65,592	2.53%	94,628	1.84%
Federal Sources	1,109,525	31.07%	-	0.00%	-	#DIV/0!	4,550,114	74.44%	1,052,068	40.64%	702,729	13.67%
Earnings on investments	-	0.00%	-	0.00%	-	#DIV/0!	2,641	0.04%	491	0.02%	510	0.01%
Miscellaneous Revenue	-	0.00%	-	0.00%	-	#DIV/0!	19,855	0.32%	-	0.00%	-	0.00%
Gain (Loss) on sale of assets	-	0.00%	-	0.00%	-	#DIV/0!	-	0.00%	-	0.00%	-	0.00%
Total Revenues	3,571,086	100.00%	1,678	100.00%	-	#DIV/0!	6,112,445	100.00%	2,588,894	100.00%	5,138,841	100.00%
<b>Expenses</b>												
Salaries and employee benefits	1,527,116	44.41%	-	0.00%	-	#DIV/0!	3,482,886	52.10%	1,180,545	47.27%	-	0.00%
Purchased services	301,059	8.75%	-	0.00%	-	#DIV/0!	2,373,193	35.50%	259,312	10.38%	4,913,275	97.44%
Other operating expenses	10,623	0.31%	-	0.00%	-	#DIV/0!	286,115	4.28%	-	0.00%	21,292	0.42%
Depreciation	53,443	1.55%	7,769	62.86%	-	#DIV/0!	47,167	0.71%	6,139	0.25%	95,484	1.89%
Supplies	1,546,722	44.98%	4,591	37.14%	-	#DIV/0!	495,749	7.42%	1,051,297	42.10%	12,112	0.24%
Total Expenditures	3,438,963	100.00%	12,360	100.00%	-	#DIV/0!	6,685,110	100.00%	2,497,293	100.00%	5,042,163	100.00%
Transfers (out)	81,348		10,682		-		-		-		-	
<b>Food Service - Change in Net Position</b>	213,471		-		-		(572,665)		91,601		96,678	

# February Budget Update

February 17<sup>th</sup>, 2016



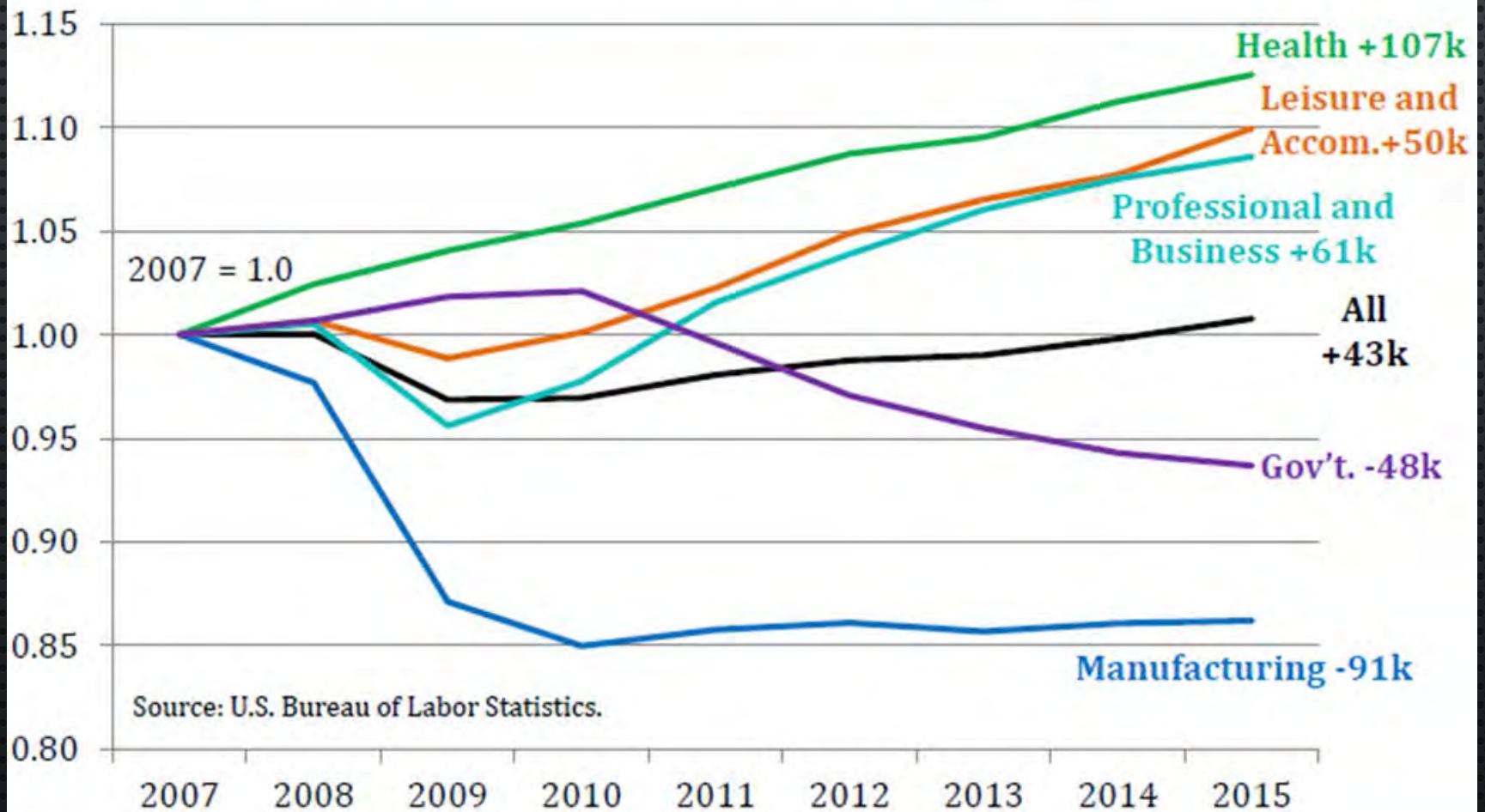
# State of the State Budget

## General Trends That Impact the State Budget



# State of the State Budget

## 2015 Jobs Surpass 2007 Level



# State of the State Budget

## Snapshot: 2005 - 2015 - 2025

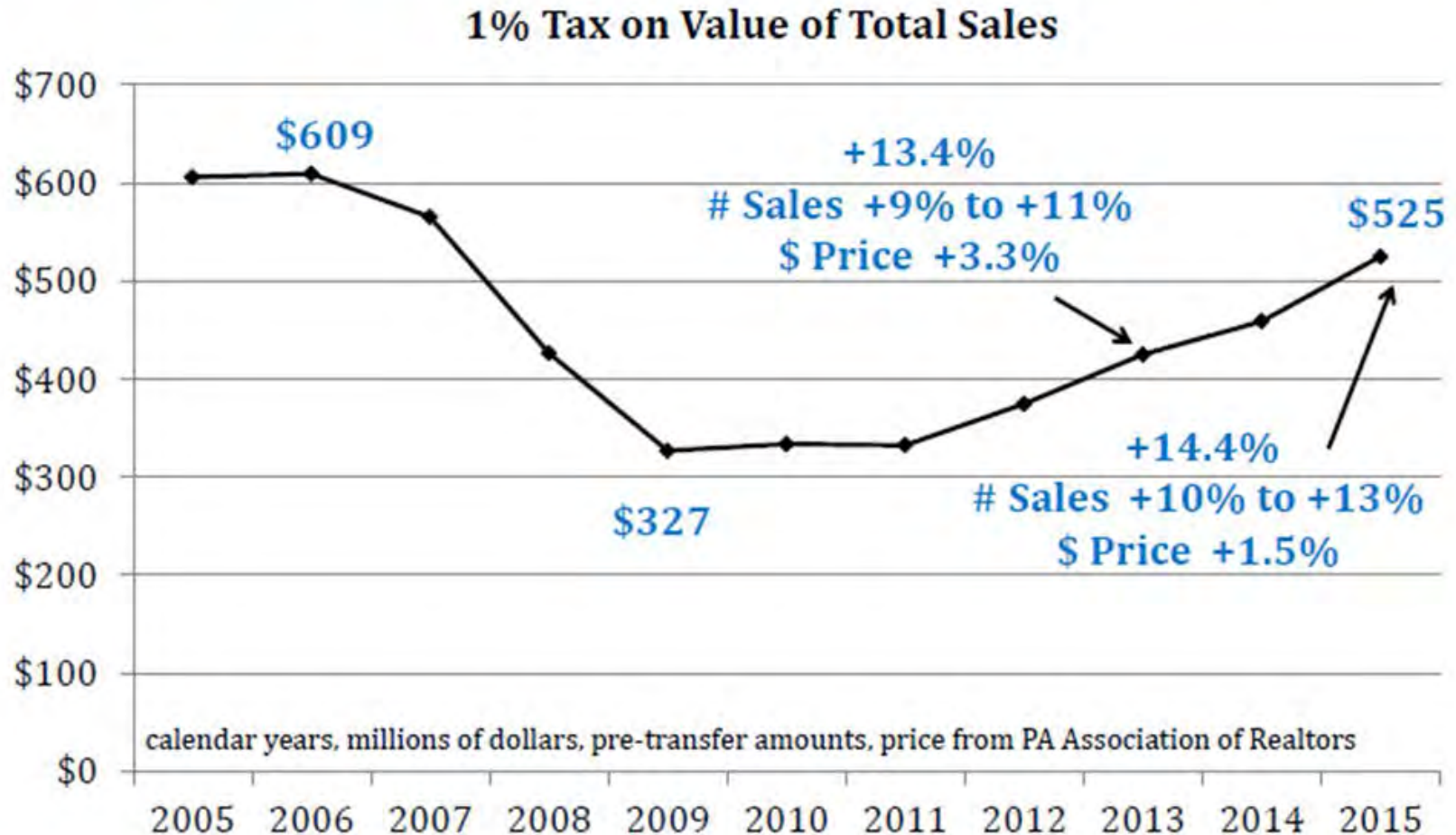
Age	Number of Residents			Gain or Loss		Avg. Ann. Growth	
	2005	2015	2025	2005-15	2015-25	2005-15	2015-25
0-19	3,226	3,062	3,048	-164	-14	-0.5%	0.0%
20-39	3,122	3,238	3,378	116	139	0.4%	0.4%
40-59	3,622	3,545	3,107	-77	-438	-0.2%	-1.3%
60-79	1,900	2,338	3,001	438	663	2.1%	2.5%
80+	<u>580</u>	<u>619</u>	<u>705</u>	<u>39</u>	<u>86</u>	<u>0.6%</u>	<u>1.3%</u>
<b>Total</b>	<b>12,450</b>	<b>12,803</b>	<b>13,239</b>	<b>353</b>	<b>436</b>	<b>0.3%</b>	<b>0.3%</b>

Note: thousands of residents. Source: Pennsylvania State Data Center.



