



# **SNYDER ISD**

## **Annual Financial Accountability Management Report**

**For the Year Ending August 31, 2019**

**Prepared by  
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### *Introduction*

Passed during the 77<sup>th</sup> regular session of the Texas Legislature (2001), Senate Bill 218 requires each school district to prepare an annual financial accountability report. Many business-related issues are covered in this report. The primary reporting tool, however, is the Financial Accountability Ratings Worksheet. This worksheet was developed by representatives of the Texas Education Agency (TEA), the Texas Business & Education Council (TBEC) and the Texas Association of School Business Officials (TASBO). It is administered by TEA and calculated on information submitted to the Agency via the annual PEIMS submission. The 2017 School FIRST ratings were based upon an analysis of staff and student data reported for the 2018-2019 school year and budgetary and actual financial data for the 2016 fiscal year.

Known as the FIRST rating (Financial Integrity Rating System of Texas), the worksheet consists of 15 Indicators, with yes or no answers for indicators one through five. The remaining 10 indicators are worth 10 points each for a possible score of 100. A rating is then determined from the overall score. **For the past fifteen years, Snyder ISD has earned the highest rating awarded and this year has again been rated, "Superior."** This report briefly focuses on how the "Superior" rating was earned and what will be required to maintain it.

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### *Other Data Concerning the District's Operations*

The purpose of this section of the report is to discuss other aspects of the District's business operations not covered by the worksheet. The worksheet should be viewed as a basic tool with which to assess SISD's primary business practices. However, a financial evaluation should not stop there. The district should always be working to improve in all areas in order to maximize funds available to campuses for educational purposes and to our ancillary departments that support our campuses.

Outlined below, are a number of business practices not covered by the Financial Accountability Worksheet directly.

### Financial Strength

The state of Texas recommends that financial strength be discussed in this report. A significant financial indicator of strength is the district's ability to meet cash flow each year without borrowing money. As a Chapter 49 district, state funds will continue to decrease based on the assumption that the District is realizing revenues from tax collections. Snyder ISD has not

borrowed funds for operating reasons at any time in recent history, which is one indicator of adequate financial strength.

Another indicator of financial strength can be measured by the District's level of fund balance. The fund balance of the district has increased significantly in the past nine years from \$1,897,783 in 2000-2001 to \$36,385,698 in 2019 of which \$2,500,000 has been committed for capital improvements and other financial needs. Careful management of the operating budget has enabled SISD to increase fund balance for future financial needs.

RATING UPGRADE (As of June 27, 2011) Standard & Poor's Rating Services raised its long-term and underlying rating to 'A+' from 'A-' for the District. The upgrade reflects Standard & Poor's opinion of, what Standard & Poor's considers, the District's continually strong financial performance, further supported by the District's good financial management practices.

MOODY'S investor services has assigned a Aa3 underlying rating to SISD's \$15,000,000 bonds, listing the district's strengths as a healthy financial position and low direct debt burden and descending debt service payments.

Further, in August of 2016, in preparation for a bond refunding, MOODY'S again reviewed and assigned an Enhanced rating of Aaa to SNYDER CONSOLIDATED INDEPENDENT SCHOOL DISTRICT, TX, Unlimited Tax Refunding Bonds, Series 2016.

These ratings are evidence of Snyder's strong financial position and sound financial practices.

### **Operating Cost Management**

A relatively small portion of total General Fund expenditures are flexible or variable in nature. Salaries and benefits comprise the largest part of the annual budget, followed by other fixed costs such as recapture payments, maintenance, transportation, utilities, tax appraisal fees, tax collection fees, and debt service. The remaining expenditures are allocated for supplies, materials, capital outlay, staff development, construction, and contracted services.

