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**New Jersey Schools  
Development Authority**

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**Annual Report  
2016**



## Christie Administration Accomplishments 2010-2016

<b>Capital Projects completed</b>	<b>28</b>
<b>Estimated Total Costs of Completed Capital Projects</b>	<b>More than \$1.3 Billion</b>
<b>Number of students impacted by completed Capital Projects</b>	<b>Approximately 24,500</b>
<b>Contracts Awarded for Capital and Emergent Projects</b>	<b>Approximately \$980 Million</b>
<b>Emergent Projects (SDA-Managed) Completed</b>	<b>63</b>
<b>Estimated Total Project Costs of Completed Emergent Projects</b>	<b>\$68.7 Million</b>
<b>Regular Operating District (ROD) Grants Executed</b>	<b>2,390</b>
<b>ROD Grants State Share</b>	<b>\$698 Million</b>
<b>ROD Grants Estimated Total Project Costs</b>	<b>\$1.65 Billion</b>

### About This Report

The 2016 Annual Report on the operations of the New Jersey Schools Development Authority (SDA) is presented pursuant to the provisions of Executive Order No. 37 (Corzine), issued on September 26, 2006. The report provides a comprehensive overview of the SDA's operations, highlighting significant actions taken in 2016.

The SDA operates under the Educational Facilities Construction and Financing Act (EFCFA) of 2000 and subsequent August 2007 legislative amendments.

For more information, please refer to the SDA website at [www.njsda.gov](http://www.njsda.gov) or the most recent Biannual Report on the School Construction Program (for the period April 1 through September 30, 2016). The Biannual Report can be found at the following link:

[https://www.njsda.gov/njsda/RP/Biannual\\_Report/2016\\_2.PDF](https://www.njsda.gov/njsda/RP/Biannual_Report/2016_2.PDF).

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**The Mission of the New Jersey Schools Development Authority is to deliver high-quality educational facilities that best meet the needs of the students of the State of New Jersey. While providing efficiently designed facilities that enhance the academic environment, we promote fiscal responsibility in the management of taxpayers' resources.**

# 2016 | SDA YEAR IN REVIEW

FEBRUARY



Newark Elliott Street School  
Ribbon Cutting Ceremony

MARCH



Start of the SDA's 2016 SMWBE  
Contractor Training Program

MAY



Demolition of the Madison  
Avenue Elementary School in  
Irvington

JUNE



Newark Oliver Street School  
Ribbon Cutting Ceremony

SEPTEMBER



Opening of 7 new or renovated  
schools in Bridgeton, Elizabeth,  
Jersey City, Keansburg,  
Paterson (2) and Phillipsburg.



Newark South Street School  
Groundbreaking



Announcement of a new Perth  
Amboy High School project

NOVEMBER



Vineland Lincoln Avenue Middle  
School Groundbreaking



New Brunswick Paul Robeson  
Community Theme School for  
the Arts Groundbreaking

DECEMBER



Trenton Central High School  
Groundbreaking



Passaic Leonard Place Elementary  
School Groundbreaking

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## CEO MESSAGE

By any method of measurement, 2016 was an incredibly successful year for the New Jersey Schools Development Authority. More important, it was a successful year for the districts and children that the NJSDA serves. The Authority delivered 1.25 million square feet of new construction, providing seats for 8,500 students. We opened two schools in Paterson (School 16 and the Dr. Hani Awadallah School); two schools in Newark (Oliver and Elliott Street Schools); the Dr. Maya Angelou School – P.S. 20 in Jersey City; the Joseph C. Caruso School in Keansburg; the addition and renovation to the Buckshutem Road School in Bridgeton; and two new high schools – the Frank J. Cicarell Academy in Elizabeth and Phillipsburg High School. Thousands of children now learn in these state-of-the-art facilities and will do so for years to come.

In addition to delivering schools on-time and on-budget, the percentage of change orders that make up the cost of the schools has been lowered dramatically. Indeed, on design-build projects – which now make up the lion’s share of SDA projects, change order costs are less than one percent of the overall value of the projects – an astoundingly low number. This timely and cost-effective outcome is a direct result of the changes instituted by the Christie Administration. My predecessor received a fair amount of criticism for taking the time to make the necessary changes that brought about this efficiency but the productivity, adherence to project schedules and most importantly, the budgetary predictability are all the rewards of the work he spearheaded.

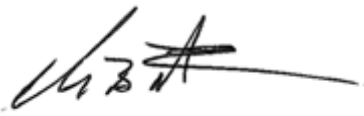
This year also brought great progress on other projects, most notably in Trenton where ground was broken for the new Trenton Central High School. Ground was also broken in Garfield (James Madison Elementary School), Newark (South Street School), Passaic (Leonard Place School), Vineland (Lincoln Avenue Middle School) and for the addition and renovation of the Paul Robeson Community Theme School for the Arts in New Brunswick. Thus, the success of the year has not slowed our forward movement. In fact, 2016 ended with 11 schools in various phases of construction. Finally, land has been purchased and planning has begun for a new high school in Perth Amboy which, when completed, will educate 2,800 students and will be the largest single building constructed by the SDA.

While the focus naturally falls on the capital program, 2016 also saw the execution of 138 Regular Operating District grants representing \$42 million in state funded dollars. Along with the local share, those grants represent a total of \$98 million in construction projects all around the state, which benefit the children of New Jersey.

The SDA has also taken the nurturing of small, minority and women-owned businesses (SMWBE) seriously. We have continued to offer our training program to the SMWBE community at no cost. The courses are taught by SDA professionals as well as instructors from other agencies and the private sector.