# State of the State Budget

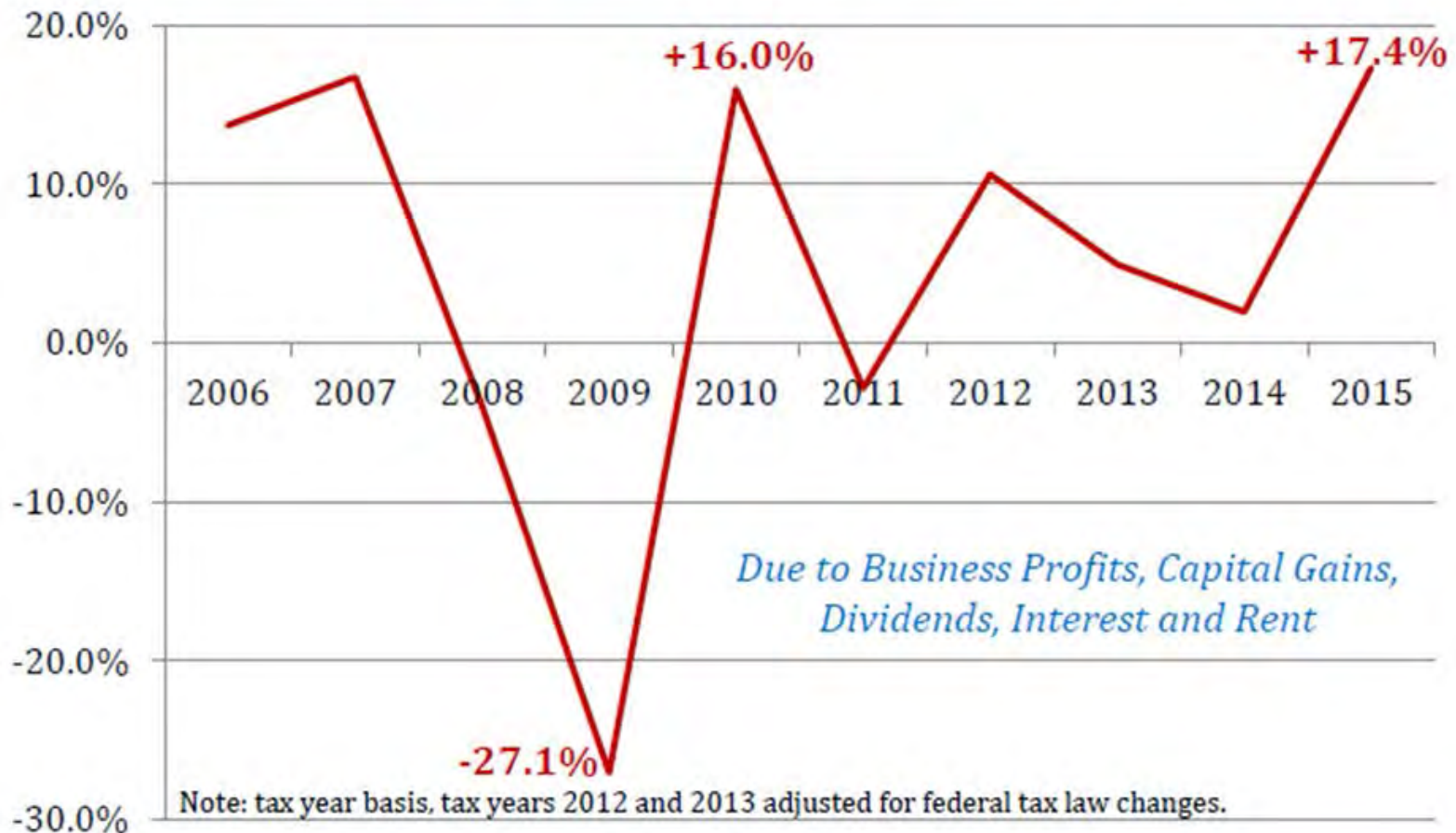
## Strong Growth Realty Transfer Tax





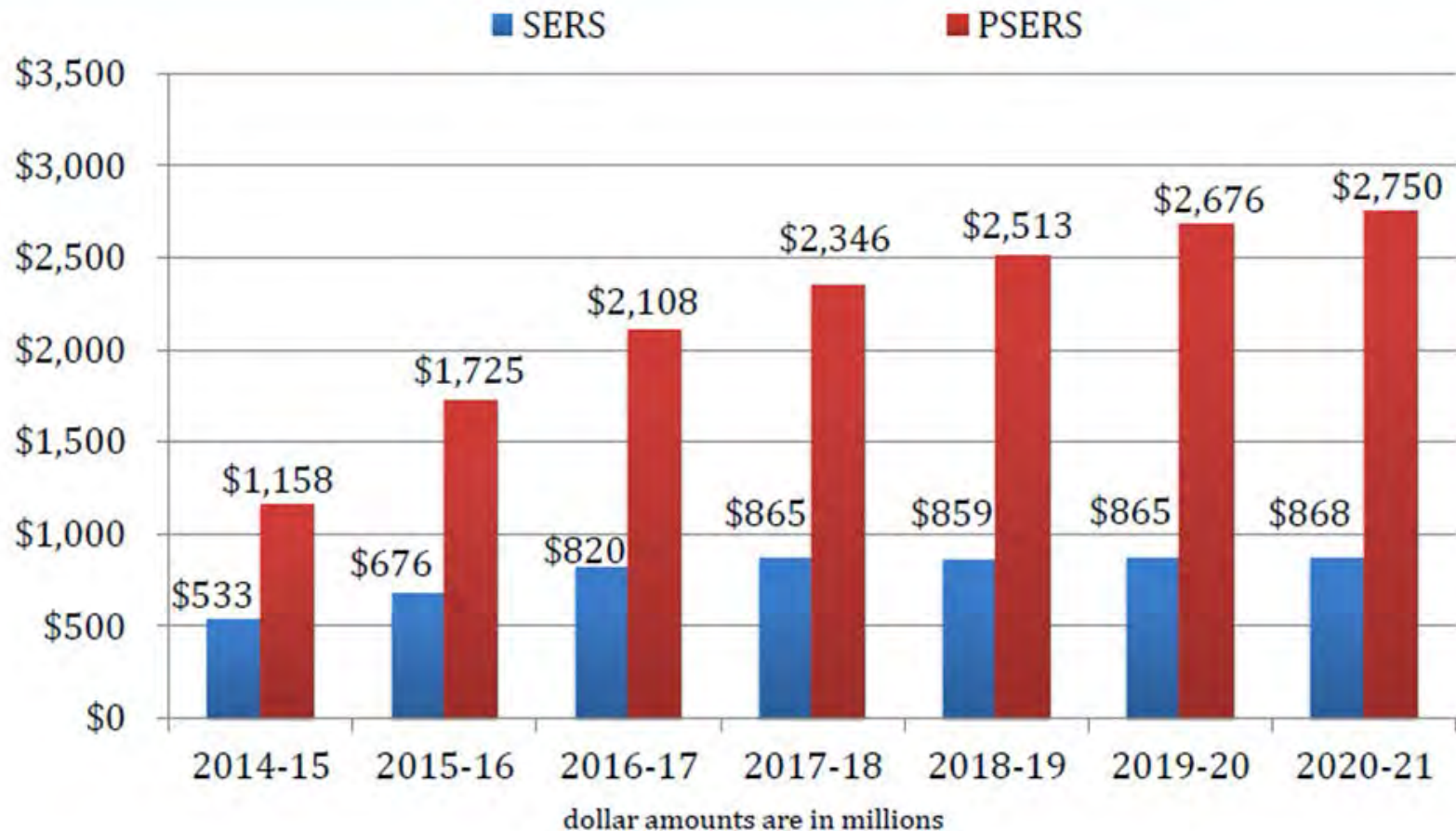
# State of the State Budget

## Strong PIT Estimated Payments



# State of the State Budget

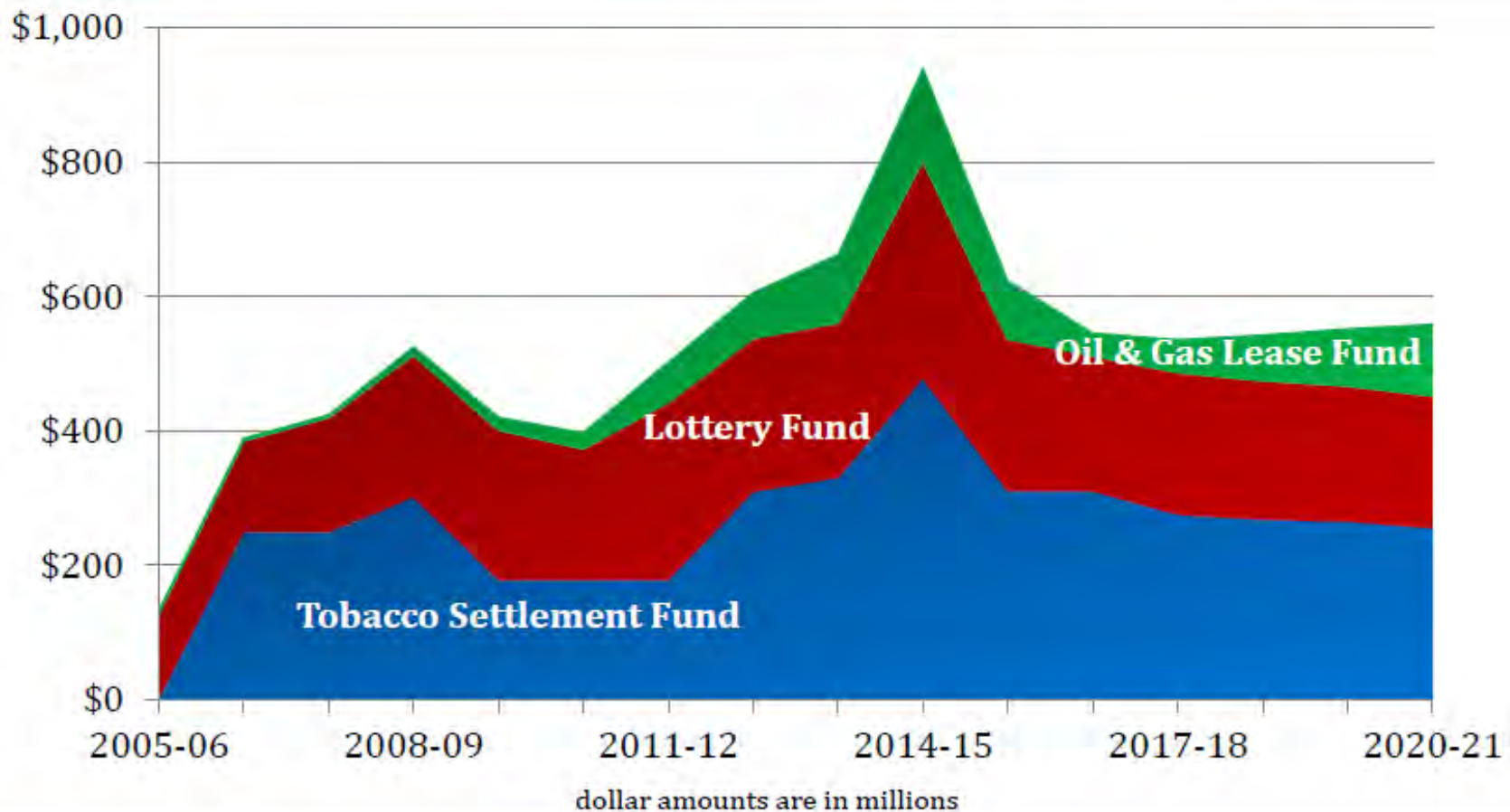
## Growth in Pension Contributions





# State of the State Budget

## Special Funds that Support the GF



# State of the State Budget

## Long-Term Structural Imbalance

General Fund Balance Sheet

	15-16	16-17	17-18	18-19	19-20	20-21
Beginning Balance	\$266	--	--	--	--	--
Available Revenue	29,422	\$30,155	\$31,318	\$32,465	\$33,646	\$34,865
State Expenditures	<u>-30,181</u>	<u>-32,065</u>	<u>-33,573</u>	<u>-34,950</u>	<u>-36,373</u>	<u>-37,594</u>
Current Year Balance	-760	-1,910	-2,255	-2,486	-2,727	-2,729
Lapses and Supplementals	<u>175</u>	<u>50</u>	<u>75</u>	<u>100</u>	<u>100</u>	<u>100</u>
Ending Balance	<b>-318</b>	<b>-1,860</b>	<b>-2,180</b>	<b>-2,386</b>	<b>-2,627</b>	<b>-2,629</b>

Note: dollar amounts are in millions.



- When Governor Wolf Visited CB East last Summer
- He said:
  - The state budget has a structural imbalance (it still does)
  - Recurring revenues do not match up with recurring expenses
  - The math is simple, the state must
    - Reduce expenses
    - Raise taxes
    - Or a combination of the two
  - Not taking any action is irresponsible



# Highlights From Governor Wolf's Budget Address

February 9<sup>th</sup>, 2016



# Overall Summary of Governor Wolf's Education Budget for 2016-17

- Basic Education Subsidies for all School Districts
  - 2015-16 Increase by \$377M (not adopted by the legislature – to date)
  - 2016-17 Increase by \$200M 3.3% over Proposed 2015-16
- Special Education Subsidies for all School Districts
  - 2015-16 Increase by \$50M (not adopted by the legislature – to date)
  - 2016-17 Increase by \$50M 4.6% over Proposed 2015-16
- Reestablish School Construction Reimbursement Funding (PLANCON)
  - 2015-16 \$0
  - 2016-17 \$306M
- The State Currently has a Structural Budget Deficit
  - The Governor's Proposed Budget Will Add to the Deficit Projections
  - Taxes Must be Increased or Expenses Dramatically Decreased to Balance the State Budget
- The State Budget Must be Adopted by June 30<sup>th</sup>, 2016
- What are the Chances of a State Tax Increase Before Legislative Elections in November 2016?
  - Governor Wolf is proposing increasing the PIT from 3.07% to 3.4% and broadening the sales tax



# Add in Slides From the PASBO/PASA Budget Webinar on February 16th

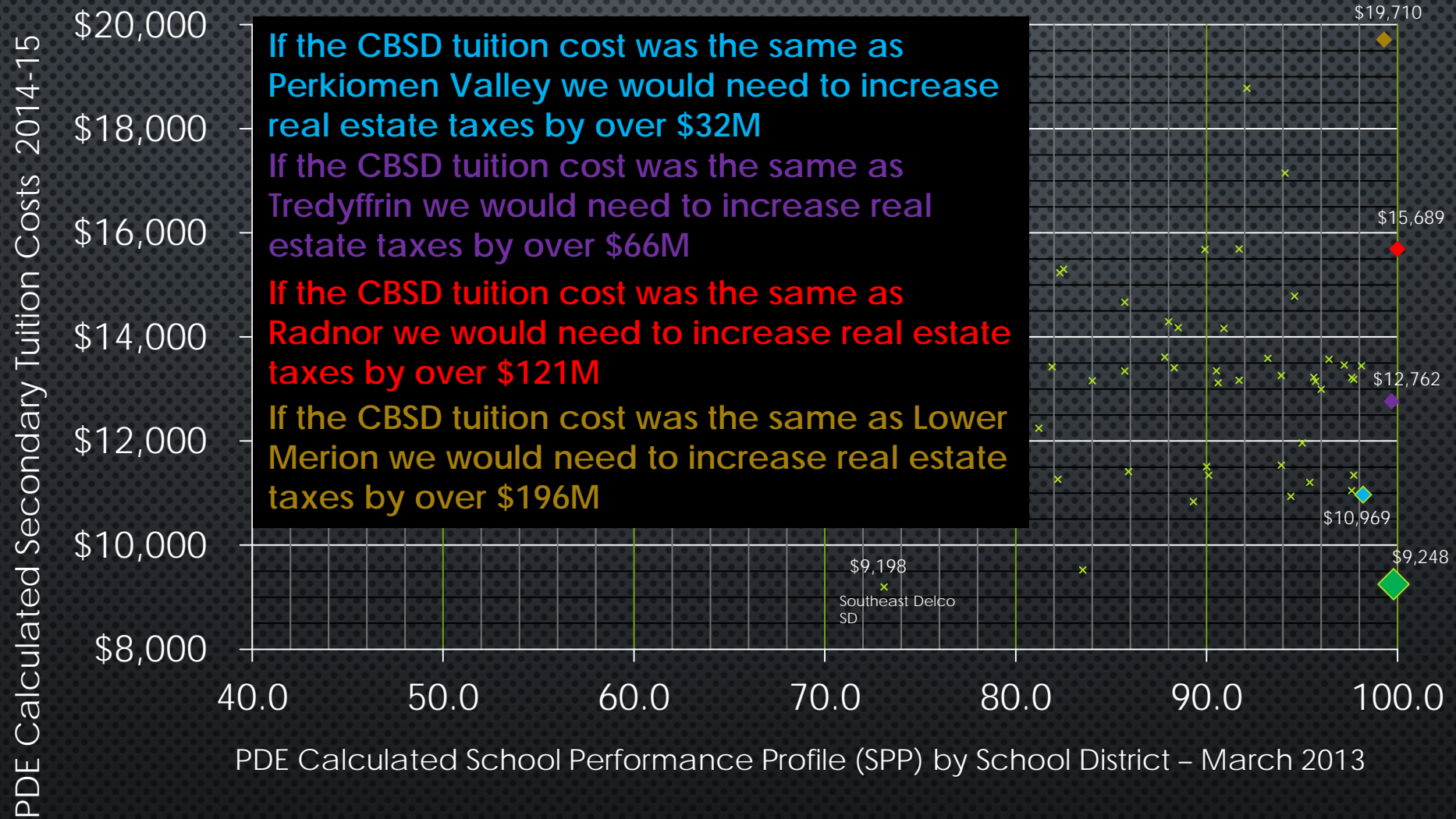


# Some Key Central Bucks School District Metrics

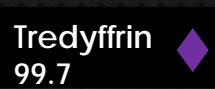


# Comparison of SPP Scores to Tuition Costs

## Bucks, Chester, Delaware, & Montgomery Counties



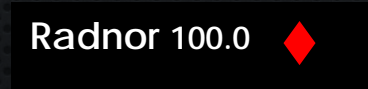
**Lower Merion**  
99.3



**Tredyffrin**  
99.7



**Central Bucks**  
99.8



**Radnor 100.0**



# If We Have the Lowest Cost of Education, Why Don't We Have the Lowest Taxes?

<b><u>Bucks County School District</u></b>	<b><u>Current Millage Rate</u></b>	<b><u>PDE Aide Ratio</u></b>
NH/Solebury SD	89.64	15.00%
Palisades SD	111.24	15.00%
Council Rock SD	115.01	15.00%
Centennial SD	126.76	21.16%
<b>Central Bucks SD</b>	<b>124.10</b>	<b>22.28%</b>
Neshaminy SD	152.00	25.75%
Pennsbury SD	157.89	27.32%
Bensalem SD	151.80	31.59%
Pennridge SD	132.09	33.38%
Quakertown SD	149.73	40.00%
Morrisville Boro SD	192.19	43.01%
Bristol Twp SD	206.65	53.68%
Bristol Boro SD	154.00	56.94%



