

**AUDITORS' MANAGEMENT REPORT ON ADMINISTRATIVE FINDINGS –
FINANCIAL, COMPLIANCE AND PERFORMANCE**

of the

**Borough of Montvale School District
Board of Education
Montvale, New Jersey**

For the Fiscal Year Ended June 30, 2015

**AUDITORS' MANAGEMENT REPORT ON ADMINISTRATIVE FINDINGS
FINANCIAL, COMPLIANCE AND PERFORMANCE**

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T. M. Vrabel & Associates, LLC
Accountants and Auditors

Timothy M. Vrabel, RMA, PSA
Chris C. Hwang, CPA

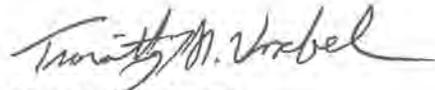
Report of Independent Auditors

Honorable President and
Members of the Board of Education
Borough of Montvale School District
County of Bergen, New Jersey

We have audited, in accordance with auditing standards generally accepted in the United States of America and Government Auditing Standards issued by the Comptroller General of the United States, the basic financial statements of the Board of Education of the Borough of Montvale School District in the County of Bergen for the year ended June 30, 2015, and have issued our report thereon dated August 12, 2015.

As part of our audit, we performed procedures required by the New Jersey Department of Education, and the findings and results thereof are disclosed on the following pages, as listed in the accompanying table of contents.

This report is intended for the information of the Borough of Montvale Board of Education's management and the New Jersey Department of Education. However, this report is a matter of public record and its distribution is not limited.



Timothy M. Vrabel
Public School Accountant
License No. CS000698



Chris C. W. Hwang
Certified Public Accountant
License No. CC033704

August 12, 2015

350 Main Road, Suite 104
Montville, NJ 07045
973-953-7769 Fax: 973-625-8733
Email: tmvrabel@optonline.net

**Administrative Findings – Financial, Compliance and
Performance**

Scope of Audit

The audit covered the financial transactions of the Board/School Business Administrator and the Treasurer of School Moneys, the activities of the Board of Education and the records of the various funds under the auspices of the Board of Education.

Administrative Practices and Procedures

Insurance

Insurance coverage was carried in the amounts as detailed on Exhibit J-20, Insurance Schedule contained in the district's CAFR.

Official Bonds

<u>Name</u>	<u>Position</u>	<u>Amount</u>
Marian Latz	Board Secretary/Business Administrator	\$ 225,000.00

There is Public Employee's Dishonesty coverage with the School Alliance Insurance Fund covering all other employees with multiple coverage of \$500,000.00.

Tuition Charges

A comparison of tentative tuition charges and actual certified tuition charges for the school year 2013-2014 was made. The Board did not make adjustments to the billings to sending districts in accordance with an agreement among the districts comprising the Pascack Valley Regional High School District.

Financial Planning, Accounting and Reporting

Examination of Claims

Claims paid during the period under review were examined on a test basis to determine that they are submitted on Board vouchers, itemized, signed by the officials as to approval for payment, endorsement for receipt of materials, allocated to the proper accounts, charged to the proper fiscal period and in agreement with bill list set forth in the approved minutes of the Board.

The review and inquiry indicate good scrutiny on the part of the Board and Board Officials regarding expenditures.

Financial Planning, Accounting and Reporting (Continued)

Payroll Account

The net salaries of all employees of the Board were deposited in the Payroll Account. Employees' payroll deductions and the Board's required payroll contributions were deposited in the Payroll agency Account.

All payrolls were approved by the Superintendent and were certified by the President of the Board and the Board Secretary.

Salary withholdings were promptly remitted to the proper agencies.

An inquiry and subsequent review of the Position Control Roster found no inconsistencies between the payroll records, employee benefit records (e.g. pension reports and health benefit coverage reports), the general ledger accounts to where wages are posted (administrative versus instruction), and the Position Control Roster.

Reserve for Encumbrances and Accounts Payable

A review of outstanding issued purchase orders was made as of June 30 for proper classification of orders as reserve for encumbrances and accounts payable.

Classification of Expenditures

The coding of expenditures was tested for proper classification in accordance with N.J.A.C. 6A:23A-16.2 (f) as part of our test of transactions of randomly selected expenditure items. We also reviewed the coding of all expenditures included in our compliance and single audit testing procedures. In addition to randomly selecting a test sample, our sample selection specifically targeted administrative coding classifications to determine overall reliability and compliance with N.J.A.C. 6A:23A-8.3. As a result of the procedures performed no errors were noted and no additional procedures were deemed necessary to test the propriety of expenditure classification.