They are well-received by the participants and illustrate this organization's dedication to making the New Jersey construction industry one that is more reflective of our diverse population.

These accomplishments have been generated through the hard work and dedication of all the women and men of the SDA who share the overall mission of providing great facilities to further the education of schoolchildren around this state, especially those in fiscally-challenged districts. Our employees understand that a good education starts with a great facility. The SDA also benefits from a motivated and engaged Board of Directors who work with us to move the important work of the Authority forward. We continue to engage the communities in which we work and partner with legislators to ensure that we are working towards the goals of our constituents. We accomplished great work in 2016 and are looking forward to a productive 2017 as we move ahead.

A handwritten signature in black ink, appearing to read 'C. McKenna', with a long horizontal flourish extending to the right.

Charles McKenna

# PROJECT ACCOMPLISHMENTS

## *New Schools Open to Students*

On their first day of school, Jersey City students walked from the 115-year-old P.S. 20 School into the courtyard of the new Dr. Maya Angelou School P.S. 20. The kindergarten through fifth grade children were visibly happy and excited to walk through the doors of their new school, an inviting 108,800 square foot facility. While the school it replaced lacked even basic amenities such as bathrooms on each floor, the new school has a media center and technology classroom among its features which provide an appropriate, modern learning environment.



Governor Christie was on hand to celebrate the opening of the Phillipsburg High School, a day long awaited by that community. Students eagerly explored the new 330,000 square foot school, utilizing the color-coded hallways to help them navigate their new environment. The championship wrestling team – concerned about the expansion of the new gymnasium – has since made themselves at home in their new arena – continuing their winning tradition.

In Newark, students of the former Elliott Street School entered their new 138,000 square foot school in February. After the demolition of the original school following a lightning strike and subsequent fire, students in the North Ward were lacking a neighborhood school. Governor Christie was present to welcome them home.



In all, nine new or renovated school facilities opened to students in 2016, exemplifying the positive impact of New Jersey's school construction program has on the children of our state. The SDA delivered over 1.25 million square feet of new construction in 2016 alone. More than 8,500 new seats for students throughout the State represent significant progress in reducing the overcrowding that exists in many school districts. These facilities represent an investment of \$553 million, and confirmation of the State's commitment to providing New Jersey students with the facilities they need.

The students who started this school year in a new facility were overwhelmingly excited for the opportunities their buildings afford them. Repeatedly, students shared their enthusiasm for new spaces that include media centers, gymnasiums, cafeterias, technology classrooms and outdoor play spaces. Bright new classrooms with abundant natural light, one to one computer ratio and smart boards all encourage students' desire to learn.

The 2016 school openings are the successful result of the diligence and commitment applied throughout an era of responsible and accountable school construction implemented under the Christie Administration. All nine schools opened on or ahead of schedule and within their approved budgets.

<b>SDA 2016 School Openings</b>					
<b>District</b>	<b>School</b>	<b>Project Type</b>	<b>Square Footage</b>	<b>Max Student Capacity</b>	<b>Total Project Costs</b>
Bridgeton	Buckshutem Road Elementary School	Addition/ Renovation	41,000	645	\$23.3 M
Elizabeth	Elizabeth High School – Frank J. Cicarell Academy	New School	183,000	1,284	\$64.1 M
Jersey City	Dr. Maya Angelou Public School #20	New School	108,000	698	\$49.3 M
Keansburg	Joseph C. Caruso Elementary School	New School	122,000	842	\$50.9 M
Newark	Elliott Street Elementary School	New School	138,000	932	\$46.7 M
Newark	Oliver Street Elementary School	New School	137,000	932	\$73.6 M
Paterson	Dr. Hani Awadallah Elementary School	New School	105,500	722	\$55.2 M
Paterson	School #16	New School	109,500	705	\$62.4 M
Phillipsburg	Phillipsburg High School	New School	330,000	2,172	\$127.5 M

The schools opened in 2016 were all designed incorporating the guidelines developed by the United States Green Building Council (USGBC) known as the "Leadership in Energy & Environmental Design ("LEED®") program in order to achieve maximum energy efficiency and environmental sustainability in the design of schools. Consistent with SDA's policy, the new schools will be submitted for LEED certification, with some expected to achieve Silver or Gold designations. This effort highlights SDA's commitment to achieve maximum energy efficiency and environmental sustainability in the design of schools.

In addition, all of the new schools were built utilizing the materials and systems standards that were instituted by the SDA in 2011. The use of standardized design elements affords efficiencies in the design and construction of school facilities, ultimately supporting the faster delivery of schools. It also clearly establishes requirements for SDA school facilities projects to be built in an educationally appropriate, sustainable, clean and environmentally friendly manner.

Six of the schools opened in 2016 were built using a design-build approach with the kit of parts as their design foundation. The remaining three schools were built utilizing a traditional design-bid-build approach. Each project's planning stage includes an assessment of which approach is most suitable to the project's needs and circumstances. Both design-build and design-bid-build approaches have proven successful with the projects opened this year, and we expect to continue to employ both going forward.



## ***Breaking Ground for a Bright Future***

Along with 2016 school openings, many additional projects also advanced into construction during the year. In 2016, SDA broke ground on five new schools and one addition/renovation project. Once complete, these projects will provide more than 5,300 new seats for students in six school districts.