# History of General Fund - Fund Balances

<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Projected</b>	<b>Projected</b>
<b>2012-13</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2016-17</b>
<b>\$18,519,326</b>	<b>\$17,813,141</b>	<b>\$25,744,989</b>	<b>\$28,729,113</b>	<b>\$28,729,113</b>

<b>2012-13</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2016-17</b>
<b>-\$3,582,939</b>	<b>-\$706,185</b>	<b>\$7,931,848</b>	<b>\$2,984,124</b>	<b>\$0</b>
<b>Due to</b>	<b>Due to</b>			
<b>Defeasance</b>	<b>Defeasance</b>			



# Potential Funding For Future Debt Prepayment

<u>Description</u>	<u>Amount</u>	<u>Funding Date</u>	
Debt Service Fund Balance	\$9,150,000	Available Now	
Transfer From the General Fund	\$10,500,000	June 30th, 2016	
Projected 2016-17 Budget Variance	\$1,350,000	June 30th, 2016	\$2.9M projected, use \$1.5M for major capital projects.
Budget Transfer From the 2016-17 Budget	\$9,000,000	June 30th, 2017	Assumes there will not be any additional construction debt prepayment after June 2017.
<b>Potential Funding For Debt Prepayment</b>	<b>\$30,000,000</b>		

- Gives the district greater confidence it can afford employee contract currently being negotiated.
- Gives the district greater confidence it can afford the next teacher contract (2018-19).
- Helps insulate CBSD from economic recession.
  - What are the chances of a recession in the next four years?
- Helps insulate CBSD from state subsidy reductions.
- Other districts will be taxing at higher levels or using fund balance to develop future budgets.
- Prepaying debt principal reduces future interest payments & accelerates state subsidy reimbursements



# Debt Prepayment 2017-18 Scenario per PFM

## CENTRAL BUCKS SCHOOL DISTRICT Summary of Defeasance Options

Scenario 1 - 2017-2018 Fiscal Year

### DEBT DEFEASANCE

#### Assumptions

- Contribute \$30,000,000 towards a cash defeasance in the 2017-2018 fiscal year (August 2017)
- Target existing bond issues reduce the District's total overall PSERS and local effort obligation
- Receive a one time lump sum PlanCon reimbursement of approximately \$456,818

	1	2
Principal Defeased		\$26,385,000
Interest Escrowed to Call Date		\$4,435,675
Costs of Issuance		\$74,274
Less: Escrow Earnings		(\$894,949)
<b>Total Cash Contribution</b>		<b>\$30,000,000</b>

3	4	5	6	7	8	9	10	11	12	13
Fiscal Year Ending	Total Salaries 3.00% Growth	PSERS Contribution Rate (%)	Gross Contribution Amount	Less: State Reimbursement	Less: PSERS Reserve Contribution	Net PSERS Contribution Amount	Existing Local Effort	Less: Defeased Local Effort	New Local Effort	Total Overall Obligation
(For illustrative purposes only)										
				50.00%						
6/30/2016	146,404,160	25.840%	37,830,835	(18,915,417)		18,915,417	19,443,052		19,443,052	38,358,470
6/30/2017	150,796,285	30.030%	45,284,124	(22,642,062)		22,642,062	16,256,470		16,256,470	38,898,532
6/30/2018	155,320,173	32.040%	49,764,584	(24,882,292)		24,882,292	14,799,863	(3,327,246)	11,472,618	36,354,909
6/30/2019	159,979,779	33.270%	53,225,272	(26,612,636)		26,612,636	13,235,909	(3,493,042)	9,742,868	36,355,504
6/30/2020	164,779,172	34.200%	56,354,477	(28,177,238)		28,177,238	11,799,808	(3,620,227)	8,179,580	36,356,819
6/30/2021	169,722,547	33.510%	56,874,026	(28,437,013)		28,437,013	9,814,739	(1,898,114)	7,916,625	36,353,638
6/30/2022	174,814,223	33.510%	58,580,246	(29,290,123)		29,290,123	8,244,782	(1,179,091)	7,065,691	36,355,214
6/30/2023	180,058,650	33.750%	60,769,794	(30,384,897)		30,384,897	8,305,864	(2,335,156)	5,970,708	36,355,605
6/30/2024	185,460,410	33.840%	62,759,803	(31,379,901)		31,379,901	8,199,241	(3,222,441)	4,976,800	36,356,701
6/30/2025	191,024,222	33.940%	64,833,621	(32,416,810)		32,416,810	7,226,976	(3,288,440)	3,938,537	36,355,347
6/30/2026	196,754,949	34.180%	67,250,841	(33,625,421)		33,625,421	6,206,606	(3,478,062)	2,728,545	36,353,965
6/30/2027	202,657,597	34.180%	69,268,367	(34,634,183)		34,634,183	5,132,774	(3,410,340)	1,722,434	36,356,617
6/30/2028	208,737,325	34.180%	71,346,418	(35,673,209)		35,673,209	4,041,260	(3,378,079)	663,181	36,336,389
6/30/2029	214,999,445	34.180%	73,486,810	(36,743,405)		36,743,405	2,909,115	(2,246,502)	662,613	37,406,018
<b>TOTAL</b>	<b>2,501,508,938</b>		<b>827,629,218</b>	<b>(413,814,609)</b>	<b>0</b>	<b>413,814,609</b>	<b>135,616,460</b>	<b>(34,877,339)</b>	<b>100,739,121</b>	<b>514,553,729</b>

(1) Per PSERS contribution projections as of 12/8/2015

	14
Less: PlanCon lump sum reimbursement	(456,818)
Less: Est. PSERS reserve contribution interest earnings	0
<b>Net total overall obligation</b>	<b>514,096,911</b>

### PSERS RESERVE CONTRIBUTION

#### Assumptions

- Contribute \$30,000,000 towards a PSERS Reserve to be utilized overtime to offset PSERS expense
- Utilize the Reserve each year to reduce the District's total overall PSERS and local effort obligation

	15	16
Towards PSERS Reserve		\$30,000,000
<b>Total Cash Contribution</b>		<b>\$30,000,000</b>

17	18	19	20	21	22	23	24	25	26	27
Fiscal Year Ending	Total Salaries 3.00% Growth	PSERS Contribution Rate (%)	Gross Contribution Amount	Less: State Reimbursement	Less: PSERS Reserve Contribution	Net PSERS Contribution Amount	Existing Local Effort	Less: Defeased Local Effort	New Local Effort	Total Overall Obligation
(For illustrative purposes only)										
				50.00%						
6/30/2016	146,404,160	25.840%	37,830,835	(18,915,417)		18,915,417	19,443,052		19,443,052	38,358,470
6/30/2017	150,796,285	30.030%	45,284,124	(22,642,062)		22,642,062	16,256,470		16,256,470	38,898,532
6/30/2018	155,320,173	32.040%	49,764,584	(24,882,292)	(2,834,316)	22,047,975	14,799,863		14,799,863	36,847,839
6/30/2019	159,979,779	33.270%	53,225,272	(26,612,636)	(3,000,706)	23,611,930	13,235,909		13,235,909	36,847,839
6/30/2020	164,779,172	34.200%	56,354,477	(28,177,238)	(3,129,207)	25,048,031	11,799,808		11,799,808	36,847,839
6/30/2021	169,722,547	33.510%	56,874,026	(28,437,013)	(1,403,913)	27,033,100	9,814,739		9,814,739	36,847,839
6/30/2022	174,814,223	33.510%	58,580,246	(29,290,123)	(687,066)	28,603,057	8,244,782		8,244,782	36,847,839
6/30/2023	180,058,650	33.750%	60,769,794	(30,384,897)	(1,842,923)	28,541,975	8,305,864		8,305,864	36,847,839
6/30/2024	185,460,410	33.840%	62,759,803	(31,379,901)	(2,731,304)	28,648,598	8,199,241		8,199,241	36,847,839
6/30/2025	191,024,222	33.940%	64,833,621	(32,416,810)	(2,795,948)	29,620,863	7,226,976		7,226,976	36,847,839
6/30/2026	196,754,949	34.180%	67,250,841	(33,625,421)	(2,984,188)	30,641,232	6,206,606		6,206,606	36,847,839
6/30/2027	202,657,597	34.180%	69,268,367	(34,634,183)	(2,919,118)	31,715,065	5,132,774		5,132,774	36,847,839
6/30/2028	208,737,325	34.180%	71,346,418	(35,673,209)	(2,866,630)	32,806,579	4,041,260		4,041,260	36,847,839
6/30/2029	214,999,445	34.180%	73,486,810	(36,743,405)	(2,804,681)	33,938,724	2,909,115		2,909,115	36,847,839
<b>TOTAL</b>	<b>2,501,508,938</b>		<b>827,629,218</b>	<b>(413,814,609)</b>	<b>(30,000,000)</b>	<b>383,814,609</b>	<b>135,616,460</b>		<b>135,616,460</b>	<b>519,431,069</b>

(1) Per PSERS contribution projections as of 12/8/2015

	28
Less: PlanCon lump sum reimbursement	0
Less: Est. PSERS reserve contribution interest earnings	(1,854,811)
<b>Net total overall obligation</b>	<b>517,576,257</b>



# Debt Prepayment 2018-19 Scenario per PFM

## CENTRAL BUCKS SCHOOL DISTRICT Summary of Defeasance Options

Scenario 2 - 2018-2019 Fiscal Year

### DEBT DEFEASANCE

#### Assumptions

- Contribute \$30,000,000 towards a cash defeasance in the 2018-2019 fiscal year (August 2018)
- Target existing bond issues reduce the District's total overall PSERS and local effort obligation
- Receive a one time lump sum PlanCon reimbursement of approximately \$473,295

Principal Defeased	\$26,965,000
Interest Escrowed to Call Date	\$3,536,906
Costs of Issuance	\$73,096
Less: Escrow Earnings	(\$575,000)
<b>Total Cash Contribution</b>	<b>\$30,000,000</b>

Fiscal Year Ending	Total Salaries 3.00% Growth	PSERS Contribution Rate <sup>1</sup>	Gross Contribution Amount	Less: State Reimbursement 50.00%	Less: PSERS Reserve Contribution	Net PSERS Contribution Amount	Existing Local Effort	Less: Defeased Local Effort	New Local Effort	Total Overall Obligation
6/30/2016	146,404,160	25.840%	37,830,835	(18,915,417)		18,915,417	19,443,052		19,443,052	38,358,470
6/30/2017	150,796,285	30.030%	45,284,124	(22,642,062)		22,642,062	16,256,470		16,256,470	38,898,532
6/30/2018	155,320,173	32.040%	49,764,584	(24,882,292)		24,882,292	14,799,863		14,799,863	39,682,155
6/30/2019	159,979,779	33.270%	53,225,272	(26,612,636)		26,612,636	13,235,909	(3,864,824)	9,371,086	35,983,722
6/30/2020	164,779,172	34.200%	56,354,477	(28,177,238)		28,177,238	11,799,808	(3,989,384)	7,810,424	35,987,662
6/30/2021	169,722,547	33.510%	56,874,026	(28,437,013)		28,437,013	9,814,739	(2,267,557)	7,547,182	35,984,195
6/30/2022	174,814,223	33.510%	58,580,246	(29,290,123)		29,290,123	8,244,782	(1,551,942)	6,692,840	35,982,963
6/30/2023	180,058,650	33.750%	60,769,794	(30,384,897)		30,384,897	8,305,864	(2,706,028)	5,599,836	35,984,734
6/30/2024	185,460,410	33.840%	62,759,803	(31,379,901)		31,379,901	8,199,241	(3,593,559)	4,605,682	35,985,583
6/30/2025	191,024,222	33.940%	64,833,621	(32,416,810)		32,416,810	7,226,976	(3,659,065)	3,567,911	35,984,722
6/30/2026	196,754,949	34.180%	67,250,841	(33,625,421)		33,625,421	6,206,606	(3,847,456)	2,359,150	35,984,571
6/30/2027	202,657,597	34.180%	69,268,367	(34,634,183)		34,634,183	5,132,774	(3,782,689)	1,350,085	35,984,268
6/30/2028	208,737,325	34.180%	71,346,418	(35,673,209)		35,673,209	4,041,260	(3,378,079)	663,181	36,336,389
6/30/2029	214,999,445	34.180%	73,486,810	(36,743,405)		36,743,405	2,909,115	(2,246,502)	662,613	37,406,018
<b>TOTAL</b>	<b>2,501,508,936</b>		<b>827,629,218</b>	<b>(413,814,609)</b>	<b>0</b>	<b>413,814,609</b>	<b>135,616,460</b>	<b>(34,887,035)</b>	<b>100,729,375</b>	<b>514,543,984</b>

