

MANAGEMENT'S DISCUSSION AND ANALYSIS

As management of Auburn School District No. 408, we offer readers of the district's comprehensive annual financial report (CAFR) this narrative overview and analysis of the financial activities of the district for the fiscal year ended August 31, 2014.

FINANCIAL HIGHLIGHTS

- The district's net position of governmental activities as of August 31, 2014 was \$223,910,984.
- Liabilities/deferred inflows of resources decreased by \$10,752 from the prior year.
- During the year, the district had revenues that were \$12.2 million greater than the \$173.3 million in expenses incurred for all governmental activities, resulting in a corresponding increase in the district's net position.
- The general fund expenditures exceeded revenues by \$667,087
- District taxpayers approved a \$110 million Auburn High School Modernization and Reconstruction Bond on November 6, 2012. The money is being used to reconstruct the aging Auburn High School including facility upgrades to address educational program needs, and will also incorporate safety and energy improvements that will save the district \$250,000 in annual maintenance and operations costs. In addition, funds will be used to modernize the Auburn High School's Performing Arts Center and Automotive Technology buildings. The project is eligible for \$30.6 million in State matching funds.
- On January 8, 2013, the district sold \$78,855,000 in unlimited tax general obligation and refunding bonds at a premium of \$8,880,051. The new money portion of the bonds, in the amount of \$65 million, represented the first series of bonds issued under the \$110 million bond authorization described above. The balance of the sale advance refunded \$20 million of the 2005 bonds. The total net savings for the refunding had a net present value of \$2,601,687.
- On February 7, 2014, the district completed the sale of \$43,555,000 in unlimited tax general obligation and refunding bonds at a premium of \$5,244,996. The new money portion of the bonds of \$45 million was the second and last series of bonds issued under the \$100 million Auburn High School Modernization and Reconstruction Bond Issue described above. The balance of the sale advance refunded \$3,390,000 of the 2004 bonds. The total net savings for the refunding had a net present value of \$232,681.
- On February 11, 2014, Auburn voters approved a \$22 million technology replacement levy. The technology levy is a six-year levy and replaces the 2005 technology. The projected tax rate will remain approximately level at \$6.50 per thousand of assessed valuation. It provides funding to implement recommendations from the 2013 Technology Citizens Ad Hoc Committee. The technology recommendations include:
 - Providing 24/7 access to electronic resources for students, parents and teachers that allow for differentiation of learning, programs and support
 - Providing 1:1 student digital devices like computer tablets
 - Wireless access in all buildings
 - A robust broadband infrastructure to support varied learning structures.

OVERVIEW OF THE FINANCIAL STATEMENTS

This report consists of three parts: an introductory section, a financial section, and a statistical section. The financial section includes the independent auditor's report, management's discussion and analysis, the basic financial statements and related notes to the financial statements.

The basic financial statements consist of a series of statements that present different financial views of the district:

- The first two statements are *district-wide financial statements* that provide both short-term and long-term information about the district's overall financial status and activities. For district activities, these statements tell how these services were financed in the short term as well as what remains for future spending.
- All of the remaining statements are *fund financial statements* that report district operations in more detail by providing information about the district's most significant funds. Information is also provided about activities for which the district acts solely as a trustee for the benefit of those outside of the government.

DISTRICT-WIDE FINANCIAL STATEMENTS

The district-wide financial statements are designed to provide a broad overview of district finances, similar to a private-sector business. The *statement of net position* presents information on all of the assets and liabilities of the district. The difference between the two is reported as net position. Over time, increases or decreases in net position may serve as a useful indicator of whether the financial position of the district is improving or deteriorating.

The statement of activities presents information showing how the district's net position changed during the most recent fiscal year. All changes in net position are reported as soon as the underlying financial event takes place, regardless of when the cash is actually received or disbursed. Thus, revenues and expenses are reported in this statement for some items that will result in cash receipts or disbursements in future fiscal periods. Earned but unused vacation leave and uncollected taxes are examples of these types of items.

FUND FINANCIAL STATEMENTS

A fund is a group of related accounts used to maintain control over resources segregated for specific activities or objectives. The district uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements. All district funds can be divided into two categories: governmental funds and fiduciary funds.