### **Personnel Management**

The District's longstanding personnel goal is to attract and retain qualified staff, and to offer a competitive salary and benefit package each year. In an effort to remain competitive with area districts, teacher salaries were increased from \$3,000 above state base in 2006-2007 to \$4,000 above state base in 2007-2008. The district also added 10 additional steps above the 20 step teacher salary schedule (State Minimum Salary Schedule for Classroom Teachers, Full-Time Librarians, and Full-Time Nurses). After converting to a hiring schedule in 2010, salaries were increased 3% from mid-point for 2010-2011. In 2012, teacher salaries were increased on average, 2.5%. In 2013, a 1% from mid-point salary increase was approved by the Board, along with a \$600 per year increase in the District's contribution toward the employee's health care premium. In 2014, the board approved a 1.5% from mid-point salary increase for all employees and in 2015 approved a 1-2% (depending on pay grade) increase for employees. In 2016, the board voted to increase the health care premium contribution from \$388 to \$425 per month for each employee's health care premium while continuing to provide dental, vision and life insurance for all employees. Due to the implementation of HB3, in the 2018-2019 fiscal year, Snyder ISD increased district employee salaries by 2% as well as released an updated teacher salary schedule. The updated salary schedule resulted in an average increase of \$1,100 for

teachers with less than 5 years' experience and \$3,100 for teachers with more than 5 years' experience.

### **Debt Management**

The taxpayers of the District authorized a \$24.585 million bond program in September 2004. This authorization was received very favorably by the voters. This speaks to the confidence voters have in the District, not only from an instructional viewpoint, but also from a financial management perspective.

All funds under the 2004 authorization have been issued. The elementary school was completed in August, 2007 and was opened with approximately 1,200 students in attendance. Several renovation projects were also completed during the 2007-2008 year.

In October of 2013 SISD refunded portions of the Series 2005 (Sept. '04) bonds reducing the district's debt service by approximately \$11,000,000 and shortening the term by 4 years.

In May of 2014, the voters approved a \$15,000,000 bond for a new junior high school. These bonds were sold in September of 2014.

In September of 2016 SISD refunded portions of Series 2014 bonds reducing debt by an additional \$1.6 million.

Debt management is more effective if local taxes are collected at a high collections rate consistently over the years. The District has experienced favorable tax collections, which is one of the worksheet criteria dealing with this issue.

### **Facility Acquisition and Construction Management**

A 2007-2008 facility study noted needed improvements to athletic facilities, fine arts areas, vocational facilities and the administration building. A bond election was called for in the November general election to address most of these needs. Unfortunately, the bond did not pass in the November 4, 2008 election. Carefully considering the recommendations outlined in the study, the District has used portions of its available maintenance and operations budget to address facility needs by constructing a new cafeteria at SHS (2010-12), renovating Worsham Auditorium (2012), reconstructing Tiger Stadium (2011-2012) and renovating the administration building.

In May of 2014 the voters approved a \$15,000,000 bond for a new junior high school. The new junior high was completed in the summer of 2016 and is now in use. As part of this project, the district renovated the former junior high and converted this facility to a 4-5 campus, housing 450 students.

### **Cash Management**

The worksheet addresses cash/investment issues. The worksheet criteria essentially states that a district should have cash available, and should earn a minimal rate of return on it. In truth, an investment and cash management program is much more complex.

First, state and local board policies require funds be invested with four major objectives in mind. In order of importance, they are: safety, liquidity, diversity and yield.

State and local policy specify what types of securities can be purchased, and virtually all of them fall within these restrictions. Certificates of Deposit are legal investments, but they are not liquid and their marketability can fluctuate, so CD's are only purchased when they are the most attractive investment in terms of maturity and return.

There are a few investments that are legal to purchase, but they aren't very marketable. Consequently, SISD does not purchase them. Bonds of the state of Israel are a good example. While diversity in the portfolio is always a goal, interest rates have dictated the direction of investments the past several years. Operating funds are mainly kept in investment pools and with the District's depository bank. Lastly, monthly reviews of investment activity and performance and an annual review of the investment policy are submitted to the Board of Trustees for review and approval, as required by law.

### **Budgetary Planning & Financial Allocations**

The District's budget process begins in February each year. During the first month of planning, budget allocations are developed for each campus and department. Most school districts have some rational basis for allocating funds to campuses and operating departments. Snyder ISD's funds are allocated to the campuses based on the number of students and type of campus. Support departments receive funds based on previous year's budgets adjusted (up or down) for future years' needs. Special project requests for amounts supplemental to allocations are considered individually each year. In May, budget requests are submitted and state and local revenue calculations begin. June and July are spent compiling this information and the first preliminary view of how the next year's budget looks occurs. In odd-numbered years, the legislature is in session, and that complicates and delays the budgeting process. In the months of July and August, budget workshops are held to review the preliminary budget. Decisions are made on program and capital outlay requests, revenue data is fine-tuned and a final budget is submitted to the Board of Trustees for approval in August.