<sup>(1)</sup> Per PSERS contribution projections as of 12/8/2015

Less: PlanCon lump sum reimbursement	(473,295)
Less: Est. PSERS reserve contribution interest earnings	0
<b>Net total overall obligation</b>	<b>514,070,688</b>

### PSERS RESERVE CONTRIBUTION

#### Assumptions

- Contribute \$30,000,000 towards a PSERS Reserve to be utilized overtime to offset PSERS expense
- Utilize the Reserve each year to reduce the District's total overall PSERS and local effort obligation

Towards PSERS Reserve	\$30,000,000
<b>Total Cash Contribution</b>	<b>\$30,000,000</b>

Fiscal Year Ending	Total Salaries 3.00% Growth	PSERS Contribution Rate <sup>1</sup>	Gross Contribution Amount	Less: State Reimbursement 50.00%	Less: PSERS Reserve Contribution	Net PSERS Contribution Amount	Existing Local Effort	Less: Defeased Local Effort	New Local Effort	Total Overall Obligation
6/30/2016	146,404,160	25.840%	37,830,835	(18,915,417)		18,915,417	19,443,052		19,443,052	38,358,470
6/30/2017	150,796,285	30.030%	45,284,124	(22,642,062)		22,642,062	16,256,470		16,256,470	38,898,532
6/30/2018	155,320,173	32.040%	49,764,584	(24,882,292)		24,882,292	14,799,863		14,799,863	39,682,155
6/30/2019	159,979,779	33.270%	53,225,272	(26,612,636)	(3,258,372)	23,356,265	13,235,909		13,235,909	36,590,174
6/30/2020	164,779,172	34.200%	56,354,477	(28,177,238)	(3,386,872)	24,790,366	11,799,808		11,799,808	36,590,174
6/30/2021	169,722,547	33.510%	56,874,026	(28,437,013)	(1,661,578)	26,775,435	9,814,739		9,814,739	36,590,174
6/30/2022	174,814,223	33.510%	58,580,246	(29,290,123)	(944,732)	28,345,392	8,244,782		8,244,782	36,590,174
6/30/2023	180,058,650	33.750%	60,769,794	(30,384,897)	(2,100,588)	28,284,309	8,305,864		8,305,864	36,590,174
6/30/2024	185,460,410	33.840%	62,759,803	(31,379,901)	(2,988,969)	28,390,933	8,199,241		8,199,241	36,590,174
6/30/2025	191,024,222	33.940%	64,833,621	(32,416,810)	(3,053,613)	29,363,198	7,226,976		7,226,976	36,590,174
6/30/2026	196,754,949	34.180%	67,250,841	(33,625,421)	(3,241,853)	30,383,567	6,206,606		6,206,606	36,590,174
6/30/2027	202,657,597	34.180%	69,268,367	(34,634,183)	(3,176,793)	31,457,400	5,132,774		5,132,774	36,590,174
6/30/2028	208,737,325	34.180%	71,346,418	(35,673,209)	(3,124,295)	32,548,914	4,041,260		4,041,260	36,590,174
6/30/2029	214,999,445	34.180%	73,486,810	(36,743,405)	(3,062,346)	33,681,059	2,909,115		2,909,115	36,590,174
<b>TOTAL</b>	<b>2,501,508,936</b>		<b>827,629,218</b>	<b>(413,814,609)</b>	<b>(30,000,000)</b>	<b>383,814,609</b>	<b>135,616,460</b>		<b>135,616,460</b>	<b>519,431,069</b>

<sup>(1)</sup> Per PSERS contribution projections as of 12/8/2015

Less: PlanCon lump sum reimbursement	0
Less: Est. PSERS reserve contribution interest earnings	(1,870,361)
<b>Net total overall obligation</b>	<b>517,560,707</b>



# Recommendation

- Complete the June 2017 debt defeasance (prepayment of construction debt)
  - This will help the district afford current employee contracts under negotiations
  - This will help the district afford the next teacher contract
  - This will help to moderate future real estate taxes.
- Other Future Debt Defeasance Plans (June 2021 for approximately \$40M) are less critical and can be removed from future budget planning if that is the direction the Board wants to go.



# Two Scenarios that Address the Pension Crisis

School Districts have Used both Methods

Most have not done any Planning

- Insert Susan’s Analysis here

	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
Revenue	11,822,039	11,882,149	12,002,259	12,062,369	12,122,479	12,182,589	12,242,699	12,302,809	12,362,919	12,423,029
Expenses										
- Salaries										
- Benefits										
- Pension										
- Other										
Total										



# Potential Funding For Future Major Capital Projects

(beyond our traditional funding each year)

<u>Description</u>	<u>Amount</u>	<u>Funding Date</u>	
Other Post Employment Benefits (OPEB)	\$9,300,000	Available Now	
Projected 2015-16 Budget Variance	\$1,500,000	June 30th, 2016	\$2.9M projected, use \$1.4M for construction debt prepayment
Projected 2016-17 Budget Variance	\$0	June 30th, 2017	
Budget Transfer From the 2017-18 Budget	\$7,000,000	June 30th 2018	Assumes there will not be any additional construction debt prepayment after June 2017
<hr/>			
Potential Funding For Major Capital Projects	\$17,800,000		



# **CBSD Current Year**

## **(2015-16) Budget Update**

# 2015-16 Revenues

<u>State Subsidies to CBSD</u>	2015-16 Revenue Budget	Estimated Revenues 2/17/2016	Variance
Basic Instructional Subsidy	\$17,781,941	\$16,345,166	-\$1,436,775
Special Education Subsidy	\$7,762,441	\$7,061,965	-\$700,476
Ready to Learn Block Grant	\$0	\$819,808	\$819,808
	\$25,544,382	\$24,226,939	-\$1,317,443
Construction Reimbursement	\$1,082,720	\$0	-\$1,082,720
Soc. Sec. Cash flow (May & June Delayed until July & August)	\$5,386,176	\$5,386,176	\$0
	\$32,013,278	\$29,613,115	-\$2,400,163



# **CBSD Budget Year**

## **(2016-17) Budget Update**



# 2016-17 Budget Snapshot

Category	2016-17 Budget	2015-16 Projected Actual	2014-15 Actual	% Change 15-16 to 16-17
Local Revenue 1.5% Tax Increase as of 2/17/2016	257,015,359	252,550,500	248,376,655	1.77%
State Revenue	60,026,110	59,400,000	55,457,419	1.05%
Federal Revenue	2,050,000	2,050,000	2,050,534	0.00%
<b>Total Revenues</b>	<b>319,091,469</b>	<b>314,000,500</b>	<b>305,884,608</b>	<b>1.62%</b>
Salaries	151,274,929	146,404,160	142,344,496	3.33%
Employee Benefits	86,190,644	77,272,406	68,237,505	11.54%
Prof. Services, Special Ed., EIT Tax Fees, Legal	5,561,103	5,375,675	5,357,676	3.45%
Electricity, Rentals, Repairs, Copiers	6,590,000	6,566,785	6,017,507	0.35%
Contracted Services, Transp., MBIT, IU, Charter Sch	20,506,599	20,822,635	19,397,812	-1.52%
Supplies, Natural Gas, Diesel, Heating Oil	7,150,000	7,267,128	7,247,502	-1.61%
Equipment	750,000	947,778	538,324	-20.87%
Interest & Principal Payments on Bonds	16,068,194	19,560,144	22,883,042	-17.85%
Principal, Buses, Tech., Renovations & Debt Pay Off	25,000,000	26,799,665	26,753,330	-6.72%
<b>Total Expenses</b>	<b>\$319,091,469</b>	<b>\$311,016,376</b>	<b>\$298,777,194</b>	<b>2.60%</b>
<b>Variance of Revenues and Expenses</b>	<b>\$0</b>	<b>\$2,984,124</b>	<b>\$7,107,414</b>	<b>-100.00%</b>
<b>Less: Fund balance used for the June 2015 Debt Defeasance</b>			(10,995,000)	
<b>Plus: Close out Fund 7 OPEB Trust Account &amp; Move it to the general fund assigned balance.</b>			11,819,434	
<b>Budget Variance including OPEB and Defeasance</b>			<u><u>\$7,931,848</u></u>	



# Budget Methodology (Parameters) For 2016-17

- Prepare for June 2017 Debt Defeasance, \$9M ? Yes/No
- Cancel Future (June 2021) Debt Defeasance Plans? Yes/No
- Plan for Future Major Capital Projects, \$7M in 2017-18? Yes/No
- Negotiations – Over 70% of the Budget and future budgets are Related to Personnel
  - Items to discuss in a future executive session:
    - Maximum salary percent increase for each employee group? %
    - Employee cost share of health care benefits ( increase / decrease / status quo )
    - OK to reduce staff due to student enrollment declines? Yes/No
    - Health care, assume no cost increase for 2016-17 and 5% increase in future years
    - Rx, assume 10% increase for 2016-17 and in future years
    - Retirement, budget per PSERS projections
- All other 2016-17 non salary or benefit expenses are assumed to increase by 1% or less
- Minimize the positive budget variance for 2016-17
  - Aggressive with 2016-17 revenue projections, no positive revenue budget variance Yes/No
  - Limit 2016-17 positive expenditure variance to less than \$5M or less than 1% Yes/No
- Real estate millage increase for 2016-17 of 1% or less? Yes/No



# Areas to reduce Budget Costs for 2016-17

- Eliminate proposed debt defeasance for June 2017. Saves \$9M
- Negotiations, saves \$ ??
- Reduce capital fund transfers for buses, technology, and maintenance. Max. savings \$16M
- Scale back on 2016-17 budget initiatives
  - Finalize elementary wireless network access could save \$100,000
  - Expand Extra Duty Responsibilities (EDR's) could save \$450,000
  - Establish iPad carts for grades 3 through 6 classroom use could save \$500,000
  - Maintain our class size could save \$ ??
  - Add 4 teachers to the Q.U.E.S.T. program could save \$300,000
  - Update materials for elementary math could save \$300,000



# Funding for Capital Projects

- The General Fund has a budget line item for transfers to capital projects
  - You can think of it as moving money from your checking account to a savings account for:
    - Vacation
    - College tuition
    - Home renovation project
- Each year, the district usually budgets for these capital items:

• School buses	\$1M per year
• Technology	\$2M per year
• Short term capital, roofs, sidewalks, etc.	\$4.3M to 5.3M per year
• Long term capital, major building renovations	\$3.2M to \$10M per year
• Debt defeasance	\$8M to \$10M per year
- See pages 238 – 241 of your 2015-16 budget book for planned capital expenses over the next 10 years including cost estimates and life cycle estimates.



# Areas that Spike in the Budget

- State retirement contributions are increasing much faster than the Act 1 base index
- Health care costs have been increasing much faster than the Act 1 base index 5 – 8%
- Rx costs have been increasing much faster than the Act 1 base index 8 – 10%
- General Fund Transfers to the Capital Funds
  - Long term capital Fund
    - Holicong renovations, Unami renovations, other planned major projects
  - Short Term Capital Fund
    - Roofing, sidewalks, HVAC maintenance, parking lots, flooring, other general maintenance items
  - School bus replacement, 12+ year life cycle
  - Technology, 4+ year life cycle
  - Debt defeasance



# Review of Charter School Invoices and Quality Control

- Bills are received each month for students that live in CBSD but attend a charter school
- The bills detail the student name, regular ed. or special ed., the number of days the student has been enrolled with the charter school, and the CBSD tuition rate.
  - The district reviews the bills to:
    - Ensure the proper paperwork of the student enrolled in a charter school is on file
    - They are properly classified as regular or special education with supporting documentation
    - Verify number of days a student is enrolled in a charter school
    - The tuition rate charged is correct
    - The invoice reflects recent payments made by the district
    - Verify that the charter school is properly recording student information in the PDE student database
- Approximately 120 students who live in the CBSD attendance boundary attend charter schools



# Pennsylvania Association of School Business Officials

Mailing Address:  
P.O. Box 6993  
Harrisburg, PA 17112-0993

Office Location:  
2608 Market Place  
Harrisburg, PA 17110

Telephone 717-540-9551

[www.pasbo.org](http://www.pasbo.org)

FAX 717-540-1796

## PROPOSAL FOR BUSINESS OFFICE REVIEW STUDY

### For the ABC School District

Qualified consultants and team members under the direction of the Pennsylvania Association of School Business Officials will conduct a study of the Business Office of the ABC School District (School District) as described below:

#### **I. SCOPE OF WORK**

- A. Refine the project goals and objectives with the Superintendent, Assistant Superintendent, and Business Manager prior to starting this project.
- B. Analyze and review current job descriptions and the organizational structure including job functions, job assignments and assessment of the level of job skills needed to perform the position responsibilities. Consultants will provide recommendations that become apparent during the review.
- C. Provide for in-depth interviews with the Superintendent, Assistant Superintendent, Business Manager, Business Office secretarial/clerical staff, and other School District staff as deemed appropriate.
- D. Provide a comprehensive on-site review of the Business Office operations.
  - 1. Analyze human resource utilization and needs in the Business Office and provide recommendations for staffing alignment to meet School District needs.
  - 2. Review the flow of Business Office operations between the various offices and within this office, and provide recommendations for improving efficiencies.
  - 3. Analyze use of technology and data processing applications to provide recommendations for enhancing the use of technology throughout the Business Office operations and capabilities of this technology at other levels.
  - 4. Evaluate key personnel and related processes with emphasis on the operations associated with the Business Office
  - 5. Review the Business Office accounting and financial reporting process.