GOVERNMENTAL FUNDS

Governmental funds account for essentially the same functions reported as governmental activities in the *district-wide financial statements*. However, unlike these statements, *governmental fund financial statements* focus on how money flows into and out of the funds and the balances left at year-end that are available to spend. These funds use an accounting method called *modified accrual accounting* which measures cash and all other financial assets that can easily be converted to cash. Such information may be useful in evaluating the district's ability to finance the district's educational programs and support operations in the near future.

Because the focus of governmental funds is narrower than that of the district-wide financial statements, it is useful to compare the information presented for governmental funds with similar information presented for governmental activities in the *district-wide financial statements*. By doing so, readers may better understand the long-term impact of the district's near-term financing decisions. Both the governmental fund *balance sheet* and the governmental fund *statement of revenues, expenditures, and changes in fund balances* provide a reconciliation to facilitate this comparison between governmental funds and governmental activities.

The District maintains five individual governmental funds. Information is presented separately in the governmental fund balance sheet and in the *governmental fund statement of revenues, expenditures and changes in fund balance* for the General Fund, Associated Student Body (ASB) Fund, Capital Projects Fund, Transportation Vehicle Fund and the Debt Service Fund, all of which are considered major funds.

FIDUCIARY FUNDS

The district is the trustee or fiduciary, for individuals, private organizations and other governments for scholarships and to employees for an employee benefit trust for vision services. All of the district's fiduciary activities are reported in a separate *statement of fiduciary net position and changes in fiduciary net position* under the fiduciary financial statement section. These activities are excluded from the district's other financial statements because the district cannot use these assets to finance its operations. The district is responsible for ensuring that the assets reported in these funds are used for their intended purposes.

GOVERNMENT-WIDE FINANCIAL ANALYSIS

STATEMENT OF NET POSITION

The financial statements of the district present an improved financial position as reflected in the statement of net position. These statements include all assets and liabilities using the accrual basis of accounting, which is similar to the accounting used by most private sector companies. All of the current year's revenues and expenses are taken into account regardless of when cash was received or paid.

These statements report the district's net position and changes in them. The district's net position (the difference between assets and liabilities/deferred inflows) may be viewed as one way to measure the district's financial health or financial position.

Auburn School District's assets exceeded liabilities by \$223,910,984 at the end of the fiscal year, August 31, 2014.

Approximately 52% of net position or \$116 million is the investment in capital assets such as land, buildings and equipment less any related outstanding debt used to acquire those assets. Another 26 % of net position or \$59 million is restricted primarily for the construction or modernization of Auburn High School. Committed funds of \$5.4 million are for the improvement of district facilities and technology upgrades provided by six year capital and technology special levies. Almost all of the assigned funds of \$24 million are earmarked for capital projects from unrestricted funds. The district continues to modernize various schools to meet student needs. These assets are not available for the general operations and maintenance of district educational programs.

The increase in total net position for the year was \$12,162,162. Key elements of this increase are as follows:

Auburn School District's Net Position			
August 31, 2014 and 2013			
	Governmental Activities		
	2014	2013	Change
Current and other assets	\$129,614,947	\$ 133,912,252	\$ (4,297,305)
Capital assets	304,266,268	255,403,345	48,862,923
Total assets	<u>433,881,215</u>	<u>389,315,597</u>	<u>44,565,618</u>
			-
Deferred charges on refunding	4,957,131	5,486,845	(529,714)
Total deferred outflows of resources	<u>4,957,131</u>	<u>5,486,845</u>	<u>(529,714)</u>
Other liabilities	20,872,353	11,334,187	9,538,166
Long-term debt outstanding	194,055,009	171,719,433	22,335,576
Total liabilities	<u>214,927,362</u>	<u>183,053,620</u>	<u>31,873,742</u>
			-
Net Position			-
Net investment in capital assets	174,403,405	98,111,436	76,291,969
Restricted	17,134,162	60,271,048	(43,136,886)
Committed	5,427,684	11,440,578	(6,012,894)
Assigned	2,100,000	15,178,307	(13,078,307)
Unrestricted	24,845,733	26,747,453	(1,901,720)
Total Net Position	<u>\$ 223,910,984</u>	<u>\$ 211,748,822</u>	<u>\$ 12,162,162</u>