Governor Christie was on hand to break ground for the new Trenton Central High School (TCHS) in December 2016. The construction of a new TCHS is one part of the Governor's efforts to revitalize the City of Trenton. The new \$155 million Trenton Central High School will be a 374,000 square foot school designed to educate 1,900 students in grades 10 through 12. This project is a prime example of the SDA's cooperation and partnership with the local school districts and communities. Throughout the planning and construction of the school, SDA worked with the Trenton School District to ensure open communication and dialogue with community members and to receive input from various stakeholders. The District school board also provided direction for the design of the new school.

In Passaic City, the ground breaking of the new Leonard Place Elementary School marked the second of three projects that, once completed, will provide seats for more than 4,000 students helping to address the community's needs. The new 105,000 square foot, three-story school will be designed to educate approximately 700 students in kindergarten through fifth grades. Located near the heart of the downtown, this school is a refreshing replacement for the previous blight and has spurred nearby economic development.



In the heat of the summer, SDA joined district and local officials at a groundbreaking for the new James Madison Elementary School Number 10 in Garfield. The construction site is the location of the former Most Holy Name School. That school facility was demolished by the SDA in 2015 to make way for the new, approximately 53,000 square foot elementary school

facility is designed to educate approximately 275 students from kindergarten through fifth grades.

In the Southern part of the State, the new Lincoln Avenue Middle School broke ground in Vineland. The primarily masonry structure will be a one-story, 99,000 square foot facility designed to accommodate 620 students in grades six through eight.

The new Newark South Street Elementary School, an approximately 103,000 square foot facility was designed to accommodate 657 students in grades Pre-kindergarten through eighth. The original South

Street Elementary School was built more than 130 years ago. Students from South Street are currently attending the original Oliver Street School that was vacated when the new Oliver Street School was completed this year, and will remain there until the new building is completed.

The groundbreaking for the addition/renovation at the Paul Robeson Community Theme School for the Arts in New Brunswick marked the start of a project that will significantly increase student capacity. The project will double the school building size through an addition of 60,000 square feet and renovate the existing structure.

### ***Capital Construction***

With the start of construction for projects in Garfield, Newark, New Brunswick, Passaic City, Trenton and Vineland, the SDA ended 2016 with 11 projects in construction. Representing more than \$636 million in total estimated project costs, the State continues to invest heavily in the educational facilities students need to excel.

<b>SDA Capital Projects in Construction (As of December 31, 2016)</b>				
<b>District</b>	<b>School</b>	<b>Project Type</b>	<b>Max Student Capacity</b>	<b>Total Project Costs</b>
Bridgeton	Quarter Mile Lane E.S.	Addition/Renovation	795	\$39 Million
Elizabeth	New Elementary School	New Construction	956	\$55.3 Million
Garfield	James Madison E.S.	New Construction	305	\$29.7 Million
Gloucester City	New Middle School	New Construction	763	\$63.8 Million
Jersey City	Patricia M. Noonan E.S.	New Construction	848	\$54 Million
New Brunswick	Paul Robeson Community Theme School for the Arts	Addition/Renovation	893	\$47 Million
Newark	South Street E.S.	New Construction	657	\$69.9 Million
Passaic City	E.S. at Leonard Place	New Construction	698	\$55.9 Million
Trenton	Trenton Central H.S.	New Construction	2,176	\$155.4 Million
Vineland	Lincoln Road M.S.	New Construction	624	\$49.8 Million
West New York	Harry L. Bain E.S.	Renovation	814	\$16.9 Million
<b>Total (11 Projects)</b>			<b>8,934</b>	<b>\$636.7 Million</b>

SDA projects help to ensure that New Jersey students have access to the facilities and educational resources they need to receive a quality education. Once complete, these 11 school facility projects will positively affect the education of more than 8,900 students, meaningfully addressing overcrowding and providing essential educational programs to replace substandard, deficient learning environments.

There are many more projects in various stages of development. Early site preparation activities commenced for the Madison Avenue Elementary School in Irvington and the Mildred B. Garvin Elementary School in East Orange. The design phase of a design build contract is in progress for the Seaman Avenue Elementary School in Perth Amboy. Design-build procurements have advanced for the addition/renovation project at Millville Senior High School, Madison Avenue Elementary School in Irvington and the new Harrison Elementary School.

Governor Christie also announced the planned construction of a new Camden High School. Current expectations are for the school project to advance in two phases: The first phase will involve the demolition of the current high school and site preparation; while the second phase will include the design and construction of the new facility. The new school is preliminarily anticipated to be ready for student occupancy in 2021.

### ***SDA Advances Largest Single Project to Date***

Surrounded by third grade students, SDA joined Perth Amboy City and District officials in September to announce the advancement of the new Perth Amboy High School. This new high school project will be the largest single school building that the SDA has undertaken to date. SDA anticipates that the new, state-of-the-art school will be an approximately 535,000 square foot facility designed to educate 2,800 students in grades nine to twelve. The preliminary estimated project costs total \$234 million.



The announcement came following Perth Amboy School District’s purchase of an 11.63-acre property, formerly home to the Delaney Homes Public Housing development, from the Perth Amboy Housing Authority. Currently, the project is in design development with the SDA’s in-house design studio.

### ***Contracts Awarded***

This year alone, the SDA posted 33 advertisements for work related to capital and emergent projects. The SDA awarded more than \$265 million in contracts in 2016. The projects that are moving forward as a result of these contract awards benefit New Jersey students, communities, businesses and workers. This investment in school projects helps create good local jobs and spur other private and public investments in the communities that need it the most.