6. Review the payroll, purchasing and accounts payable operations of the School District.
- E. Collect and analyze School District statistical data:
    1. Student enrollment – past, present and projected
    2. Budget – present and projected
    3. Present Business Office organizational chart
    4. Business Office policies and procedures
    5. Copy of School District strategic plan
  - F. Provide an exit conference prior to leaving the School District.
  - G. Prepare a comprehensive report identifying directors, clerical and other staff support for district business office operations. Included in the report will be recommendations in the form of an organizational chart, discussion of major job duties and specific procedural guidance for business office operations.
  - H. Upon completion of the review, a draft of the report will be delivered and reviewed with the Superintendent and other administrators as directed.
  - I. Fifteen (15) copies of the approved final written report will be provided.
  - J. If requested, a presentation of the final report will be made to the ABC School District Board of School Directors at a date and time mutually acceptable. The cost of the presentation is not part of this proposal.

## **II. THE SCHOOL DISTRICT WILL PROVIDE:**

- A. Current job descriptions for all Business Office supervisory, secretarial, clerical and other appropriate staff members.
- B. A list of all Business Office personnel including name, current salary and date of employment.
- C. A current organizational chart and any plan for Central Administrative/Business Office operations and resources.
- D. Copies of Business Office policies and procedures.
- E. Copies of the School District budget for the most recent fiscal year available, comprehensive annual financial reports for the two (2) preceding fiscal years, and the local auditor reports for the same years.
- F. Copies of the last two state audit reports for the School District.



- G. Historical, current, and future projected enrollment data.
- H. Current labor agreements as they affect Business office personnel.
- I. Copies of other pertinent documents that are required to complete the review, but are not specifically mentioned above or within other parts of this proposal, such as contractor agreements that impact on Business Office operations.
- J. Administrators and other business office staff to be interviewed will be made available by appointment with the consultants. Such interviews will be developed with and at the convenience of the School District.

### III. SUGGESTED TIME LINE

This project can begin any time mutually agreed to after [Insert Date]. Every effort will be made to provide a draft written report within 45 days of the conclusion of the on-site visitation but cannot be guaranteed until 60 days after the end of the on-site process is concluded. The days the consultants will work in the School District are determined cooperatively. The School District information requested above needs to be received by the PASBO office at least two weeks before the on-site visit.

### IV. COST OF PROPOSAL

PASBO Estimates that the cost will be around \$4,000 since the review is essentially limited to the business office. A presentation of their report would cost extra.

The total cost of the review as outlined in the Scope of Work shall be \$10,000 for professional fees and related expenses for a two-day study utilizing a four member Team. The related expenses for the purpose of this proposal shall be those direct expenses which can be assigned to the project, such as, but not limited to, travel, lodging, meals, printing, clerical, and telephone and fax costs. The costs to make a board presentation are not included. The cost for a board presentation is dependent upon method of presentation (on-site or videoconference) and is offered as an optional service to the School District.

### V. VALID

This proposal is valid for a period of 30 days from the receipt of the PASBO signature hard copy document provided for execution.

### VI. PAYMENT FOR SERVICES

A payment of 50% of the project cost will be paid to PASBO upon acceptance of this proposal. The balance of the project costs will be invoiced upon delivery of the final written report.

## VII. CONSULTANT STAFF

The PASBO designated project lead consultant will directly supervise all on-site activities and consultant work assignments. All aspects of the study will be under the lead consultant's direction.

## VIII. MISCELLANEOUS PROVISIONS

- A. **Compliance with Applicable Statutes or Necessary Regulations.** PASBO shall comply with all applicable federal, state, county, and city statutes, ordinances, and regulations. If compliance is impossible for reasons beyond PASBO's control, PASBO shall immediately notify the School District of the fact and the reasons therefor.
- B. **Termination.** This Contract may be terminated by the School District with five (5) days written notice to PASBO. Such termination must take place within fifteen (15) calendar days of the acceptance and signing of this Proposal by representative(s) of the ABC School District. Should such termination occur, the School District will be refunded the pro rata portion of the proposal cost for uncompleted work.
- C. **Assignment.** Neither the Contract nor any duties or obligations under this Contract shall be assignable by PASBO without the prior written consent of the School District. In the event of an assignment by PASBO to which the School District has consented, the assignee or the assignee's legal representative shall agree in writing, with the School District, to personally assume, perform, and be bound by covenants, allegations, and agreements contained in this Contract.
- D. **Insurance and Bond.** PASBO shall carry complete professional liability insurance. As of the date of this Contract, PASBO shall provide the School District with satisfactory proof that it has the above-noted insurance in effect.
- E. **Successors and Assigns.** Subject to the provisions regarding assignment, the Contract shall be binding on the heirs, executors, administrators, representatives, successors, and assigns of the respective parties.
- F. **Governing Law.** The validity of the Contract, or any terms or provisions thereof, as well as the rights and duties of the parties to Contract and this Addendum, shall be governed by the laws of the Commonwealth of Pennsylvania.
- G. **Legal Construction.** In case any one or more of the provisions contained in the Contract shall for any reason be held to be invalid, illegal or unenforceable in any respect, such invalidity, illegality or unenforceability shall not effect any other provisions thereof, and the

Contract shall be construed as if such invalid, illegal or unenforceable provision had never been contained herein.

**IX. ACCEPTANCE**

**IN WITNESS WHEREOF**, the parties have executed this Proposal for Business Office Review Study on the day and year set forth below.

\_\_\_\_\_  
[Insert Name of Board President]

\_\_\_\_\_  
Date

Board of Education President

ABC School District

\_\_\_\_\_  
[Insert Name of Superintendent]

\_\_\_\_\_  
Date

\_\_\_\_\_  
Jay Himes, CAE

\_\_\_\_\_  
Date

Executive Director, PASBO



# **XYZ School District Business Office Review**

## **Sample Report Structure**

**July 20XX**

**Pennsylvania Association of School Business Officials**

P.O. Box 6993  
Harrisburg, PA 17112-0993  
(717) 540-9551  
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## **INTRODUCTION**

Under the direction of PASBO, a team of current and former school business administrators were assembled to conduct a total study and analysis of the business operation for the XYZ School District. This review was requested by the school district for which they are to be commended, in as much as many school districts would hesitate to request such an evaluation from their peers. The team was constructed through the efforts of William L. McGill, who is currently the Director of Technical Assistance for PASBO. Prior to his current position with PASBO, McGill was the Director of Business Affairs at the East Stroudsburg Area School District.

The Evaluation Team consisted of current and former school business administrators whose total combined years of experience in “The Business of Education” exceed one hundred years in the Commonwealth of Pennsylvania. The following individuals made up the Evaluation Team:

Lisa W. Smith – Assistant to the Superintendent for Financial and Management Services at the Sample 1 School District. Ms. Smith will serve as the “Team Leader” for this project.

Laurie L. Jones, CPA – Business Administrator at the Sample 2 School District. She is considered one of the foremost experts in the Commonwealth on Governmental Accounting Standards Board Statement Number 34.

William C. Hawks, PRSBA – Assistant Superintendent of Business Affairs for the Sample 3 School District. He was the long-time Business Administrator at the Sample 4 School District in Western County. Hawks is also a past president of PASBO.

William L. McGill – Whose current and past positions are mentioned above.

## **SECTION I - OVERVIEW OF PROCESS FOLLOWED**

Listed below is a summary of the various documents which were reviewed prior to the visit at the school district:

- ♦ Current job descriptions of all business office employees, including Samuel Johnson, Director of Business Administration.
- ♦ Employee profiles completed by all business office employees.
- ♦ Review of salary structure for all personnel in the business department.
- ♦ Review of existing organizational chart and in-depth discussion of same with the Director of Human Resources.
- ♦ Examination of various business and human resource policies and procedures.
- ♦ Copies of the following fiscal reports for the last several years and some for the current fiscal year (2005-06)
  - 1) Annual budget documents
  - 2) Annual financial reports
  - 3) Local auditors' reports
  - 4) Auditor Generals' last two reports
  - 5) Enrollment data (including projections)
  - 6) Existing labor agreements

The following is a list of all of the positions that were examined through an in-depth interview process conducted during our visit. We have chosen not to list the names of each person we interviewed. Instead, we will enumerate the position titles. We would be remiss if at this point we failed to mention that each and every employee we interviewed was totally cooperative, and in our collective opinion, completely honest and answered every question we asked of them.

### **A. Administration**

- 1) Business Administrator – Individual interview
- 2) Director of Human Resources – Individual interview
- 3) Controller – Individual interview
- 4) Superintendent – Group interview
- 5) Manager of Support Services – Group interview
- 6) High School Principal – Group interview
- 7) Three Elementary Principals – Group interview



**B. Payroll/Personnel Employees**

- 1) Payroll Supervisor – Individual interview
- 2) Payroll Specialist – Individual interview
- 3) Benefits Specialist – Individual interview
- 4) Retirement Specialist – Individual interview

**C. Secretaries/Clerks**

- 1) To Business Administrator – Individual interview
- 2) Access Program – Individual interview

**D. Accounting/Purchasing**

- 1) Accounts Payable (2) – Individual interview
- 2) Bookkeeping Supervisor – Individual interview
- 3) Fixed Assets/Student Activity – Individual interview
- 4) Food Service/Extended Day – Individual interview
- 5) Purchasing Specialist – Individual interview

**SECTION II - GENERAL OBSERVATIONS OF BUSINESS**  
**DEPARTMENT FROM A-to-Z**

- A.** Current Business Administrator has been in that position for approximately six years. “It is now time to conduct this type of operational audit/review.” (Quote per Samuel Johnson)
- B.** He would like XYZSD to be a world class organization, which to him means strong enough to take an external review and take recommendations in areas where they can improve.
- C.** At this point, the administration feels they are doing well. They are committed to the Smith Quality Model, which stresses continuous improvement.
- D.** Their capital budget is projected for ten years; however, concentration is on the projects for the next five years.
- E.** The business office wants to make sure they have the trust of the board and the community.

- F.** The Superintendent believes the school board trusts the administration. Primarily because of the internal forces of the business office, i.e., new structures put in place, openness with the board; strong business administrator.
- G.** The Business Administrator believes his strengths are in the areas of internal controls and operational processes.
- H.** Tax increases have been at or less than the growth index.
- I.** The Business Administrator is hoping that the study will VALIDATE THEIR PROCEDURES AND/OR IMPROVE THEM.
- J.** They are hoping to have HR more involved in the training/professional development for support staff.
- K.** Technology replacement/purchases are handled centrally by the district. Replacement is based on need and not on the basis of equipment age. The plan is to keep the costs at a constant level so as to minimize budgetary impact.
- L.** Receiving – no central warehouse. In addition to the concerns with receiving orders over the summer, the district has concerns about the additional costs of not buying in bulk (i.e., costs for individual deliveries of paper, limited space to store the supplies in the buildings).
- M.** The administration affords the non-union group the same respect/treatment as the group formally organized under PSEA.
- N.** Mantra of the Superintendent and Business Administrator is: Planning, planning & planning... forward thinking... all for the purpose of continuous improvement.
- O.** The Finance Committee consists of three board members and they meet once a month.
- P.** Re fixed assets: They take a physical inventory each year in each school and track equipment transfers between offices and buildings. They capitalize equipment valued at \$5,000 or higher.
- Q.** Everyone interviewed stressed the “commitment to continuous improvement” and articulated it in a similar fashion. It was interesting to note that they did not seem stressed out over this concept, but

expressed it in a more matter-of-fact sort of way. We felt this demonstrated their “buy in.”

- R.** Critical Measures: XYZSD is committed to customer satisfaction. They actually measure it via a tracking system. They survey individuals who have had contact with various members of the business office and assess how they perceived their interaction.
- S.** The utilization of the critical measures is noteworthy in itself, but the fact that all members interviewed could articulate what it meant was even more noteworthy.
- T.** The use of the OnBase system contributes to their overall sense of continuous improvement.
- U.** The High School Principal said he has a great working relationship with the business office.
- V.** The business office allocates centrally and the principals decide how to spend for their buildings locally.
- W.** Administrative concern and focus is that there is equality from building to building, and the administration provided a coordinated look across the buildings. If there are needs which exceed the allocations, the principals may submit requests to the administration.
- X.** Each building administrator has a different philosophy about sharing his/her budget within their building.
- Y.** The principals we interviewed felt central administration has the philosophy that they will get you what you need.
- Z.** One thing we heard from almost everyone interviewed was: “We’re together – what one of us doesn’t think of, the other does. Teamwork.”



### **SECTION III - PURCHASING/RECEIVING/ACCOUNTS PAYABLE**

#### **Overview of Purchasing/Receiving**

Individual solely responsible for generating purchase orders based on requisitions from the buildings, develop specifications for bid documents, schedule and perform bid openings and generate purchases related to cooperative purchasing transactions. Position also generates monthly report for Capital Projects Fund and generates all equipment bids related to activities within this fund.

Individual relies upon the Controller for information concerning regular purchasing procedures and Director of Business Administration for issues related to Capital Projects Fund.

#### **Commendations for Purchasing/Receiving**

The purchasing process has been streamlined to include the generation of a one-page purchase order. Following the generation of the order, the original is signed by either the Controller (PO's <\$4,000) or the Director (PO's >\$4,000) for approval and a copy is made to send to the buildings. The original is sent to the vendor and the copy sent to the originator. Upon receipt of the materials, a copy of the purchase order is returned to the accounts payable department for processing. This individual also handles the canceling and closing-out of purchase orders that are incomplete or no longer required.

Bid specifications are generated from this office, the bid schedule is developed and the opening of bids is performed by this individual. This includes the bids for all operational areas, although specifications for several departments (facilities, nutrition services, transportation, etc.) are generated by the supervisors or in some cases, the architects on capital projects. The district uses the IU Cooperative Purchasing on a limited basis.

This individual provides training to all employees who have the ability to enter purchase orders. Requires training at other locations when new personnel are hired.

Individual indicates that workload often-times requires her to take work home in order to complete the duties in a timely manner.