STATEMENT OF ACTIVITIES

Governmental activities improved the district’s overall financial position, increasing the district’s net position by \$12,162,162 Key elements of the increase are as follows:

AUBURN SCHOOL DISTRICT'S Changes in Net Position			
Governmental Activities			
For the Fiscal Years Ended August 31, 2014 and 2013			
<u>Revenues</u>	2014	2013	Changes
Program Revenues			
Charges for services	\$5,062,256	\$ 5,360,933	\$ (298,677)
Operating grants and contributions	35,973,323	29,228,342	6,744,981
Capital grants and contributions	3,074,239	3,285,049	(210,810)
General revenues			
Property taxes for levies for educational programs	32,260,282	30,035,083	2,225,199
Property taxes for levies for debt service	17,783,458	21,088,854	(3,305,396)
Property taxes for levies for capital improvements and technology	4,611,473	-	-
Unallocated state apportionment and other	85,893,906	77,097,942	8,795,964
Interest and investment earnings	794,000	453,034	340,966
Total Revenues	<u>185,452,937</u>	<u>166,549,237</u>	<u>18,903,700</u>
<u>Expenses</u>			
Regular instruction	94,330,409	85,613,739	8,716,670
Special instruction	19,551,130	18,024,523	1,526,607
Vocational instruction	6,397,317	6,096,345	300,972
Compensatory education	12,031,943	8,459,882	3,572,061
Other instructional programs	1,207,119	1,120,919	86,200
Community services	1,016,496	914,699	101,797
Support services	17,882,044	17,048,706	833,338
Child nutrition services	5,572,688	5,380,045	192,643
Pupil transportation services	7,219,697	6,365,436	854,261
Extracurricular activities (ASB)	2,263,529	2,320,959	(57,430)
Interest on long-term debt	5,590,734	4,405,019	1,185,715
Bond issuance costs	227,669	639,577	(411,908)
Total Expenses	<u>173,290,775</u>	<u>156,389,849</u>	<u>16,900,926</u>
Increase (decrease) in Net Position	12,162,162	10,159,388	2,002,774
Beginning Net Position	211,748,822	201,589,434	10,159,388
Ending Net Position	<u>\$ 223,910,984</u>	<u>\$ 211,748,822</u>	<u>\$ 12,162,162</u>

The largest revenue increase of \$8.8 million was for the additional funding of full day kindergarten, and an increase in enrollment which was approximately 660 additional FTE. There was also an increase in LAP and SPED funding of 1.4 million and 300,000 respectively. Transportation also saw an additional increase of approximately 1.2 million in state funding due to OSPI’s new transportation funding formula.

The largest revenue decrease of slightly over \$3 million for levies for capital improvements and technology was the result of the decrease in levy amount. The capital projects levy for calendar year 2014 was \$3.9 million compared to the 2013 levy of \$11.7 million and the 2012 levy of \$13.9 million. As was the case for the debt service levies, the differences between the calendars levy year and the district fiscal year as well as the differences between accrual and cash basis accounting account for the lack of accrual revenue for fiscal 2014.

Operating grants and contributions increased by \$6,744,981. Approximately \$300,000 of the increase was due to safety net funds from the state to offset the above average costs of some special needs students. The balance of the increase was due to the District participation in the Race to the Top program, Gates grant program and Lucky 7. Revenues were approximately \$700,000, \$500,000 and \$170,000 respectively.

GOVERNMENTAL FUNDS FINANCIAL ANALYSIS

The focus of the district's *governmental funds* is to provide information on short-term cash inflows, outflows, and balances of spendable resources. Such information is useful in assessing the district's net resources available for spending at the end of the fiscal year.

As the district completed the fiscal year, its governmental funds (as presented in the balance sheets in the Governmental Fund Financial Statement section) reported a combined fund balance of \$88,525,644 a decrease of \$4,943,208 over the prior year combined fund balance of \$93,468,852. This change is primarily the result of the prior year's bond sale of \$78,855,000. This increased cash at fiscal year in the capital projects fund by over \$54 million and in the debt service fund by almost \$6 million.