In 2017, the SDA expects to advertise work valued at between \$500 and \$600 million, effectively doubling its 2016 portfolio of advertisements. The 2017 forecast includes advertisements for site preparation work, emergent work and new construction, including a few projects with construction cost estimates valued at \$150-\$200 million each. The SDA's 2017 construction forecast is available on our website at: [https://www.njsda.gov/njsda/Business/CV/2017\\_Project\\_Forecast.pdf](https://www.njsda.gov/njsda/Business/CV/2017_Project_Forecast.pdf).

## ***Emergent Projects***

At the end of 2016, the SDA was managing five emergent projects that were in the design phase. In addition, SDA Districts were managing ten delegated projects, also all in design. As of December 2016, 162 emergent projects (both SDA-managed and district-delegated) have been completed since the program inception.

This year, the SDA, in partnership with the New Jersey Department of Education (DOE), launched another statewide effort to identify and evaluate potential emergent projects for SDA Districts. Projects to be considered were limited to those with scopes that address the following: building envelope conditions allowing water infiltration, including roofing and wall systems; existing mechanical system failures or anticipated failures; structural issues, and fire and life safety issues, including existing fire alarm and fire suppression systems. Following completion of the review and prioritization of potential emergent projects, final determination letters will be issued and the work will advance on approved projects.

## ***Regular Operating Districts***

SDA Regular Operating District (ROD) grants fund at least 40 percent of eligible costs for projects in the New Jersey's ROD Districts, addressing health and safety issues, and other critical needs. In 2016, the SDA executed 138 grants to 50 school districts for school improvement projects. This nearly \$43 million state investment leverages a local contribution of nearly \$55 million. It is important to note that the entire \$3.45 billion authorized for ROD facility projects has been committed, therefore the number of project executions has decreased. Of the \$150 million authorized in funding for vocational school grants, there is \$10 million remaining in uncommitted funds.

Examples of ROD Grant project executions in 2016 include:

- Bay Head School District, Bay Head Elementary School (Ocean County): Mechanical upgrades. Total Project Costs - \$863,800; State Investment - \$345,520.

- Blaiirstown Township School District, Blaiirstown Elementary School (Warren County): Window replacement. Total Project Costs - \$1,121,639; State Investment - \$448,656.
- Camden County Vocational School District, Camden County Technical Vocational School (Camden County): Fire alarm replacement – entire campus. Total Project Costs - \$1,846,772; State Investment - \$1,012,770.
- Roselle Borough School District, Abraham Clark High School (Union County): New HVAC, associated piping and electrical upgrades. Total Project Costs - \$3,041,351; State Investment - \$1,805,881.

<b>REGULAR OPERATING DISTRICT GRANTS</b>			
<b>2016 Grant Executions</b>		<b>Grant Executions Since Inception</b>	
No. of Grants Executed	138	No. of Grants Executed	5,385
State Share	\$42,963,118	State Share	\$2,997,416,159
Local Share	\$54,903,816	Local Share	\$5,942,554,573
Total Est. Costs	\$97,866,934	Total Est. Costs	\$8,939,970,732
No. of Districts Impacted	50	No. of Districts Impacted	524
No. of Counties Impacted	18	No. of Counties Impacted	21

### ***Safety First***

SDA is proud of its safety record in 2016. SDA’s Field Compliance Inspectors were active during 2016 as they each conducted approximately 400 safety inspections on their assigned SDA projects. The SDA received no OSHA citations in 2016. In addition, SDA conducted OSHA training for 11 SBE firms, providing 30-hour OSHA cards. The 30-hour OSHA card is required on all SDA projects for certain positions, signifying a level of safety awareness.

## PROGRAM SUCCESS

Through the significant programmatic and organizational changes instituted at the SDA under the Christie Administration, the school construction program has experienced significant success in both the delivery of school projects and the careful stewardship of taxpayer resources.

SDA staff recently provided the Board of Directors with a report detailing the successes achieved by the school construction program over the last few years. The presentation focused on 12 school projects delivered under Governor Christie, including nine delivered in 2016. The 12 projects include seven design-build projects and five design-bid-build projects.

The 12 projects were completed within or under budget. In terms of change orders, the average across all projects is 2.2 percent and 1.9 percent when excluding change orders related to school district initiated IT plan adjustments. Looking at just the design-build projects, change order levels drop to 0.5 percent. These numbers are even more impressive when compared to 17 projects initiated between 2006 and 2009 where the change order activity represented 12.2 percent of construction.

In terms of schedule, 11 of the 12 projects opened to students as originally projected or earlier with four projects delivered ahead of schedule. This includes the Newark Elliott Street School, which opened in February 2016, and the Newark Oliver Street School, which opened in June 2016. The overall duration for design-bid-build projects is 58 months vs. 43 months for design-build projects.

This data highlights the success achieved by the SDA under the Christie Administration. The updated processes and approaches now employed by the SDA are delivering schools on budget, on schedule and with more predictability. This is the result of great work by the entire organization since 2010 — design work, planning, procurement, project teams, payables, safety, risk management, contract management and the contribution of SDA Counsel's Office.

# HELPING SUPPORT NEW JERSEY'S BUSINESSES AND CONSTRUCTION WORKFORCE

## *SMWBE Contractor Training Program*

Since 2011, the SDA has proudly conducted a dedicated, in-house, Small Minority and Women-owned Business Enterprise (SMWBE) Contractor Training Program. This program aims to assist small business entities throughout the State of New Jersey and promote SDA's SBE goals. The program concentrates on helping small businesses initiate, fortify and advance a set of core skills that are crucial to operating a successful and profitable business.