### **Recommendations for Purchasing/Receiving**

The number one priority in this area of the business department during the review suggested the need for “warehouse” space within the district. This is becoming a critical issue and should be a priority of the district. The storage of copy paper and the verification of the receipt of materials were the primary reasons, but we discovered other needs from other sources. The nutrition services department is spending tens of thousands of dollars in daily deliveries due to the lack of storage space. Availability of products to the schools on a timelier basis would reduce the need to stockpile certain supplies within individual rooms and buildings. Excess furniture could be stored for distribution to other locations, saving resources for the future.

Savings could also be realized through the usage of “purchasing cards” by specific users in the district. Through a local bank or agency (PASBO/PSDLAF, PNC Bank, etc.) this system allows controlled purchasing of local goods and services without the issuance of a direct purchase order. Controls are placed on each individual card to limit the amount, location and type of product that can be purchased with the card within a very specific time (day, week, month, fiscal year, etc.) period and charged to specific accounts. Significant savings are realized by not issuing purchase orders for very small purchases and the issuance of one payment to the sponsoring institution (bank, agency, etc.) rather than multiple checks to many vendors.

The current workload of this individual is excessive based upon the timing of bids and the processing of purchase orders. The need for additional time from another person (part-time) is evident during these periods of high volume. It is anticipated that the initiation of the OnBase System will decrease the need for this additional help. It is recommended that information from the beginning of the fiscal year be entered into the OnBase System in order that research on current issues is made convenient for the staff. The number of bids being developed and advertised is excessive. The district has only recently approved the use of the CoStars System to allow school and office supply purchases, but there are many opportunities through other vendors to expand this capability. This system provides a “cooperative purchasing” opportunity to purchase materials at a significant discount without the time and costs of a bid process. It is recommended that the District explore additional opportunities for the use of bids from other agencies through the Commonwealth State Contract System, PEPPM and Costars System.

It is recommended that additional individuals be trained and become familiar with the total operation of this office. The individual in this position indicated she had requested to attend training sessions to enhance skills and had not been offered the opportunity to attend. It is recommended that expanded skills in the purchasing environment would enhance the productivity of this position.

### **Overview of Accounts Payable**

Two individuals share responsibility for payment of obligations for the district, one handling the vendor payments from A-N as well as “time” payments for benefits, utilities, etc. that are required prior to the Board approvals. Another individual shares responsibility for payment of obligations for the district, handling the vendor payments from O-Z as well as prepares payments for Community Education (Adult Ed), course reimbursements and occasionally answers tax questions based upon her experience.

Individual relies upon her peers in the department for questions related to her area.

### **Commendations for Accounts Payable**

The one individual is very familiar with her responsibility and has a long-term investment in this position. She is able to assist the other AP position because of her knowledge. She is comfortable with stage #1 training on OnBase. This individual also participates in the auditing of club accounts in order to assure accuracy of the record-keeping. She is familiar with the StudentPlus software and supports the budget process through verification of the allocation information.

Although only in this position for approximately one year, the other individual was very comfortable with her performance and enthusiastic about the potential for increased efficiencies with the OnBase System. She was pleased that her suggestion to expand the AP work area was to be implemented (completed while we were on site) and was anxious to expand her learning opportunities into other areas of the business office.

### **Recommendations for Accounts Payable**

Both staff members are anxious to get into the final stages of training and transition to the new software. This will be a true challenge and both expressed several times that this would make the department more efficient.

As noted, this is a well-run department of the office. Both employees seemed enthusiastic about the entire operation and are hopeful about the implementation of the OnBase Software.

Although OnBase is being implemented, one employee is skeptical that the application will work properly and that the buildings will utilize the system fully. She does not trust the “storage” of the technology and is looking forward to full implementation, even though she understands that significant additional training will be offered. With the new technology there appears to be sufficient work for only one position and that may be an opportunity for a variation in the assignment of these individuals.



Although the AP process is well graphed, written procedures should be reviewed upon adoption of the OnBase Software to insure all steps are documented and proper back-up is assured.

## **SECTION IV - PAYROLL/PERSONNEL**

### **Overview of Payroll/Personnel**

This department sets up the payroll portion of new employees' profiles in Pentamotion payroll screens (PSERS, local tax, W-4 & deductions) and produces an Excel worksheet for new hires and exceptions with date of hire, rate, starting and ending dates.

HR Personnel Action Notification (PAN) forms are sent electronically to payroll for employment status changes and leaves of absence. These documents are used as source documents. Board agenda actions are validated where appropriate to these PAN forms and discrepancies are investigated. (Team received samples of these forms)

Leave absences – worksheet to figure pay and time used.

Pay folders – one for each of the 26 pay periods

- Lump sum election sent electronically (lump sum occurs end of June.
- Direct deposit is an option.

Logging all employee concerns or complaints.

They would like to see more involvement with the schools – possibly as part of a program for the school employees to get to know Central Administrative personnel.

One individual has responsibility for the enrollment and coordination of the benefit programs throughout the district along with the tracking/accounting for many related benefits offered by the district. In addition to providing benefit information to all employees, she deals directly with providers to assure proper administration of claims. She has worked closely with specific providers to establish programs to benefit the district and employees as well as former employees.

This position, although related more to payroll, deals directly and effectively with the business administrator based upon the critical nature of the program information. The impact and good-will from this office have been significant.

All provided timesheets are handled manually (currently hardcopy but looking to move to a web based application – Web Employee Based Timesheets, add-on module offered

by Pentamation). The 403(b), savings bonds, flexible benefits, direct deposit are keyed as deduction into the Pentamation payroll module for set-up of deduction.

Payroll uses the timesheets as a source document and HR posts the attendance from leave slips. The HR office will notify payroll should an individual not have leave time available and the payroll person must then deduct the day which was already paid. This is more of concern on the professional side.

Payroll bank reconciliation (guessing about 1,500 checks per month) also falls in this department. There is a manual process of verification between checks issued and those that cleared the bank. An Excel spreadsheet is utilized to track and summarize the outstanding checks.

Deduction checks are being processed through Appletree and these payroll checks are issued through the Appletree program. They use Pentamation to generate a deduction report. From the deduction report, the deduction amounts, vendor and employee information is manually entered into the Appletree software. The use of the Appletree software is redundant. Once the codes and employee information are entered into Pentamation, the system is designed to generate the checks and all associated reports.

Replacement payroll checks are run through Appletree for lost checks. We would like to see more open communications between accounts payable and payroll within the office.

### **Commendations for Payroll/Personnel**

This department provides excellent customer services through use of Excel worksheets so employees understand how their pay is calculated. Federal and state exemptions are properly handled for mandatory employee retirement incentive payments.

Strong internal control procedures are evident in the validation of the PAN forms against the Board agenda. The PAN form is very well developed and travels electronically to all necessary parties. It not only has form, it also has function. It is a model document and should be shared with others. We suggested that the form be posted to the PASBO Electronic Resource Center (ERC).

XYZSD payroll procedural manual is in place. The department organized the information into a format that is easily communicated to the staff. It provides training on benefit packages to employees entering the system and is prepared to provide benefit data to the business office when evaluating plans. The staff at all levels provided positive comments on involvement in the programs and highly praised all efforts to educate the staff and facilitate the Health Fair for employees. Oversight of payments and enrollment in the various programs provides maximum savings to the district from this position.

### **Recommendations for Payroll/Personnel**

Re-evaluate utilization of the Appletree program for payroll purposes and evaluate the ability to fully utilize the Pentamation program for integration and internal control purposes. Supervisor indicated several steps are involved using Appletree as a supplement to cut deduction, replacement, void/supplement checks and journal entry process is used to balance the totals in the Pentamation system.

Because of the magnitude of the responsibilities of the supervisor position, it may be helpful to have someone from the office participate in some of the processing and learn the position. The supervisor is totally engrossed in the organization of her work and has available resources, but in the event she would leave there are many details of this operation that she has implemented that are not currently understood by anyone else (even those she reports to) in the organization. Also, the monitoring of some benefit (TSA, FSA, HSA, etc.) accounts may require additional training or expertise outside this position.

Payroll operation needs to eliminate the processing of deduction checks through Peachtree and utilize the features available in Pentamation. The payroll staff did not appear to realize this was an option, but was relying on the existing procedure.

Automate bank reconciliation through Pentamation and bank account similar to the General Fund process. The current process requires approximately one full day.

The team recommends using the Pentamation program to automatically create the deduction checks. **This will save time and reduce the opportunity for error.**

Internal control issue involving steps utilized in void and supplement of checks using both Pentamation-Appletree-Journal Entry process currently in place is cumbersome. The Pentamation system should allow for direct application of void/supplement within the system and provide better internal controls for tracking of totals.

Reorganization of the procedures for this position will allow the district to restructure the duties with additional time for this position to assist in other business office operations (purchasing).



## **SECTION V - BOOKKEEPING FUNCTIONS**

Includes:

- Total General Operation
- Food Service Department
- Extended School Care Program
- Activities/Athletics Operation
- Fixed Assets – Database Program

### **Overview of Complete Bookkeeping Function**

This position assists the controller and director of business administration, obtains information from Pentamation and utilizes Cognos (crystal report writer) for creating custom reports. Reports are maintained on Pentamation system for utilization by other staff members.

Accounts payable is batched processed. Critical measures started July 2005 to track invoice payments, void checks (vendor issues and concerns). Hand-checks (called sanctioned checks) are authorized for necessities (contests, registrations, utilities). The bulk of the checks are handled through the board check-run per month (estimated volume is 500-600 checks).

Vendor payments are split alphabetically between two accounts payable clerk positions (A-N and O-Z). The business office staff has grown along with the expansion of the business operations and responsibilities. Running more like a business and introducing things to do a better job.

Reconciliation of bank accounts (General Fund, four capital projects accounts, memorial fund, two small scholarship funds) falls in this department. Through a web banking program, checks issued are electronically sent to the bank and the bank returns a listing of outstanding checks at the end of the month for reconciliation. A cash ledger is maintained to validate balance between bank, school district cash ledger and the Pentamation system.

Separation of duties is maintained through accounts payable clerks issuing the checks and the supervising bookkeeper performs reconciliation.

The supervisor ran a report that determined payment of invoices on average is 47 days from date of invoice to payment date; however, the summer payment cycle is not included in the report.

The same bookkeeping position is responsible for all of the accounting of the nutrition service and extended school care enterprise funds.

- ESC: make deposits, process invoices, writes checks, maintaining AR accounts in Pentamation and reconcile bank account.
- Food Service: process invoices, produce checks, record activity (receipts and disbursements) to general ledger and reconcile bank statements.

Staffing of these programs is district employees and is paid through the General Fund payroll cycle. These enterprise funds then reimburse the General Fund on a monthly basis.

This position is responsible for all accounting aspects of the activities and athletic accounts – writing checks, recording receipt and disbursement activity to the ledger (Appletree) and reconciling the bank statement. Producing monthly reports for advisors as well as the Board is another task within this department.

All purchase orders that are over \$500 are received and coded to the 750/760 objects. Based on that information, an asset sticker is sent to the appropriate building custodian for placement of the tag on the asset. Once she is notified that the asset has been received and paid, the asset will then be recorded to the fixed asset database. The custodians, for updating of the database, communicate all movement of the asset between rooms/buildings as well as disposal of fixed assets. On an annual basis, a physical inventory is performed for each building.

### **Commendation for Complete Bookkeeping Function**

Payment of vendors was indicated to be done in 40-50 days of receipt of invoices; however, this tracking does not include the summer months where the receiving issue is expected to delay payment and cause this timeframe to be exceeded.

Utilization of an on-line banking service to validate outstanding checks for a General Fund of this size is a good practice (benchmark). Bookkeeper spoke very clearly about her ability to generate and publish simple and complex Cognos reports as needed. Mastery of this software is not easy, and she is to be commended for her talents and initiative in producing and publishing reports.

Considering the number of student organizations with financial activity, this operation is well-organized and documented. Although we did not get into the building level to review, it appears that there are adequate safeguards in place to assure that individuals do not have control over more than one phase of the financials. The success of the accounting for fixed assets depends upon the cooperation at each location. We are satisfied that the majority of locations comply with requirements.

The bookkeeper of nutritional services is very familiar with her duties and comfortable with the Appletree Software. The procedure that was outlined for the accounting of the fund was logical and provided for a high level of accountability. Several individuals were involved in the processing of funds and the actual deposits were made by a courier who received the locked bank bags from the cafeteria manager at each location.

The Extended Care Program monies were collected by the supervisor and accounted for in this office through the Appletree System.

There are certain times during the year when the work requires more time than her part-time hours permit. Employee is willing to work the additional hours to get the job accomplished.

### **Recommendation for Complete Bookkeeping Function**

**Food Service:** A conflict of duties exists between her responsibilities, because she is able to write checks, record activity to the general ledger and reconcile the bank statement, the potential for misappropriation exists. The district should analyze these duties as well as those of the other business office staff to determine if or how her responsibilities should be realigned to eliminate the potential of misappropriation.

Management should continue their pursuit of moving the accounting of the activity from Appletree to Pentamation.

Currently, the Nutrition Service Program is running a deficit. A price increase occurred two years ago, but the previous increase to that occurred 13 years prior. Controller has started the process of gaining a detailed understanding of the procedures in an effort to develop a plan to make the fund self-sustaining. Once that detail review is performed and a plan is in place, we recommend that monthly/annual financial analysis should be performed to ensure the profitability of the program. We recommend cross-training of these functions.

**Extended School Care:** Two conflicts of duty exist. This person is able to write checks, record activity to the general ledger and reconcile the bank statement and also is responsible for making daily deposits and can adjust customer accounts receivable balances. The district should analyze her duties as well as those of the other business office staff to determine if or how her responsibilities should be realigned to eliminate the potential of misappropriation.

The district should consider not allowing remote locations (13 elementary buildings) to perform collection procedures. All payments should be mailed to the ESC supervisor, or some other central location.

All checks are done manually. A large stock of checks was purchased and an effort is being made to use them so not to be wasteful. Assess whether it is cost effective to continue manually performing this function.

The ESC supervisor is currently responsible for financial monitoring of the program. Business office administrators should gain knowledge of the program and share in the responsibility of the monitoring. We recommend cross-training of these functions.