GENERAL FUND

The General Fund is the major operating fund of the district, providing the majority of the resources for educational programs and support operations.

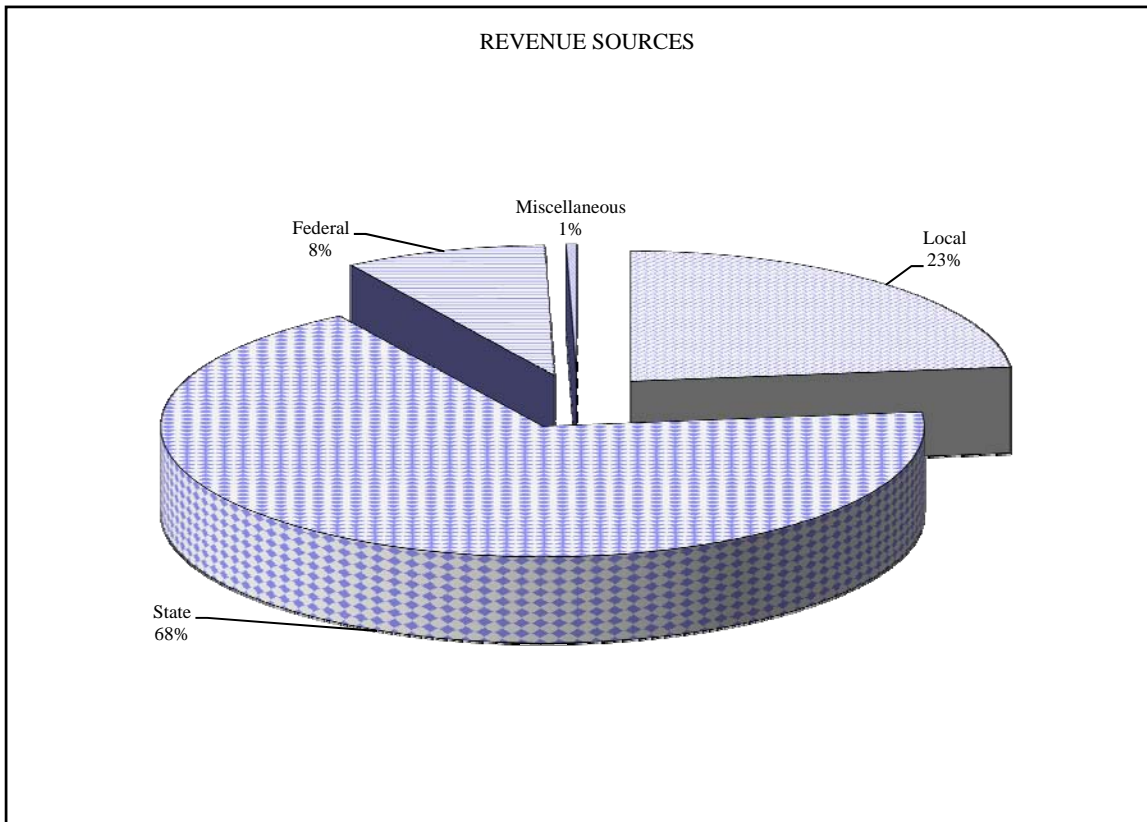
GENERAL FUND REVENUES

Revenues for the General Fund totaled \$155,312,607 in the fiscal year ending August 31, 2014. This was \$15,396,414 or 11% more than the prior year. The State of Washington provides over 68% or the largest portion of the District's revenue. Local revenues from local property taxes, and local fees and charges account for over 23% of total revenues. Federal grants provide just over 8% of revenue.

GENERAL FUND REVENUES

<u>Revenue Source</u>	2013-14	2012-13	Increase (Decrease) Amount	Increase (Decrease) Percent
Local Taxes & Non-taxes	\$36,107,690	\$ 35,347,175	\$ 760,515	2.15%
State Revenues	105,319,277	91,079,053	14,240,224	15.64%
Federal Revenues	13,240,775	12,847,767	393,008	3.06%
Other Revenues	644,866	642,198	2,668	0.42%
Totals	\$ 155,312,608	\$ 139,916,193	\$ 15,396,415	11.00%

The increase of \$14,240,224 state revenues is due to an increase in enrollment, additional MSOC funding, and the addition of the new full day kindergarten funding. Federal revenues increased slightly by \$393,008 primarily due to the Districts participation in the Race to the Top grant.