The 2016 program included modifications to the format and content in order to benefit newer start-up companies. The revised program, which offered six weeks of instructional classes followed by a graduation/networking event, commenced in March 2016 with classes held in both Trenton and Newark. Additional instruction on business plan development, prevailing wage, and navigating SDA and State websites was included in the 2016 program.

Twenty-five small business enterprises successfully completed the 2016 SMWBE Contractor Training Program. The firms participated in a graduation and networking event that provided them with an opportunity to introduce their small businesses to the more established Construction Management Firms and General Contractors working on SDA projects.



## *Providing Opportunities for New Jersey's Small Businesses*

The SDA prides itself on its effective and proactive Small Business Enterprise (SBE) program that abides by the current State set-aside law and Executive Order 71 (2003). The SDA continually exceeds the mandated 25 percent SBE participation level based upon the total dollar value of publicly advertised contracts awarded by SDA. In 2016, SBE participation was 29 percent. This represents \$82,357,369 million in SDA contract values for SBE companies.

At the end of 2016, the SDA had 1,796 firms prequalified to do business. Of those firms, the NJ Department of the Treasury certified 754 (or 42% of all firms) as SBE firms.

## ***Workforce Compliance***

SDA Field Compliance Inspectors verify contractor-reported data regarding the number of women and minority workers on SDA's construction sites to ensure that prime contractors make good faith efforts to meet appropriate workforce goals through the hire of women and minorities. In 2016, minority and female workers performed approximately 21 percent of construction work on SDA projects.

## ***NJ-GIVS – Preparing Students for Careers in the Construction Industry***

The SDA continued its partnership with the New Jersey Higher Education Student Assistance Authority (HESAA) to execute the Governor's Industry Vocations Scholarship for Women and Minorities (NJ-GIVS). Funding for the NJ-GIVS program, announced in 2013, is in furtherance of the SDA's effort to provide funding for on-the-job or off-the-job outreach and training programs for minority group members and women in construction trade occupations or other occupations – including engineering and management occupations – utilized in the performance of public works contracts.

NJ-GIVS pays up to \$2,000 per year to women and minority students who reside in New Jersey towards the cost of enrollment in a NJ-GIVS eligible program at one of New Jersey's approved county colleges or vocational schools. During 2016, SDA was proud to provide \$223,804 to 127 qualifying students throughout New Jersey. Grant recipients are attending programs at schools including Bergen Community College, Middlesex County College, Morris County Vocational & Technical Schools, Ocean County Vocational-Technical School, Union County College and the Hohokus School of Trade. The grants benefit women and minority students who are pursuing programs preparing them for careers in the construction industry.



## FINANCIAL INFORMATION

<b>2016 PROJECT EXPENDITURES</b>	
SDA District Capital Projects	\$269.4 Million
SDA District Emergent Projects	\$16.9 Million
ROD Grant Projects	\$94.2 Million
Other Project Costs – Program	\$10.6 Million
<b>TOTAL PROJECT EXPENDITURES</b>	<b>\$391.2 Million</b>

### ***Annual Report Delay***

The SDA's Annual Report release date is typically in April, as required by statute. However, the delayed release of the 2016 Annual Report until May 2017 was necessary due to the Authority was awaiting receipt of its 2016 pension allocation from the Department of the Treasury's Division of Pension & Benefits pursuant to GASB No. 68. The required pension information was recently made available to all stakeholders on April 6, 2017, therefore permitting the Authority's independent auditor to complete its audit of the 2016 financial statements.

### ***2016 Bond Sales***

School Facilities Construction Bonds issued by the New Jersey Economic Development Authority (EDA) on behalf of the SDA, provide SDA with requisite cash to sustain its active project portfolio and fund its operating expenses. Bond sales generally coincide with forecasted cash flow requirements for already committed projects in SDA's portfolio, thus enabling SDA to pay its vendors promptly as the projects advance.

During 2016, the EDA approved bond sales in December to provide an additional \$343 million to support the state's school construction program.

## ***Budgetary and Financial Controls***

The Authority maintains a system of internal controls to provide reasonable assurance that transactions are executed in accordance with management's requirements and authority; that responsibilities are appropriately segregated; that financial statements are prepared in accordance with accounting principles generally accepted in the United States; and that the assets of the Authority are properly safeguarded. Since internal controls are designed to provide reasonable, but not absolute, assurance that these objectives are met, there are inherent limitations in the effectiveness of any system of internal controls. The concept of reasonable assurance generally recognizes that: (1) the cost of a control should not exceed the benefits likely to be derived; and (2) the valuation of costs and benefits requires estimates and judgments by management. These internal controls are subject to continuous evaluation by the Authority's management.

### **Budgetary Controls**

The Authority maintains budgetary controls to ensure operating expenditures do not exceed the annual levels approved by the Board of Directors in the Authority's annual operating budget. A variance analysis of accounts is performed monthly and the results are summarized and presented to the Audit Committee in a monthly report. As appropriate, the Authority may also allocate expenditures in its operating budget for various internal capital projects including amounts for the acquisition of equipment, computer software, furniture and fixtures and leasehold improvements. The Authority's Capitalization & Depreciation policy prescribes when capitalization of an asset is appropriate.