Attention is required to merge the sharing of processes between the bookkeeping/ accounts payable and payroll. Although these operations share a common space and are both integral parts of the business operation, there is a division between sections with each assigned a supervisor and a section team that performs all cross-training and internal controls. Although a dedicated team approach to these operations is a viable solution, a concern does arise when common practices such as bank reconciliations are occurring in different manners.

The Appletree software program is being used in the payroll, student activities and food service operations. The Review Team believes the Pentamation system should be the preferred operating financial system as a means to provide better internal control, integration and access to information.

As mentioned by management, there is a need for policies and procedures related to the "unknown status list" – assets not located during physical inventories. Currently, no procedures exist to find or write-off these items. Such a list could be used as a tool to determine if there are safeguarding issues (security).

It was also mentioned that items that were communicated as being retired but reappear on the list. The item is typically placed in a closet instead of being disposed. A policy and procedures should be established regarding the disposal of obsolete items.

The Student Activities receipts and disbursements were part of the General Fund until 1998. At that time, based on the workload of the business office accounts payable specialist, an employee was hired and she utilized Appletree for recording all activity. We recommend the accounting be placed back into Pentamation to provide better internal control and access to information. She is also a part-time employee and accordingly, when a check is required on a day off, manual checks are written out of Appletree. Being on Pentamation would eliminate this issue.

A student activities handbook is recommended to outline procedure for signature approval of student officers in addition to advisor as well as address other issues of handling of funds. Lisa W. Smith sent an electronic copy of the Sample 1 School District student activity handbook to the district's business manager.



The district is batch processing invoices for payments; however, the district is producing one check run for Board approval. The district should consider a weekly check run with Board post-distribution authorization which will probably require a change of policy. This will greatly expand the sanctioned check runs and significantly reduce the Board authorized check run.

The district is looking at levels of control and integration of returning student activities and food service funds from Appletree to Pentamation. The Review Team agrees this is an analysis that needs resolution for the district and supports the move of these funds back to the Pentamation system.

### **SECTION VI - CONCLUSION**

We would first of all like to thank Dr. Eagle, Samuel Johnson, Mike Sommers and the total staff of not only the business department, but also the entire staff in the district administration building. We would like to assure you that our team could not have been treated more graciously.

I am not going to go into a great deal of depth in this summary of the results of our evaluation, in as much as we all believe the content of the various sections speak for themselves. It is our hope that you share the details of our commendations with your employees who function in each area within the business department of your excellent school district. We know you will not be able to implement all of these recommendations within the near future, nor do we expect you to agree with every one of them. However, we hope they can serve as a road map for the future of the business department.

I would like to summarize some of our team's more important commendable findings that we all believe are pertinent to the total business administration department of the XYZ School District, which in our collective opinion reflects the outstanding effort and attitude of all employees in your business operation:

- The total staff we interviewed understood the purpose of our review and articulated their complete commitment for continuous improvement.
- All of the building principals interviewed identified Samuel Johnson as a well respected and trusted leader of the fiscal side of the district.
- The business department is providing effective support to the educational mission of the school district, which of course, should be their number one priority.

Pennsylvania Association of School Business Officials  
Final Report for Project Review

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- Technology solutions are constantly being investigated to enhance productivity and efficiencies which, our team believes, are concrete examples of your commitment to your efforts toward the Smith Quality Model.
- It was very obvious that Samuel Johnson is a “Process” type of leader. All operations we examined were well designed and procedures are established for an efficient department.
- We believe the department is adequately staffed and some recommendations for efficiencies in specific areas could allow for further realignment and flexibility in assignment of both people and/or duties.

On a more personal level I would like to deviate from the idea that this concluding summary is a total team effort, which it is, by about ninety-five percent of its content. However, I am going to inject a final personal thought. I have lived in ABC Township since 1980 and from 1987 through March of 2004 I was the Business Administrator for a nearby school district. During that twenty-five plus years I have followed the history of the XYZ School District in every sense of your operation. After acting as the Team Leader on this PASBO project, I can say emphatically that the turnaround in the business department since the arrival of Samuel Johnson is truly remarkable. Without exaggeration, all I can equate it with is a movie from about forty years ago titled The Flight of the Phoenix from which came that famous quote out of the Gobi Desert, “Out of ashes . . .”

My final remarks are to simply thank all of the employees of the XYZ School District that we came in contact with during our visit. I also want to acknowledge and thank the members of the PASBO Team who contributed so much to the evaluation and our final report. They all did a super job. In order to “wrap-up” this process in an appropriate manner I thought a report card of some kind would be the best way to conclude. My idea of what the final report card would look like follows and I’m sure you will all be pleased and satisfied – but certainly not surprised with an overall grade of “A.” Thank you.

Pennsylvania Association of School Business Officials  
Final Report for Project Review

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**SECTION VII - FINAL REPORT CARD**

ACTIVITY-DESCRIPTION	GRADE
Cooperation of Staff	A+
Professional Attitude of Staff	A+
Information Provided by District	A+
Purchasing/Receiving/Accounts Payable	A-
Payroll/Personnel	A
Bookkeeping Functions:	
A) General Operation	A+
B) Food Service Department	A-
C) Extended School Care Program	A-
D) Activities/Athletics Operation	A
E) Fixed Assets Program	A
<b>OVERALL FINAL GRADE</b>	<b>A</b>



## CENTRAL BUCKS SCHOOL DISTRICT

LEADING THE WAY

The Central Bucks Schools will provide all students with the academic and problem-solving skills essential for personal development, responsible citizenship, and life-long learning.

To: Sharon Reiner  
From: Brett Haskin  
Date: February 1, 2016

### Board Agenda Information:

#### General Fund Disbursements, January 2016

Checks	2,427,308.42
Electronic Payments	\$8,331,707.04
Transfers to Payroll	7,588,372.12
TOTAL	<u>\$18,347,387.58</u>

#### Other Disbursements, January 2016

Capital Fund Checks	\$998,029.54
Food Service Checks & Electronic Payments	\$423,960.82
TOTAL	<u>\$1,421,990.36</u>

**Grand total of all Funds** \$19,769,377.94



**The Central Bucks School District  
General Fund  
Treasurer's Report  
1/31/2016**

<b>Beginning Cash Balance</b>		<b>\$4,719,647.04</b>
<b>Receipts</b>		
Local General Funds Receipts		
Local Collectors	637,844.01	
County of Bucks	575,637.72	
EIT	1,035,838.44	
Interest Earnings	12,163.27	
Facility Use Fees	60,964.75	
Tuition, Community School	287,464.16	
Contributions	54,400.89	
Miscellaneous	97,308.19	
<b>Total Local General Funds Receipts</b>	<b>\$2,761,621.43</b>	
State General Fund Receipts		
Basic Ed Subsidy	6,901,343.30	
Soc Sec & Retirement	10,840,186.17	
State Subsidy- Other	7,231,832.43	
<b>Total State General Fund Receipts</b>	<b>\$24,973,361.90</b>	
Federal General Fund Receipts		
Title 2	191,604.91	
IDEA	1,112,842.78	
Other Federal Subsidies	410,088.62	
<b>Total Federal General Fund Receipts</b>	<b>\$1,714,536.31</b>	
Other Receipts		
Investments Matured	19,930,000.00	
Offsets to Expenditures	93,574.73	
<b>Total Other Receipts</b>	<b>\$20,023,574.73</b>	
<b>Total Receipts</b>		<b>\$49,473,094.37</b>
<b>Total Beginning Cash Balance and Receipts(carried to next page)</b>		<b>\$54,192,741.41</b>

**The Central Bucks School District  
General Fund  
Treasurer's Report Continued  
1/31/2016**

**Total Beginning Cash Balance and Receipts**(from previous page) **\$54,192,741.41**

**Disbursements**

\* Checks (see detail below) 2,427,308.42

**Electronic Payments:**

Employee Payroll Taxes/WH	1,511,518.57
Employer Payroll Taxes	436,781.66
PSERS Retire	3,101,802.54
403B/457PMT	347,904.88
Health Benefit Payments	<u>2,933,699.39</u>

Electronic Payments Total: 8,331,707.04

Transfer to Payroll 7,588,372.12

**Total Disbursements** **\$18,347,387.58**

**Ending Cash Balance** **1/31/2015** **\$35,845,353.83**

**\* Check Detail**

First Check Run-	Board Approved 01/12/2016	\$1,035,585.42
Second Check Run-	Board Approved 01/26/2016	\$68,900.00
Third Check Run-	Board Approved 01/26/2016	\$84,891.77
Fourth Check Run-	Board Approved 02/09/2016	<u>\$1,005,593.03</u>
<b>Total Check Runs-</b>	Detail provided when Board Approved	<b>\$2,194,970.22</b>
Less Voided Checks		<u>(\$69,150.80)</u>
<b>January Check Disbursements</b>		<b>\$2,125,819.42</b>

Add Prior Month A/P Funded This Month \$1,398,396.38

Less This Month A/P To Be Funded Next Month \$1,096,907.38

**Checks Funded This Month** **\$2,427,308.42**

**The Central Bucks School District  
Capital Fund  
Treasurer's Report Continued  
1/31/2016**

<b>Beginning Cash Balance</b>		<b>\$196,810.37</b>
Receipts		
Interest Earnings	\$110.04	
Cash Transfers from Reserve Accounts	\$998,029.54	
<b>Total Receipts</b>		<b>\$998,139.58</b>
Disbursements		
* Checks (see detail below)		\$359,204.64
<b>Ending Cash Balance</b>		<b>\$835,745.31</b>

**\* Check Detail**

First Check Run-	Board Approved 01/26/2016	\$282,423.36
Second Check Run-	Board Approved 01/26/2016	\$7,437.50
Thlrd Check Run-	Board Approved 02/09/2016	\$708,168.68
<b>January Check Disbursements</b>	Detail provided when Board Approved	<u><b>\$998,029.54</b></u>
Add Prior Month A/P Funded This Month		\$183,935.65
Less This Month A/P To Be Funded Next Month		<u>\$822,760.55</u>
<b>Checks Funded This Month</b>		<u><u><b>\$359,204.64</b></u></u>

**The Central Bucks School District**  
**Food Service**  
**Treasurer's Report Continued**  
**1/31/2016**

<b>Beginning Cash Balance</b>		<b>\$343,546.60</b>
Receipts		
Interest Earnings	\$99.24	
Student Lunch Account Deposits	\$392,131.56	
Subsidies	\$64,715.64	
<b>Total Receipts</b>		<b>\$456,946.44</b>
Disbursements		
* Checks (see detail below)	\$6,796.13	
Electronic Payments	\$417,164.69	
<b>Total Disbursements</b>		<b>\$423,960.82</b>
<b>Ending Cash Balance</b>		<b>\$376,532.22</b>

**\* Check Detail**

<b>January Check Disbursements</b>	Detail provided when Board Approved	<u>\$0.00</u>
Add Prior Month A/P Funded This Month		\$6,796.13
Less This Month A/P To Be Funded Next Month		<u>\$0.00</u>
<b>Checks Funded This Month</b>		<u><b>\$6,796.13</b></u>



**Central Bucks School District  
Investment Portfolio  
Summary Totals by Bank  
January 31, 2016**

<b>Bank Name</b>	<b>Principal Amount</b>
<b>First Niagara</b>	<b>1,934,231</b>
<b>Firsttrust Bank</b>	<b>25,284,516</b>
<b>Hatboro Federal Savings</b>	<b>248,000</b>
<b>MBS</b>	<b>2,205,000</b>
<b>Monument Bank</b>	<b>246,000</b>
<b>National Penn</b>	<b>1,211,980</b>
<b>PLGIT</b>	<b>20,250,654</b>
<b>Provident Bank(Team Capital Bank)</b>	<b>247,000</b>
<b>PSDLAF</b>	<b>10,550,623</b>
<b>Quakertown National Bank</b>	<b>3,539,893</b>
<b>Santander</b>	<b>41,639,073</b>
<b>TD Bank</b>	<b>55,894,284</b>
<b>Valley Green Bank(Univest)</b>	<b>25,245,437</b>
<b>William Penn Bank</b>	<b>248,000</b>
<b>Total</b>	<b>188,744,691</b>