GENERAL FUND EXPENDITURES

Expenditures in the General Fund totaled \$155,982,194 for the fiscal year. This represents an increase of \$15,974,500 or 11.41% over the prior year.

<u>GENERAL FUND EXPENDITURES</u>	2013-14	2012-13	Increase (Decrease) Amount	Increase (Decrease) Percent
Current				
Regular Instruction	\$87,948,964	\$ 79,857,005	\$ 8,091,959	10.13%
Special Education	18,808,349	16,953,174	1,855,175	10.94%
Vocational Instruction	6,116,658	5,764,317	352,341	6.11%
Compensatory Education	11,408,052	7,982,400	3,425,652	42.92%
Other Instructional Programs	1,124,538	1,102,048	22,490	2.04%
Community Services	1,004,058	926,726	77,332	8.34%
Support Services	17,456,816	16,075,261	1,381,555	8.59%
Child Nutrition Services	5,460,528	5,080,155	380,373	7.49%
Pupil Transportation Services	6,406,144	6,029,994	376,150	6.24%
Capital Outlay				
Equipment	248,087	236,614	11,473	4.85%
Totals	<u>\$ 155,982,193</u>	<u>\$ 140,007,694</u>	<u>\$ 15,974,500</u>	<u>11.41%</u>

Increases of \$8.1 million in state funded regular instructional expenditures, \$1,855,175 in special education instructional expenditures and \$352,341 in vocational instruction were the result of increased student enrollments. Vocational programs otherwise known as Career and Technical Education programs were expanded to include seventh and eighth grade students thereby increasing enrollment for these programs over the prior year.

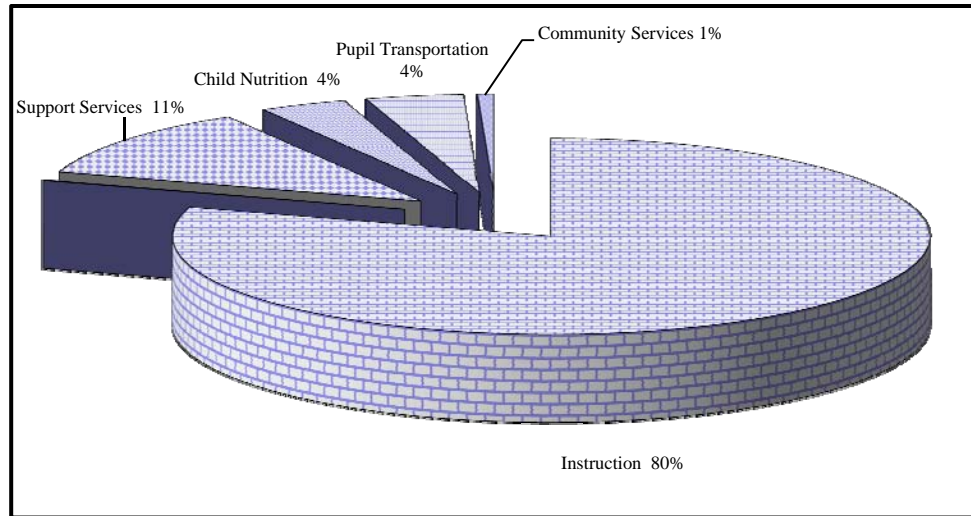
Compensatory education expenditures increased by \$3,425,652 due to increased federal dollars for Title I programs and increased state dollars for the state counterpart of Title I known as Learning Assistance (LAP). In addition, a continuing growing enrollment of students for whom English is not their first language generated additional state assistance to meet their educational needs.

Child Nutrition cost's increased by \$380,373 last year due to the new federal nutrition guidelines. New guidelines define what types of ingredients the District can purchase, and ultimately serve for student meals.

Pupil Transportation costs increased by 6.24% or \$376,150 during the year. The increase was due to increased salary and benefits for more bus drivers to transport more students than the prior year.