A. General Classification Findings

Not Applicable

B. Administrative Classification Finding

Not Applicable

Financial Planning, Accounting and Reporting (Continued)

Board Secretary's Records

The prescribed contractual order system was followed.

Monthly certifications of line-item appropriations and fund status were filed in accordance with N.J.A.C. 6A:23A-16.10(c) and Division of Finance Policy Bulletin 200-11.

Acknowledgment of the Board's receipt of the Board Secretary's and Treasurer's monthly financial reports was included in the minutes.

The school district's double entry system of accounting records were maintained in accordance with the Department of Education's prescribed GAAP Technical Systems Manual, pursuant to N.J.S.A. 18A:4-14 and N.J.A.C. 6A:23-2.1.

The general fixed asset records were updated for the additions and disposals of general fixed assets made during the year.

All budget appropriation transfers and appropriation of Fund Balance/Additional Revenues were in accordance with N.J.A.C. 6A:23A.

Elementary and Secondary Education Act of 1965 (E.S.E.A.), as amended by the No Child Left Behind Act of 2001

The E.S.E.A. financial exhibits are contained within the Special Revenue Section of the CAFR. This section of the CAFR documents the financial position pertaining to the projects under Title II of the Elementary and Secondary Education Act as amended.

Financial Planning, Accounting and Reporting (Continued)

Other Special Federal and/or State Projects

The district's Special Projects were approved as listed on Schedule A and Schedule B located in the CAFR.

The financial exhibits are contained within the Special Revenue section of the CAFR. This section of the CAFR documents the financial position pertaining to the aforementioned special projects.

T.P.A.F. Reimbursement

Our audit procedures included a test of the amount claimed for reimbursement filed with the Department of Education for district employees who are members of the Teachers Pension and Annuity Fund. No exceptions were noted.

School Purchasing Programs

Contracts and Agreements Requiring Advertisement for Bids

Effective April 17, 2000, N.J.S.A. 18A:18A (Public School Contracts Law) was revised by P.L. 1999, c. 440 (originally known as Assembly bill No. 35190). The associated rules were drafted by the Division of Local Government Services in the Department of Community Affairs, with consultation from the Commissioner of Education.

Effective July 1, 2013 and thereafter the bid threshold in accordance with N.J.S.A. 18A:39-3 (Transportation) is \$18,300.00.

Effective July 1, 2010 and thereafter the bid threshold in accordance with N.J.S.A. 18A:18A-3 (as amended) is \$26,000.00 or \$36,000.00 with a Qualified Purchasing Agent

In accordance with N.J.S.A. 18A:18A-3a., The Board of Education has increased the bid threshold from \$29,000.00 to \$36,000.00.

It is pointed out that the Board of Education has the responsibility of determining whether the commitments and expenditures are in compliance with the statutes and, where question arises as to whether any contract or agreement might result in violation of these statutes the Board attorney's opinion should be sought before commitment is made.

School Purchasing Programs (Continued)

Contracts and Agreements Requiring Advertisement for Bids (Continued)

Inasmuch as the system of records is not required to provide and therefore did not provide for an accumulation of payments by categories for the performance of any work or the furnishings or hiring of any materials or supplies, the results of such an accumulation could not reasonably be ascertained. Disbursements were reviewed, however, to determine whether any clear cut violations existed. None were disclosed.

The results of our examination indicated that no individual payments, contracts or agreements were made "for the provision or performance of any goods or services," in excess of the statutory limit where there had been no advertising for bids in accordance with the provision of N.J.S.A. 18A:18A-4.

Resolutions were adopted authorizing the awarding of contracts or agreements for "Professional Services" per N.J.S.A. 18A:18A-5.

The system of records is not required to provide and therefore did not provide for an accumulation of purchases for which the school board used contracts entered into by the State Department of Purchase and Property pursuant to Ch. 114, P.L. 1977, therefore, the extent of such purchases could not reasonably be ascertained. Our examination did reveal however, that the following purchases were made through the use of State contracts: Computer and Telecom System.

Special Milk Program

The financial transactions and statistical records of the special milk program were maintained in satisfactory condition. The financial accounts, milk count records and eligibility applications were reviewed on a test check basis.

The number of milks claimed for reimbursement was verified against sales and milk count records. As part of the claims review process the Edit Check Worksheet was completed. Reimbursement vouchers were properly computed and filed timely.