In addition, the Authority develops and maintains comprehensive project budgets, approved by the Board of Directors, for each of the school facilities projects that it manages. The Authority uses project management software for planning, recording and monitoring project budgets and schedules. Other software and tools are used by the Authority for cost estimating and financial analyses. The data obtained from regular monthly re-forecasting sessions are used to monitor the status of projects and to review and analyze costs in comparison to approved budgets. The information obtained from these sessions are summarized and presented to the Audit Committee in a monthly report.

### **Financial Controls**

The Authority maintains effective financial controls in part through the use of an integrated accounting and budgeting system, which enables the Authority to view, analyze and report on various financial data. Separate financial reporting software is utilized by the Authority to: (1) efficiently and effectively monitor the Authority's financial performance; (2) identify financial trends; and (3) generate accurate and timely financial data and reports.

Additionally, the Authority has implemented effective financial controls in key risk areas as documented in numerous written policies, procedures, standard operating procedures (SOPs), processes, guidelines,

checklists and standards. Policies and procedures (or other analogous documents) have been implemented in the areas of accounting, accounts payable, procurement, information technology, corporate governance and program operations. The Board of Directors has also adopted an Ethics Code for all employees, which is intended to foster a strong ethical climate at the Authority. Together, these policies and procedures (or other analogous documents) provide a system of internal controls and accountability designed to safeguard the Authority's assets. The Authority's internal auditors conduct periodic reviews to ensure the Authority's adherence to internal control policies and procedures.

The Board of Directors periodically reviews and approves modifications to the SDA's Operating Authority policy. The Operating Authority designates those persons at the Authority who are authorized by the Board (either generally or in specific transactions) to: (1) approve contracts and contract changes (i.e., change orders and amendments), (2) execute documents legally binding on the Authority, and (3) sign checks and approve disbursements on behalf of the Authority.

## CERTIFICATIONS PURSUANT TO SECTION 22C OF EXECUTIVE ORDER 37 (2006)

I certify that, to the best of my knowledge, the financial information provided to the Authority's independent auditors in connection with their audit of the 2016 financial statements is accurate, and that such information fairly presents the financial condition and operational results of the Authority as of December 31, 2016 and for the year then ended.



Donald Guarriello, Jr.  
Chief Financial Officer

I certify that, to the best of my knowledge, the financial information provided to the Authority's independent auditors in connection with their audit of the 2016 financial statements is accurate, and that such information fairly presents the financial condition and operational results of the Authority as of December 31, 2016 and for the year then ended.



Charles B. McKenna  
Chief Executive Officer

## **CERTIFICATION PURSUANT TO SECTION 2 OF EXECUTIVE ORDER 37 (2006)**

In accordance with Executive Order 37 (2006), please find enclosed the New Jersey Schools Development Authority's (the "Authority") 2016 comprehensive report of Authority operations (the "2016 Annual Report"). This report highlights the significant actions of the Authority for the year ending December 31, 2016, including the degree of success the SDA had in promoting the State's economic growth strategies and other policies during the year.

The report of independent auditors, issued by Ernst and Young LLP is included within the financial statements section of the 2016 Annual Report. The completion of the audit report fulfills the Authority's requirements under Executive Order 37 and the audit requirements of Executive Order 122 (2004).

Executive Order 37 Section 2 Certification:

I, Charles B. McKenna, certify that, from January 1, 2016, to December 31, 2016, the Authority has, to the best of my knowledge, followed all of its standards, procedures and internal controls.



Charles B. McKenna  
Chief Executive Officer

**NEW JERSEY SCHOOLS DEVELOPMENT AUTHORITY**  
(a component unit of the State of New Jersey)



**FINANCIAL STATEMENTS AND REQUIRED  
SUPPLEMENTARY INFORMATION**

For the Year Ended December 31, 2016

New Jersey Schools Development Authority  
(a component unit of the State of New Jersey)

Financial Statements and Required Supplementary Information

For the Year Ended December 31, 2016

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## Report of Independent Auditors

Management and Members of the Authority  
New Jersey Schools Development Authority

We have audited the accompanying financial statements of the New Jersey Schools Development Authority (the Authority), a component unit of the State of New Jersey, as of and for the year ended December 31, 2016, and the related notes to the financial statements, which collectively comprise the Authority's basic financial statements as listed in the table of contents.

### **Management's Responsibility for the Financial Statements**

Management is responsible for the preparation and fair presentation of these financial statements in conformity with U.S. generally accepted accounting principles; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free of material misstatement, whether due to fraud or error.

### **Auditor's Responsibility**

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design 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. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.





## **Opinion**

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the Authority as of December 31, 2016, and the changes in financial position for the year then ended in conformity with U.S. generally accepted accounting principles.

## **Change in Method of Accounting for Postemployment Benefits Other Than Pensions**

As discussed in Note 2 to the financial statements, the Authority changed its method for accounting and financial reporting of postemployment benefits other than pensions as a result of the adoption of Governmental Accounting Standards Board Statement No. 75, *Postemployment Benefits Other Than Pensions*, effective January 1, 2016. Our opinion is not modified with respect to this matter.

## **Required Supplementary Information**

U.S. generally accepted accounting principles require that management's discussion and analysis, the schedule of the Authority's proportionate share of the net pension liability, the schedule of the Authority's contributions to the Public Employees' Retirement System (PERS) and the schedule of changes in the total postemployment benefits other than pensions (OPEB) liability and related ratios, as listed in the table of contents, be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board which considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

*Ernst & Young LLP*

May 19, 2017

New Jersey Schools Development Authority  
(a component unit of the State of New Jersey)

Management's Discussion and Analysis

For the Year ended December 31, 2016

This section of the New Jersey Schools Development Authority's (the "Authority" or "SDA") annual financial report presents our discussion and analysis of the Authority's financial performance during the fiscal year ended December 31, 2016. This management discussion and analysis should be read in conjunction with the Authority's financial statements and accompanying notes.