Special Education expenditures increase by \$1,855,175 during the year. Increased costs occurred due to an increased need to provide services for a growing special needs student population.

EXPENDITURE USES



MAJOR FUND BUDGETARY HIGHLIGHTS

Appropriations are a prerequisite to expenditures in the governmental funds. Appropriations lapse at the end of the fiscal year. The fiscal year 2013-14 budget adopted by the Board of Directors for the district totaled \$255,221,886 including General Fund appropriations of \$158,891,993, Special Revenue Fund (ASB) appropriations of \$4,080,900, Debt Service Fund appropriations of \$19,883,528, Capital Projects Fund appropriations of \$70,806,234 and Transportation Vehicle Fund appropriations totaling \$1,559,231.

Reasons for the significant variances in the general fund between the budget and actual results include:

- Total actual general fund revenues were \$2,536,567 more than budgeted. Almost all of that increase was due to greater state allocations for educational services for a larger than expected student enrollment. Over \$2.1 million was from state general purpose allocations and over \$947,563 was from an increase in the local levy tax collection. Federal grants were \$589,202 less than projected.
- Expenditures of \$155,982,193 were \$2,909,800 less than budgeted as a result of continued cost saving initiatives. Federal stimulus expenses came in \$330,000 under budget due to time constraint of implementing new Race to the Top programs.

Reasons for the significant variances in the capital projects fund between the budget and actual results include:

- State revenues were \$750,000 above budget, due to an energy grant the District was awarded in 2014.
- Expenditures were \$13,914,369 million less than budgeted because the Auburn High School Reconstruction and Modernization project has one third of the way to go before completion.

- Revenues were less than projected in the Associated Study Body Fund by approximately \$1.7 million and expenditures were less than projected by \$1.8 million. Students and their adult advisors did an outstanding job of living within their reduced revenue.
- Transportation Vehicle expenditures were \$1,559,231 less than projected due to delayed plans to replace aging buses.

CAPITAL ASSETS AND DEBT ADMINISTRATION

CAPITAL ASSETS

The District's investment in capital assets for its governmental type activities as of August 31, 2014 amounted to \$172,813,509 (net of accumulated depreciation of \$118,469,297). This investment in capital assets includes land, buildings, land and building improvements, furniture and equipment.

During the fiscal year, \$1,118,463 was added to buildings for improvements that met the capitalization policy of \$100,000, \$380,254 was added to equipment that met the capitalization policy of \$5,000 per unit, and \$53,823,223 was added to construction in progress primarily for future school sites, modernization projects and the reconstruction of Auburn High School. Surplused equipment that originally cost \$256,451 was removed from the books. Items with a market value were sent to the State of Washington Surplus Property Department to be sold at auction. All other items were sent to the King County Refuse Station.

See Note 4, Changes in Capital Assets, for more information.

CAPITAL ASSETS			
	Capital Assets	Accumulated Depreciation	Net
Land	\$22,990,609	\$ -	\$ 22,990,609
Building & Improvements	272,479,905	(104,505,942)	167,973,963
Equipment	18,802,901	(13,963,355)	4,839,546
Construction In Progress	108,462,150	-	108,462,150
Total	\$ 422,735,565	\$ (118,469,297)	\$ 304,266,268

DEBT ADMINISTRATION

At the end of the current fiscal year, the district had \$171,080,000 in unlimited general obligation bonds outstanding. This debt is secured by a pledge of the full faith and credit of the district. \$8,795,000 of that debt is due within the next twelve months.

The Washington State Constitution and the Revised Code of Washington 39.36.015 and 39.36.020 limit the amount of general obligation (GO) debt that may be issued. With a vote of the people, debt cannot be incurred in excess of 5% of the value of the taxable property of the district, provided the indebtedness in excess of 2.5% is for capital outlay. For the fiscal year ended August 31, 2014, the maximum GO debt authorized by statutory limit was \$415.5 million. The district had \$171,080,000 of debt outstanding at August 31, 2014, that was subject to that limitation. With \$6.4 million of assets in the Debt Service Fund available for payment of principal, there is a legal debt margin of \$250.9 million.