Applications for free milk were reviewed for completeness and accuracy. The number of free milks claimed as served did not exceed the number of valid applications on file, times the number of operating days, on a school by school basis. The free milk policy is uniformly administered throughout the school system. The required verification procedure for free applications was completed and available for review.

Expenditures were separately recorded as milk, labor and other costs. Vendor invoices were reviewed and costs verified.

The cash disbursements records reflected expenditures for program related goods and services. The appropriate revenue and expenditure records were maintained in order to substantiate the non-profit status of the special milk program.

Special Milk Program (Continued)

The cash disbursements records reflected expenditures for program related goods and services. The appropriate revenue and expenditure records were maintained in order to substantiate the non-profit status of the special milk program. Net cash resources did not exceed three months average expenditures.

Exhibits reflecting Child Nutrition Program operations are included in the section entitled Proprietary Funds (Exhibits B-4, B-5, B-6).

Student Activity Funds

A cash receipts and disbursement records were maintained in satisfactory condition.

All receipts were promptly deposited in the bank.

Payment authorizations were presented for audit and vendor invoices were available for examination.

The Board is in the process of amending its policy to include that all financial and bookkeeping controls are adequate to ensure appropriate fiscal accountability and sound business practices.

Application for State School Aid

Our audit procedures included a test of information reported in the October 15, 2014 Application for State School Aid (A.S.S.A.) for on-roll, private schools for the disabled, low-income and bilingual education. We also performed a review of the district procedures related to its completion. The information on the A.S.S.A. was compared to the district workpapers without exceptions. The information that was included on the workpapers was verified without exceptions. The results of our procedures are presented in the Schedule of Audited Enrollments.

The district maintained workpapers on the prescribed state forms or their equivalent.

The district has adequate written procedures for the recording of student enrollment data.

Pupil Transportation

Our audit procedures included a test of on roll status reported in the 2014-2015 District Report of Transported Resident Student (DRTRS). The information that was included on the DRTRS was verified to the DRTRS Eligibility Summary Report without exception. The results of our procedures are presented in the Schedule of Audited Enrollments.

Our procedures also included a review of transportation related contracts and purchases. Based on our review, the district complied with proper bidding procedures and award of contracts. No exceptions were noted in our review of transportation related purchases of goods and services.

Facilities and Capital Assets

Our review of the SDA grant agreements disclosed that the recording of SDA revenue, transfer of local funds from the general fund or from the capital reserve account, and awarding of contracts for eligible facilities construction were performed subsequent to the signing of the agreements.

Status of Prior Years' Audit Findings/Recommendations

Not Applicable

Acknowledgment

We wish to express our appreciation for the assistance and courtesies extended to us by Board officials and employees during the course of our audit.

BOARD OF EDUCATION
BOROUGH OF MONTVALE

APPLICATION FOR STATE SCHOOL AID SUMMARY ENROLLMENT AS OF OCTOBER 15, 2014

	2015-2016 Application for State School Aid						Sample for Verification						Private Schools for Disabled			
	Reported on A.S.S.A. On Roll		Reported on Workpapers On Roll		Errors		Sample Selected from Workpapers		Verified per Registers On Roll		Errors per Registers On Roll		Reported on A.S.S.A. as Private Schools	Sample for Verification	Sample Verified	Sample Errors
	Full	Shared	Full	Shared	Full	Shared	Full	Shared	Full	Shared	Full	Shared				
Half Day Preschool 3 Years Old	10		10		-	-	10		10		-	-				
Full Day Preschool 3 Years Old					-	-					-	-				
Half Day Preschool 4 Years Old	8		8		-	-	8		8		-	-				
Full Day Preschool 4 Years Old					-	-					-	-				
Half Day Kindergarten					-	-					-	-				
Full Day Kindergarten	106		106		-	-	106		106		-	-				
One	109		109		-	-	109		109		-	-				
Two	83		83		-	-	83		83		-	-				
Three	102		102		-	-	102		102		-	-				
Four	95		95		-	-	95		95		-	-				
Five	113		113		-	-	113		113		-	-				
Six	116		116		-	-	116		116		-	-				
Seven	101		101		-	-	101		101		-	-				
Eight	110		110		-	-	110		110		-	-				
Nine					-	-					-	-				
Ten					-	-					-	-				
Eleven					-	-					-	-				
Twelve					-	-					-	-				
Post-Graduate					-	-					-	-				
Adult H.S. (15+CR.)					-	-					-	-				
Adult H.S. (1-14CR.)					-	-					-	-				
Subtotal	953		953		-	-	953		953		-	-				
Sp Ed - Elementary	63		63		-	-	63		63		-	-	1	1	1	-
Sp Ed - Middle School	41		41		-	-	41		41		-	-				-
Sp Ed - High School					-	-					-	-				-
Subtotal	104		104		-	-	104		104		-	-	1	1	1	-
Co. Voc. - Regular					-	-					-	-				-
Co. Voc. Ft. Post Sec.					-	-					-	-				-
Totals	1,057		1,057		-	-	1,057		1,057		-	-	1	1	1	-
Percentage Error					0.00%	0.00%					0.00%	0.00%				0.00%