**Nature of the Authority**

The SDA was established on August 6, 2007 to replace the New Jersey Schools Construction Corporation ("SCC") pursuant to reform legislation (P.L.2007, c.137). As of the date of the legislation, the SCC was dissolved and all its functions, powers, duties and employees were transferred to the SDA. Organizationally, the Authority is situated in, but not of, the New Jersey Department of the Treasury.

The School Construction Program is the largest public construction program undertaken by the State of New Jersey ("State") and represents one of the largest school construction programs ever undertaken in the nation. The program was initiated in response to the New Jersey Supreme Court's decision in Raymond Abbott et al. v. Fred G. Burke, 153 N.J. 480 (1998), which eventually led to the Legislature's adoption of the Educational Facilities Construction and Financing Act, P.L.2000, c.72 ("EFCFA") on July 18, 2000. The EFCFA, as amended in P.L.2008, c.39, provides for an aggregate \$12.5 billion principal amount of bond proceeds ("EFCFA funding") to be issued by the New Jersey Economic Development Authority ("EDA"), the financing agent for the Schools Construction Program, and transferred to the Authority. Of this amount, \$8.9 billion is allocated to 31 urban school districts referred to as the "SDA Districts" (formerly Abbott Districts), \$3.45 billion is for non-SDA districts ("Regular Operating Districts") and \$150 million is reserved for vocational schools.

**School Construction Program Authorized Funding and Disbursements**

The Authority does not have an economic interest in any school facility project. With the exception of interest income on invested funds, the Authority does not generate substantial operating revenues, yet it incurs significant operating expenses to administer the School Construction Program. Costs related to school facilities projects are reported as school facilities project costs in the statement of activities. Program administrative and general expenses not identifiable specifically to school facilities projects are considered eligible project costs under EFCFA and are therefore paid from EFCFA funding.

Through December 31, 2016, the Authority has received \$10.4 billion of the designated \$12.5 billion principal amount of bond proceeds authorized for the School Construction Program. In addition, as of that date, the Authority has disbursed 79.4% of the currently authorized program funding, as follows:

	<u>Bonding Cap</u>	<u>Program Funding</u> <sup>1</sup>	<u>Disbursements</u>	<u>% Paid</u>
SDA Districts	\$ 8,900,000,000	\$ 9,010,672,453	\$ 6,947,793,676	77.1%
Regular Operating Districts	3,450,000,000	3,493,528,018	2,992,231,083	85.7%
Vocational Schools	150,000,000	151,739,258	109,851,588	72.4%
Totals	<u>\$ 12,500,000,000</u>	<u>\$ 12,655,939,729</u>	<u>\$ 10,049,876,347</u>	79.4%

<sup>1</sup> Program funding includes the amounts authorized under the respective bonding caps in addition to approximately \$156 million of interest income and miscellaneous revenue earned through December 31, 2016.

The 31 SDA Districts are located in 14 Counties throughout the State, as follows:

<u>County</u>	<u>School District</u>	<u>County</u>	<u>School District</u>
Atlantic	Pleasantville	Hudson	Union City
Bergen	Garfield	Hudson	West New York
Burlington	Burlington City	Mercer	Trenton
Burlington	Pemberton Township	Middlesex	New Brunswick
Camden	Camden	Middlesex	Perth Amboy
Camden	Gloucester City	Monmouth	Asbury Park
Cumberland	Bridgeton	Monmouth	Keansburg
Cumberland	Millville	Monmouth	Long Branch
Cumberland	Vineland	Monmouth	Neptune Township
Essex	East Orange	Passaic	Passaic City
Essex	Irvington	Passaic	Paterson
Essex	Newark	Salem	Salem City
Essex	Orange	Union	Elizabeth
Hudson	Harrison	Union	Plainfield
Hudson	Hoboken	Warren	Phillipsburg
Hudson	Jersey City		

In 2016, the SDA celebrated the opening of 9 capital plan school facilities projects directly benefitting nearly 8,500 students in the SDA Districts. The total State investment in these 9 projects was \$549 million.

As of December 31, 2016, the SDA has 13 active construction projects in the SDA Districts. In addition, pre-construction activity has commenced on several other projects. Furthermore, the Authority is currently in construction on 3 emergent needs projects in the SDA Districts. Emergent need projects most often address roof repairs or replacements; deteriorating façades; water infiltration; heating and cooling system issues; and plumbing, electrical, mechanical and security systems. The Authority maintains separate program reserves to address such emergent conditions as well as unforeseen events.

From inception through December 31, 2016, the School Construction Program has completed 680 projects in the SDA Districts. The completed projects consist of: 77 new schools, including 6 demonstration projects; 44 extensive additions, renovations and/or rehabilitations; 31 rehabilitation projects; 354 health and safety projects; and 174 Section 13 Grants for SDA District-managed projects under \$500,000. The demonstration projects serve as a cornerstone of revitalization efforts and are funded by the Authority but managed by a municipal redevelopment entity and redeveloper. In addition, in the Regular Operating Districts the Authority has completed 26 projects that it managed for the districts, and state funding was provided through Section 15 Grants for 4,133 school projects throughout the 21 counties of New Jersey.

The following information provides insight into the activities of the School Construction Program during the last five years and is not intended to be presented in accordance with generally accepted accounting principles.