The budget process is a proactive and highly participatory one, and campuses and departments are given a great deal of discretion as to how to budget their funds. After the budget is adopted, each campus or department is given equal latitude regarding amending their budget when their plans or needs change. This decentralized style of budget management (called site-based decision making) is required by the state of Texas. It is a system that works best in the long run for everyone by allocating resources where they are needed, even when those needs change.

### **Academic Ratings**

Although not a direct indicator of a district's financial strength or operating processes, the academic ratings of a district can be connected back to its financial operations to a degree. The management and distribution of a district's financial resources toward instruction can have an effect on the district's academic rating. Financial mismanagement can lead to lower academic achievements if the funds are not targeted towards the appropriate areas.

## **Annual Audit Report**

Each year, an audit is performed by independent auditors. Their job is to report on SISD's financial status and to ensure that Snyder ISD management is doing a good job of keeping the District's financial records up to required standards. This report is a critical element of the accountability ratings worksheet, covering six criteria. These criteria and the District's compliance with each have been discussed in this report. Further, the district has had "perfect audits" for the past twelve years, 2004 through 2016, with auditors reporting "No Reportable Conditions, No Material Weaknesses."

### *Disclosures*

Reporting requirements for the financial management report for Schools FIRST public hearing are found in **Title 19 Texas Administrative Code Chapter 109, Budgeting, Accounting, and Auditing, Subchapter AA, Commissioner's Rules Concerning Financial Accountability Rating System**. This rule describes requirements for the five (5) disclosures explained below that are to be presented as appendices in the Schools FIRST financial management report.

#### **1. Superintendent's Current Employment Contract**

A copy of the superintendent's current employment contract at the time of the School FIRST hearing is to be provided. In lieu of publication in the annual School FIRST financial management report, the school district may choose to publish the superintendent's employment contract on the school district's internet site. If published on the internet, the contract is to remain accessible for twelve months.

#### **2. Reimbursements Received by the Superintendent and Board Members for Fiscal Year 2019**

For the Twelve-month Period Ended August 31, 2019								
Description of Reimbursements	Superintendent, Eddie Bland	Ralph Ramon	Doug Neff	Brad Hinton	Lauren Collier	Carrie Richardson	Ronnie Anderson	Haley Leatherwood
Meals	\$ 34.33	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Lodging	\$ 323.73	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transportation	\$ 2,282.92	\$ 330.54	\$ 322.18	\$ -	\$ 330.54	\$ 320.93	\$ 330.54	\$ 330.54
Motor Fuel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 2,640.98	\$ 330.54	\$ 322.18	\$ -	\$ 330.54	\$ 320.93	\$ 330.54	\$ 330.54

**Note** – The spirit of the rule is to capture all "reimbursements" for fiscal year 2019, regardless of the manner of payment, including direct pay, credit card, cash, and purchase order. Reimbursements to be reported per category include:

**Meals** – Meals consumed off of the school district's premises, and in-district meals at area restaurants (excludes catered meals for board meetings).

**Lodging** - Hotel charges.

**Transportation** - Airfare, car rental (can include fuel on rental), taxis, mileage reimbursements, leased cars, parking and tolls.

**Motor fuel** – Gasoline.

**Other** - Registration fees, telephone/cell phone, internet service, fax machine, and other reimbursements (or on-behalf of) to the superintendent and board member not defined above.

3. **Outside Compensation and/or Fees Received by the Superintendent for Professional Consulting and/or Other Personal Services in Fiscal Year 2019**

**NONE**

4. **Gifts Received by the Executive Officer(s) and Board Members (and First Degree Relatives, if any) in Fiscal Year 2019**

**NONE**

5. **Business Transactions Between School District and Board Members for Fiscal Year 2019**

**NONE**

**Note** - The summary amounts reported under this disclosure are not to duplicate the items reported in the summary schedule of reimbursements received by board members.