SCHEDULE OF AUDITED ENROLLMENTS (CONTINUED)

BOARD OF EDUCATION
BOROUGH OF MONTVALE

APPLICATION FOR STATE SCHOOL AID SUMMARY ENROLLMENT AS OF OCTOBER 15, 2014

	Resident Low Income					
	Reported on A.S.S.A. <u>as Low Income</u>	Reported on Workpapers <u>as Low Income</u>	Errors	Sample Selected from <u>Workpapers</u>	Verified to Application <u>and Register</u>	Sample Errors
Half Day Preschool			-			-
Full Day Preschool			-			-
Half Day Kindergarten			-			-
Full Day Kindergarten	2	2	-	2	2	-
One	1	1	-	1	1	-
Two	2	2	-	2	2	-
Three			-			-
Four	2	2	-	2	2	-
Five			-			-
Six			-			-
Seven	1	1	-	1	1	-
Eight			-			-
Nine			-			-
Ten			-			-
Eleven			-			-
Twelve			-			-
Post-Graduate			-			-
Adult H.S. (15+CR.)			-			-
Adult H.S. (1-14CR.)			-			-
	-	-	-	-	-	-
Subtotal	<u>8</u>	<u>8</u>	-	<u>8</u>	<u>8</u>	-
Special Education - Elementary	5	5	-	5	5	-
Special Education - Middle School	1	1	-	1	1	-
Special Education - High School	-	-	-	-	-	-
Subtotal	<u>6</u>	<u>6</u>	-	<u>6</u>	<u>6</u>	-
Co. Voc. - Regular			-			-
Co. Voc. Ft. Post Sec.	-	-	-	-	-	-
Totals	<u>14</u>	<u>14</u>	-	<u>14</u>	<u>14</u>	-
Percentage Error			0.00%			0.00%

SCHEDULE OF AUDITED ENROLLMENTS (CONTINUED)

BOARD OF EDUCATION
BOROUGH OF MONTVALE

APPLICATION FOR STATE SCHOOL AID SUMMARY ENROLLMENT AS OF OCTOBER 15, 2014

	Resident LEP Low Income						Resident LEP NOT Low Income					
	Reported on A.S.S.A. as Low Income	Reported on Workpapers as Low Income		Sample Selected from Workpapers	Verified to Application and Register	Sample Errors	Reported on A.S.S.A. as Not Low Income	Reported on Workpapers as Not Low Income		Sample Selected from Workpapers	Verified to Application and Register	Sample Errors
			Errors						Errors			
Half Day Preschool			-			-			-			-
Full Day Preschool			-			-			-			-
Half Day Kindergarten			-			-			-			-
Full Day Kindergarten			-			-	3	3	-	3	3	-
One			-			-	3	3	-	3	3	-
Two			-			-	4	4	-	4	4	-
Three			-			-	2	2	-	2	2	-
Four			-			-	1	1	-	1	1	-
Five			-			-			-			-
Six			-			-			-			-
Seven			-			-			-			-
Eight			-			-			-			-
Nine			-			-			-			-
Ten			-			-			-			-
Eleven			-			-			-			-
Twelve			-			-			-			-
Post-Graduate			-			-			-			-
Adult H.S. (15+CR.)			-			-			-			-
Adult H.S. (1-14CR.)			-			-			-			-
Subtotal			-			-	13	13	-	13	13	-
Sp Ed - Elementary	1	1	-	1	1	-			-			-
Sp Ed - Middle School			-			-			-			-
Sp Ed - High School			-			-			-			-
Subtotal	1	1	-	1	1	-			-			-
Co. Voc. - Regular			-			-			-			-
Co. Voc. Ft. Post Sec.			-			-			-			-
Totals	1	1	-	1	1	-	13	13	-	13	13	-
Percentage Error			0.00%			0.00%			0.00%			0.00%