On April 23, 2012 Moody's Investor Service migrated the district's Municipal Scale Rating to a Global Scale Rating. As a result of this migration, the district's rating was changed from A1 to Aa2. This rating was reaffirmed on January 2014. Additional information on the district's bonded debt obligations is presented in Note 8.

ECONOMIC FACTORS AND NEXT YEAR'S BUDGETS AND RATES

The 2014-15 appropriations for governmental funds of the district were approved at \$244,534,881. For calendar year 2014, the total property tax rate for special levies was \$6.50 per \$1,000 of assessed property value. The projected rate for 2015 is also expected to be \$6.14 per \$1,000 of assessed value. Total assessed value increased by 6.2% from \$7.79 billion to \$8.3 billion during 2014. For 2015 the projected assessed valuation is \$9.3 billion, an increase of 10% over the prior year.

The district serves the cities of Auburn, Pacific, Algona, and parts of Kent and Black Diamond as well as portions of unincorporated King and Pierce Counties. The outlook for the local economy for 2015 is one poised for continued growth as new businesses locate here, diversifying the tax base. Auburn is a participant in the resilient Puget Sound economy as indicated by the drop in the unemployment rate from 5.2% in 2013 to 4.6% in 2014. Auburn's economy has been relatively stable as many of its basic industries have been somewhat insulated from economic downturns. This has been reflected in relatively stable property tax collection rates with no noticeable declines.

The Boeing Company is the largest single employer and tax payer in the City of Auburn with a steady 6.85% of assessed valuation. Other major employers include the Auburn School District, the Muckleshoot Tribal Casino, Multicare Auburn Regional Medical Center, Green River Community College, Emerald Downs Racetrack, the Social Security Administration, the Federal Aviation Administration and The Outlet Collection. In 1990, Boeing accounted for 71% of all jobs in the City of Auburn. Today, Boeing jobs account for only 35% of the employment base in Auburn as the local economy continues to diversify. The projected future shape of the Boeing Company includes the Auburn Fabrication plant as it works to fill a seven-year global backlog of airplane orders.

According to the City of Auburn, the city has experienced an increase in new businesses and development activity. One such business is the Coastal Farm and Ranch store, a 124,000 square foot retail store that provides a variety of products and services for farmers, ranchers and homeowners. The retail outlet opened in the old Walmart store after spending \$20 million to remodel the building. Other significant projects include the following:

- The Outlet Collection Seattle, formerly known as the SuperMall of the Great Northwest recently completed \$35 million in interior and exterior improvements and added 1,000 new jobs. It is now the largest indoor outlet mall in the Pacific Northwest. It has increased the number of stores to over 130 world-class outlets that are favorite regional and national brands such as the Nike Factory, Chico's, Sketchers, Coach Factory Outlet, Victoria's Secret, Bath and Body Works, Levi's Outlet, Brooks Brothers, J. Crew's Factory Store and Nordstrom's.
- Auburn Junction is a six-block downtown redevelopment district near the Transit Station. There are currently three projects underway in the district to provide mixed-use residential and retail uses. City officials estimate the new developments will bring 300-500 new residents to the downtown core and more than 20,000 square feet of retail space. The developers' plans call for a combination of market-rate multifamily housing, high end apartments, senior housing, ground-floor commercial space and a covered parking garage.

- The Robertson Property Group (RPG) is turning a former drive-in movie complex into a 70-acre multi-phased, mixed-use residential and retail development. When completed, the Auburn Gateway project will have 720,000 square feet of retail, 500 residential units and up to 1.6 million square feet of office space.
- Construction of the new Franciscan Medical Pavilion is complete. The two-story 38,000 square foot mixed use building will be providing space for primary care as well as specialty cardiology, vascular surgery, endocrinological and general surgical medical care services.
- The regional Hospital Cooperative Services Administration is constructing a \$26 million laundry facility that will bring 185 living wages jobs to Auburn.

As these new businesses and developments take hold, they will serve to strengthen the City's economic foundation.

REQUESTS FOR INFORMATION

This financial report is designed to provide the district's citizens, taxpayers, customers, investors and creditors with a general overview of the district's finances and to demonstrate the district's accountability for the money it receives. If you have questions about this report or need additional financial information, visit www.auburn.wednet.edu or contact

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