**Central Bucks School District**  
**Investment Portfolio**  
**General Fund- Bank Balances**  
**January 31, 2016**

Purchase Date	Bank Name	Maturity Date	Rate of Interest	Principal Amount
<b><u>GENERAL FUND BANK ACCOUNTS</u></b>				
1/31/16	TD Bank	2/1/16	0.30%	35,845,354
1/31/16	TD Bank Municiple Choice	2/1/16	* 0.55%	8,800,000
1/31/16	PLGIT	2/1/16	0.21%	3,654
1/31/16	Valley Green Bank(Univest)	2/1/16	0.35%	245,437
1/31/16	PSDLAF MAX Acct	2/1/16	0.17%	672
1/31/16	PSDLAF MAX Acct	2/1/16	0.17%	187,487
<b>Total General Fund Bank Accounts</b>				<b>45,082,604</b>
<b><u>GENERAL FUND CDs</u></b>				
<b>Individual Bank CDs:</b>				
8/11/15	Valley Green Bank(Univest)	2/11/16	0.50%	15,000,000
8/17/15	Valley Green Bank(Univest)	2/17/16	0.50%	10,000,000
9/1/14	Monument Bank	3/1/16	1.00%	246,000
3/2/14	Hatboro Federal Savings	3/4/16	0.50%	148,000
5/22/14	Provident Bank(Team Capital Bank)	5/22/16	0.50%	247,000
8/20/15	William Penn Bank	8/19/16	0.55%	248,000
9/1/15	Hatboro Federal Savings	9/1/16	0.50%	100,000
<b>PLGIT CDs :</b>				
9/18/15	PLGIT Term	6/24/16	0.39%	20,000,000
8/19/15	Bank Leumi USA	8/18/16	0.75%	247,000
<b>PSDLAF CD's:</b>				
2/7/14	Carver Federal Savings Bank	2/5/16	0.80%	245,000
6/11/15	Nexbank, SSB	6/10/16	0.60%	220,000
7/23/15	One West Bank -Healthcare	7/22/16	0.80%	245,000
8/4/15	Financial Federal Savings Bank-Healthcare	8/3/16	0.70%	245,000
8/4/15	GBC International Bank-Healthcare	8/3/16	0.55%	200,000
7/29/15	American Express FSB-Healthcare	1/30/17	0.80%	245,000
<b>Multi Bank Securities CDs:</b>				
2/20/14	Compass Bank Birmingham, AL	2/22/16	0.50%	245,000
10/17/14	GE Capital Bank, Salt Lake City, UT	4/18/16	0.70%	245,000
8/24/15	Comenity Capital Bank	8/24/16	0.65%	245,000
8/28/15	Enerbank USA	8/29/16	0.60%	245,000
9/2/15	Beal Bank USA	8/31/16	0.65%	245,000
6/26/15	Mercantil Commercebank	12/27/16	0.80%	245,000
7/1/15	Discover Bank, Greenwood, Del	1/3/17	0.75%	245,000
7/1/15	Goldman Sachs Bank USA	1/3/17	0.75%	245,000
7/1/15	American Express Centurion Bank	1/3/17	0.80%	245,000
<b>Total General Fund CDs</b>				<b>49,841,000</b>
<b><u>GENERAL FUND MONEY MARKET ACCOUNTS</u></b>				
1/31/16	First Niagara	2/1/16	0.00%	100
1/31/16	Santander	2/1/16	0.30%	26,519,339
1/31/16	National Penn (1652)	2/1/16	0.25%	1,211,980
1/31/16	Firsttrust Bank	2/1/16	0.30%	25,284,516
1/31/16	Quakertown National Bank	2/1/16	0.30%	7,319
1/31/16	First Niagara- Post Employment	2/1/16	0.15%	1,696,561
1/31/16	Quakertown National Bank-Post Employment	2/1/16	0.55%	3,532,574
1/31/16	TD Bank- Healthcare	2/1/16	0.30%	1,580,776
1/31/16	TD Bank- Post Employment	2/1/16	0.30%	4,101,270
<b>Total General Fund Money Market Accounts</b>				<b>63,934,435</b>
<b>Total General Fund</b>				<b>158,858,039</b>

\* Interest earnings credited to offset fees

**Central Bucks School District  
Investment Portfolio  
Capital Fund- Bank Balances  
January 31, 2016**

<u>Purchase Date</u>	<u>Bank Name</u>	<u>Maturity Date</u>	<u>Rate of Interest</u>	<u>Principal Amount</u>
<b><u>Fund 3 Operations Account</u></b>				
1/31/16	TD Bank Fund 3 Operations Acct	2/1/16	0.30%	835,745
		<b>Total Fund 3 Operations Account</b>		<b>835,745</b>
<b><u>Short Term Capital Reserve</u></b>				
1/31/16	TD Bank	2/1/16	0.30%	1,457,042
		<b>Total Short Term Capital Reserve</b>		<b>1,457,042</b>
<b><u>Capital Café Equip Reserve</u></b>				
1/31/16	TD Bank Capital Proj- Bldg Cafeteria/Equip	2/1/16	0.30%	749,897
		<b>Capital Café Equip Reserve</b>		<b>749,897</b>
<b><u>Technology Capital Reserve</u></b>				
1/31/16	TD Bank	2/1/16	0.30%	1,685,874
		<b>Total Technology Reserve</b>		<b>1,685,874</b>
<b><u>Transportation Capital Reserve</u></b>				
1/31/16	TD Bank	2/1/16	0.30%	647,848
		<b>Total Transportation Reserve</b>		<b>647,848</b>
<b><u>Long Term Capital Reserve</u></b>				
1/31/16	Santander	2/1/16	0.30%	15,119,734
		<b>Total Long Term Capital Reserve</b>		<b>15,119,734</b>
<b><u>2008 Bond</u></b>				
1/31/16	First Niagara	2/1/16	0.05%	237,570
		<b>Total 2008 Bond Account</b>		<b>237,570</b>
		<b>Total Capital Fund</b>		<b>20,733,709</b>

**Central Bucks School District  
Investment Portfolio  
Debt Service Fund- Bank Balances  
January 31, 2016**

<u>Purchase Date</u>	<u>Bank Name</u>	<u>Maturity Date</u>	<u>Rate of Interest</u>	<u>Principal Amount</u>
<b><u>Debt Service Reserve</u></b>				
5/29/14	PSDLAF(US Treasury Strip)	8/15/16	0.34%	4,962,500
6/10/14	PSDLAF(US Treasury Strip)	8/15/16	0.40%	3,999,964
1/31/16	TD Bank	2/1/16	0.30%	190,479
<b>Total Debt Service Reserve</b>				<b>9,152,943</b>
<b>Grand Total- All Funds</b>				<b>188,744,691</b>
<b>Weighted Average Rate of Return</b>				<b>0.35%</b>



## Summary of Reserve Account Activity & Fund Balance Status

### Fund 3-Summary of Reserve Account Commitments & Balances

	Beg. Bal. 7/1/2015	Transfers from General Fund	Interest Earnings	Expenditures	Commitments	Balance 1/31/2016	Target Amount	Percent of Target	Comments
Short term Capital	\$2,368,073.00	\$5,330,000.00	\$4,259.85	* \$ 6,245,290.89	\$1,340,690.63	\$116,351.33	\$6,000,000.00	2%	
Short Term Capital- Café Equip	\$802,372.00		\$1,367.99	\$53,842.99		\$749,897.00			
Technology	\$3,020,246.00		\$4,216.88	\$1,338,588.59	\$1,124,547.48	\$561,326.81	\$3,500,000.00	16%	
Transportation	\$1,125,561.00	\$1,000,000.00	\$2,253.23	\$1,479,965.43	\$7,860.00	\$639,988.80	\$2,100,000.00	30%	
Long Term Capital	\$10,596,472.00	\$8,489,665.00	\$24,452.48	** \$3,990,855.30	\$350,071.80	\$14,769,662.38	\$25,000,000.00	59%	
2008 Bond Fund Proceeds	\$1,236,334.00		\$477.60	*** \$999,240.95	\$522,442.52	(\$284,871.87)			Commitments are estimates any actual expenditures that exceed available funds will be funded by LTC
<b>Totals</b>	<b>\$19,149,058.00</b>	<b>\$14,819,665.00</b>	<b>\$37,028.03</b>	<b>\$14,107,784.15</b>	<b>\$3,345,612.43</b>	<b>\$16,552,354.45</b>	<b>\$36,600,000.00</b>	<b>45%</b>	
<b>Reserve Account Expenditure Detail:</b>									
Short Term Capital			Long Term Capital			2008 Bond Proceeds			
Unami	\$ 2,018,836					Stadium Expenses	\$ 621,088		
Misc Projects	\$ 4,226,455		Hollicong	\$ 3,990,855		CBE Expenses	\$ 378,153		
Total	* \$ 6,245,291		Total	** \$ 3,990,855		Total	*** \$ 999,241		

### Fund 4-Debt Service Fund Balance Projections

	Fund Balance 7/1/2015	Budgeted Transfer From General Fund	Interest Earnings	Expenditures	Commitments	Projected Balance as of 1/31/2016	Target Amount	Percent of Target	Comments
Debt Service	* \$9,149,665.00	\$10,500,000.00	\$3,278.00			\$19,652,943.00	\$70,000,000.00	28%	

\*Beginning balance adjusted to reflect funds due back to Fund 1 which were transferred in August

### Fund 1-General Fund Fund Balances: Nonspendable, Unassigned & Assigned

	Fund Balance 7/1/2015	
Nonspendable Fund Balance	\$2,511,016	Prepaid Healthcare exp with Bucks Montco consortium
Unassigned Fund Balance	\$11,414,539	3.66% of 15-16 Budget
Assigned Fund Balance:		
Post Employment Reserve	\$9,330,405	
Health Care Reserve	\$2,515,776	
Total Assigned Fund Balance:	\$11,846,181	
Total Fund Balance	\$25,771,736	

### Fund 5-Food Service Fund Balance

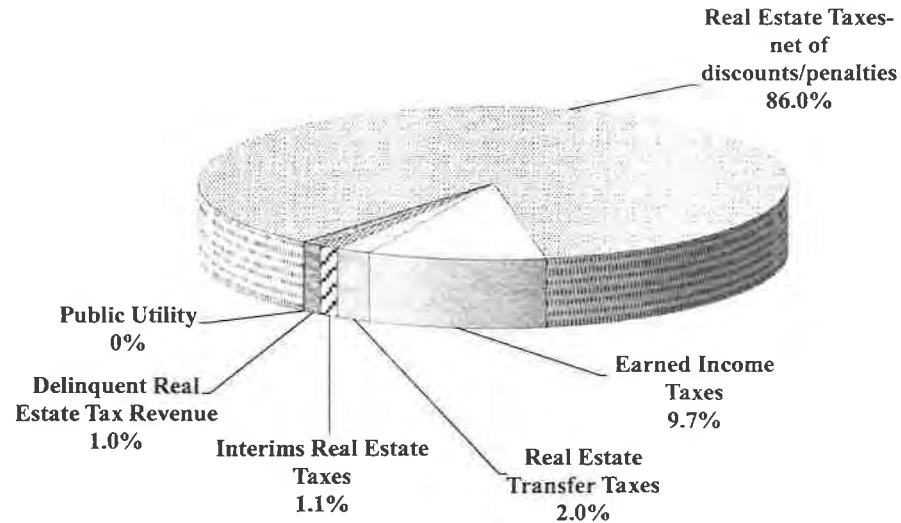
	Fund Balance 7/1/2015
Food Service Fund Balance	* \$695,229

**Payroll Projection**  
**January 31, 2016**

	<b>Estimated Final</b>
<b><i>Budgeted Payroll, Social Security &amp; Retirement</i></b>	<b>196,172,541 **</b>
<b><i>** Adjusted for Transfers**</i></b>	
<b><i>Projected spending</i></b>	<b><u>194,767,867</u></b>
<b><i>Positive (Negative) Variance</i></b>	<b><u><u>1,404,674</u></u></b>

<b>TTL Projected Payroll</b>	146,404,160
<b>PSERS - based on payroll projection</b>	37,528,188
<b>FICA/MED - based on payroll projection</b>	<u>10,835,518</u>
	194,767,867

**Central Bucks School District**  
**Projected Tax Collections**  
**January 31, 2016**



<u>Revenues</u>	<u>2015-2016 Budget</u>	<u>Estimated Actual</u>	<u>Projected Variance Positive/(Negative)</u>	<u>Collections as of Jan 31, 2016</u>	<u>2014-2015 Actual</u>
1 Real Estate Taxes-net of discounts/penalties	\$210,025,826	\$210,742,220	\$716,394	208,963,483	208,703,978
2 Earned Income Taxes	22,375,000	\$23,870,000	\$1,495,000	12,658,239	22,621,867
3 Real Estate Transfer Taxes	4,522,500	4,800,000	277,500	2,880,142	4,688,372
4 Interims Real Estate Taxes	2,000,000	2,750,000	750,000	977,994	1,573,714
5 Delinquent Real Estate Tax Revenue	2,487,000	2,500,000	13,000	1,845,317	2,644,404
6 Public Utility	295,000	274,496	(20,504)	274,496	291,751
<b>Total</b>	<b>\$241,705,326</b>	<b>\$244,936,716</b>	<b>\$3,231,390</b>	<b>227,599,671</b>	<b>240,524,086</b>
			1.337%		

1 Tax Collector reported collections are substantially complete by the end of January. Additional estimated collections are based on prior year.  
Note, amount lien is less than prior year; this equates to lower balance of taxes outstanding

2 Earned Income Tax collections are behind the rate of collection last year at this time; based on prior year trends still expect to exceed budget

3 Transfer Tax collections are behind the rate of collection last year at this time; based on prior year trends still expect to exceed budget

4 To date interim tax collections are down & reported interim tax assessment billings from the county are 5.75% lower than at this time last year. Revenues are still expected to exceed last year, based on properties not yet included in the assessment notices to date (Walmart; GanderMt and add'l residential growth)

5 Update of delinquent taxes not received from the county, so no change in this projection from last month

6 Final - 100% collected  
Finance Committee

**Central Bucks School District  
Fringe Benefits  
31-Jan-16**

	Budget	* Adjusted Budget	Encumbered	Spent	Balance	% Committed	1415 Actuals	1516 Budget Increase
271 Health care Self Insured: Spent based on paid claims; encumbered = expected claims based on trends; less empl prem cost share	19,537,340	19,537,340	8,362,019	10,732,577	442,744	98%	18,478,791	1,058,549
272 Dental coverage Self Insured: Curr Yr = 99,000 per month w/qtrly reconciliations	1,388,743	1,200,000	465,000	758,206	(23,206)	102%	1,100,480	99,520
213 Life Insurance Premium based; adjusted monthly based on salary report	175,000	230,000	93,500	120,283	16,217	93%	211,652	18,348
274 Disability coverage Self Insured: Expense = paid to date; encumbered = expected claims based on experience	301,306	281,405	115,500	143,147	22,758	92%	238,768	42,637
276 Prescription drugs Self Insured: Spent based on submitted claims; encumbered = expected claims based on experience & trends	5,293,592	5,375,000	2,550,165	3,633,231	(808,396)	115%	5,575,976	(200,976)
250 Unemployment comp Self Insured: Spent based on submitted claims; encumbered = expected claims based on experience & trends	318,997	115,000	26,000	27,310	61,690	46%	52,809	62,191
260 Workers comp Self Insured: Spent based on submitted claims; encumbered = expected claims based on experience & trends	1,303,616	1,280,000	140,000	1,119,110	20,890	98%	1,198,153	81,847
240/ 290 Miscellaneous/Tuition Expenses incurred over course of the year	255,151	555,000	274,146	264,559	16,295	97%	553,359	1,641
<b>Totals</b>	<b>28,573,745</b>	<b>28,573,745</b>	<b>12,026,330</b>	<b>16,798,423</b> 28,824,753	<b>(251,008)</b>	<b>101%</b>	<b>27,409,988</b>	<b>1,163,757</b>