SCHEDULE OF AUDITED ENROLLMENTS (CONCLUDED)							
BOARD OF EDUCATION							
BOROUGH OF MONTVALE							
APPLICATION FOR STATE SCHOOL AID SUMMARY ENROLLMENT AS OF OCTOBER 15, 2014							
Bilingual Education							
	Reported on A.S.S.A. as Bilingual Education	Reported on Workpapers as Bilingual Education	Errors	Sample Selected from Workpapers	Verified to Test Score and Register	Sample Errors	
Bilingual Students	14	14	-	14	14	-	
Percentage Error			0.00%			0.00%	
Transportation							
	Reported on DRTRS by DOE	Reported on DRTRS by District	Errors	Tested	Verified	Errors	
Reg. Public Schools	374	373	1	373	373	-	
Reg. Special Ed.	1	1	-	1	1	-	
Transported - Non-Public			-			-	
Special Needs	6	6	-	6	6	-	
Totals	381	380	1	380	380	-	
Percentage Error			0.26%			0.00%	
						<u>Reported</u>	<u>Re-Calculated</u>
Avg. Mileage - Regular Including Grade PK students						2.78	2.78
Avg. Mileage - Regular Excluding Grade PK students						2.78	2.78
Avg. Mileage - Special Ed with Special Needs						7.0	7.0

EXCESS SURPLUS CALCULATION

REGULAR DISTRICT

SECTION 1

A. 2% Calculation of Excess Surplus

2014-15 Total General Fund Expenditures per the CAFR, EX. C-1	\$ 16,172,486.72 (B)
Increased by:	
Transfer from Capital Outlay to Capital Projects Fund	\$ 325,766.00 (B1a)
Transfer from Capital Reserve to Capital Projects Fund	\$ _____ (B1b)
Transfer from General Fund to SRF for PreK-Regular	\$ _____ (B1c)
Transfer from General Fund to SRF for PreK-Inclusion	\$ _____ (B1d)
Decreased by:	
On-Behalf TPAF Pension & Social Security	\$ 1,159,721.30 (B2a)
Assets Acquired Under Capital Leases	\$ _____ (B2b)
Adjusted 2014-15 General Fund Expenditures [(B)+(B1s)-(B2s)]	\$ <u>15,338,531.42</u> (B3)
2% of Adjusted 2014-15 General Fund Expenditures [(B3) times .02]	\$ 306,770.63 (B4)
Enter Greater of (B4) or \$250,000	\$ _____ (B5)
Increased by: Allowable Adjustments*	\$ <u>68,548.00</u> (BK)
Maximum Unreserved/Undesignated Fund Balance [(B5)+(K)]	\$ <u>375,318.63</u> (M)

SECTION 2

Total General Fund - Fund Balances @ 6/30/2015 (Per CAFR Budgetary Comparison Schedule C-1)	\$ 1,697,445.04 (C)
Decreased by:	
Year-end Encumbrances	\$ 63,302.70 (C1)
Legally Restricted - Designated for Subsequent Year's Expenditures	\$ _____ (C2)
Legally Restricted - Excess Surplus - Designated for Subsequent Year's Expenditures **	\$ 423,856.80 (C3)
Other Restricted Fund Balances ****	\$ 301,053.66 (C4)
Assigned Fund Balance - Unreserved - Designated for Subsequent Year's Expenditures	\$ <u>125,000.20</u> (C5)
Total Unassigned Fund Balance [(C)-(C1)-(C2)-(C3)-(C4)-(C5)]	\$ <u>784,231.68</u> (U1)

SECTION 3

Restricted Fund Balance - Excess Surplus***[(U1)-(M)] IF NEGATIVE ENTER-0- \$ 408,913.05 (E)

Recapitulation of Excess Surplus as of June 30, 2015

Reserved Excess Surplus - Designated for Subsequent Year's Expenditures **	\$ 423,856.80 (C3)
Reserved Excess Surplus ***[(E)]	\$ 408,913.05 (E)
Total Excess surplus [(C3) + (E)]	\$ <u>832,769.85</u> (D)

Footnotes:

- * Allowable adjustment to expenditures on line K must be detailed as follows. This adjustment line (as detailed below) is to be utilized when applicable for:
 - (H) Federal Impact Aid. The passage of P.L. 2015, c. 46 amended N.J.S.A.18A;7F-41 to permit a board of education to appropriate federal impact aid funds to establish or supplement a federal impact aid legal reserve in the general fund. Accordingly, effective for the year ending June 30, 2015 the Federal Impact Aid adjustment to expenditures is limited to the portion of Federal Impact Aid Section 8002 and Section 8003 received during the fiscal year and recognized as revenue on the General Fund Budgetary Comparison Schedule, but not transferred to the Federal Impact Aid Reserve - General (8002 or 8003) by board resolution during June 1 to June 30 of the fiscal year under audit. Amounts transferred to the reserve are captured on line (C4).
 - (I) Sale and Lease-back (Refer to the Audit Program Section II, Chapter 10)
 - (J1) Extraordinary Aid
 - (J2) Additional Nonpublic School Transportation Aid
 - (J3) Recognized current year School Bus Advertising Revenue
 - (J4) Family Crisis Transportation Aid

Note to auditor: Refer to the Audit Program Section II, Chapter 10 for restrictions on the inclusion of Extraordinary Aid, Family Crisis Transportatio Aid and Additional Nonpublic School Transportation Aid.

Detail of Allowable Adjustments

Impact Aid	\$ _____ (H)
Sale & Lease-back	\$ _____ (I)
Extraordinary Aid	\$ 64,894.00 (J1)
Additional Nonpublic School Transportation Aid	\$ 3,654.00 (J2)
Current Year School Bus Advertising Revenue Recognized	\$ _____ (J3)
Family Crisis Transportation Aid	\$ _____ (J4)
Total Adjustments [(H)+(I)+(J1)+(J2)+(J3)+(J4)]	\$ <u>68,548.00</u> (K)

- ** This amount represents the June 30, 2014 Excess Surplus (C3 above) and must be included in the Audit Summary worksheet Line **90031**.
- *** Amounts must agree to the June 30, 2015 CAFR and must agree to Audit Summary Worsheet Line **90030**.
- **** Amount for Other Restricted Fund Balances must be detailed for each source. Use in the excess surplus calculation of any legal reserve that is not state mandated or that is not legly imposed by an other type of government, such as the judicial branch of government must have departmental approval. District requests should be submitted to the Division of Finance and Regulatory Compliance prior to September 30.

Detail of Other Restricted Fund Balance

Statutory restrictions:	
Approved unspent separate proposal	\$ _____
Sale/lease-back reserve	\$ _____
Capital reserve	\$ <u>301,053.66</u>
Maintenance reserve	\$ _____
Emergency reserve	\$ _____
Tuition reserve	\$ _____
School Bus Advertising 50% Fuel Offset Reserve - current year	\$ _____
School Bus Advertising 50% Fuel Offset Reserve - prior year	\$ _____
Impact Aid General Fund Reserve (Sections 8002 and 8003)	\$ _____
Impact Aid General Fund Reserve (Sections 8007 and 8008)	\$ _____
Other state/government mandated reserve	\$ _____
[Other Restricted Fund Balance not noted above]****	\$ _____
Total Other Restricted Fund Balance	\$ <u>301,053.66</u> (C4)

NET CASH RESOURCE SCHEDULE

Net cash resources did not exceed three months average expenses

Proprietary Funds - Milk Program FYE 2015

Net Cash Resources:

<u>CAFR</u>	Current Assets		
B-4	Cash and Cash Equivalents	\$	5,882.63
B-4	Investments		
B-4	Due from other Governments		2,462.03
B-4	Accounts Receivable		
B-4	Interfunds Receivable		
<u>CAFR</u>	Current Liabilities		
B-4	Accounts Payable		(5,738.20)
B-4	Interfunds Payable		
B-4	Unearned Revenue		-
			<hr style="width: 100%;"/>
	Net Cash Resources	\$	<u>2,606.46</u> (A)

Adjusted Total Operating Expenses:

<u>CAFR</u>			
B-5	Total Operating Expenses	\$	16,531.88
B-5	Less: Depreciation		<u>(1,030.86)</u>
	Adjusted Total Operating Expenses	\$	<u>15,501.02</u> (B)

Average Monthly Expenses:

(B) / 10		\$	<u>1,550.10</u> (C)

Three Months Average Expenses:

3 x (C)		\$	<u>4,650.31</u> (D)

Net Cash Resources		\$	2,606.46 (A)
Three Months Average Expenses			<u>4,650.31</u> (D)
			<hr style="width: 100%;"/>
(A) did not exceed (D)		\$	<u>(2,043.85)</u>