	\$ In thousands				
	2016	2015	2014	2013	2012
EFCFA funding received from State	\$ 342,574	\$ 500,000	\$ 585,000	\$ -	\$ 375,000
Investment earnings, net	1,730	560	170	272	205
Administrative and general expenses *	22,256	18,924	17,293	19,835	34,749
Capital expenditures	124	475	115	295	54
School facilities project costs *	388,133	429,684	282,023	172,238	145,584
Employee count at end of year	229	230	227	243	241

\* Commencing January 1, 2013, the Authority began allocating employee salaries and benefit costs between operating expense (i.e., administrative and general expenses) and school facilities project costs.

## 2016 Financial Highlights

- At year end, the Authority’s net position is \$400.4 million.
- At year end, cash and cash equivalents total \$557.2 million.
- For the year, revenues total \$345.1 million, \$342.6 million of which is from EFCFA funding received from the State (or 99.3%).
- For the year, expenses total \$410.6 million, \$388.1 million (94.5%) of which is for school facilities project costs.
- For the year, general fund expenditures exceed general fund revenues by (\$55.0) million.

## Overview of the Financial Statements

The financial section of this annual report consists of three parts: Management’s Discussion and Analysis; the basic financial statements; and required supplementary information. The Authority’s basic financial statements consist of three components: 1) government-wide financial statements; 2) governmental fund financial statements (these are also referred to as the “general fund” financial statements); and 3) notes to financial statements. Because the Authority operates a single governmental program, its government-wide and governmental

fund financial statements have been combined using a columnar format that reconciles individual line items of general fund financial data to government-wide data in a separate column on the face of the financial statement.

Government-wide financial statements are designed to provide readers with a broad overview of the Authority's finances, in a manner similar to a private sector business. The statement of net position presents information on all of the Authority's assets, deferred outflows of resources, liabilities and deferred inflows of resources with the residual balance reported as net position. Over time, an increase or decrease in net position may serve as a useful indicator of whether the financial position of the Authority is improving or deteriorating.

The statement of activities presents information showing how the Authority's net position changed during the most recent period. All changes in net position are reported as soon as the underlying event giving rise to the change occurs, regardless of the timing of the related cash flows. Thus, revenue and expenses are reported in this statement for some items that will only result in cash flows in the future fiscal period.

Governmental fund financial statements are designed to provide the reader information about an entity's various funds. A fund is a grouping of related accounts that is used to maintain control over the resources that have been segregated for specific activities or objectives. The Authority uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements. The Authority operates a single governmental fund for financial reporting purposes and this fund is considered a general fund.

The focus of governmental fund financial statements is on near-term inflows and outflows of spendable resources as well as on balances of spendable resources available at the end of the fiscal year. Such information may be useful in evaluating the Authority's near-term financing requirements.

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

### **Financial Analysis of the Authority**

The Authority's net position decreased to \$400.4 million at year-end, primarily due to 2016 expenditures for school facilities projects (\$388.1 million) and administrative and general expenses (\$22.3 million) exceeding State funding under EFCFA (\$342.6 million). The decrease in State funding in 2016 is the result of the Authority having sufficient cash on hand and the reduction in the Authority's forecasted capital requirements for the year due primarily to reduced project expenditures as several school facilities projects were anticipated to be completed during the first three quarters of 2016. Additionally, the Authority recorded an adjustment (i.e., a reduction) to beginning of year net position as a result of the implementation

of GASB Statement No. 75, *Accounting and Financial Reporting for Postemployment Benefits Other Than Pensions* (\$4.1 million).

The following table summarizes the Authority's net position at December 31, 2016 and 2015.

	<b>\$ In thousands</b>			
	<b>2016</b>	<b>2015</b>	<b>\$ Increase/ (Decrease)</b>	<b>% Increase/ (Decrease)</b>
Current assets	\$ 558,298	\$ 618,767	\$ (60,469)	(9.8)%
Capital assets-net	707	767	(60)	(7.8)%
Total assets	<u>559,005</u>	<u>619,534</u>	<u>(60,529)</u>	<u>(9.8)%</u>
Deferred outflows of resources	<u>21,940</u>	<u>10,732</u>	<u>11,208</u>	<u>104.4%</u>
<b>Total assets and deferred outflows of resources</b>	<b><u>\$ 580,945</u></b>	<b><u>\$ 630,266</u></b>	<b><u>\$ (49,321)</u></b>	<b><u>(7.8)%</u></b>
Current liabilities	\$ 64,880	\$ 70,332	\$ (5,452)	(7.8)%
Non-current liabilities	112,583	88,306	24,277	27.5%
Total liabilities	<u>177,463</u>	<u>158,638</u>	<u>18,825</u>	<u>11.9%</u>
Deferred inflows of resources	<u>3,075</u>	<u>1,616</u>	<u>1,459</u>	<u>90.3%</u>
Net position:				
Net investment in capital assets	707	767	(60)	(7.8)%
Restricted for schools construction	399,700	469,245	(69,545)	(14.8)%
Total net position	<u>400,407</u>	<u>470,012</u>	<u>(69,605)</u>	<u>(14.8)%</u>
<b>Total liabilities, deferred inflows of resources and net position</b>	<b><u>\$ 580,945</u></b>	<b><u>\$ 630,266</u></b>	<b><u>\$ (49,321)</u></b>	<b><u>(7.8)%</u></b>

*Note: All percentages are calculated using unrounded figures.*

The following table summarizes the change in net position for the years ended December 31, 2016 and 2015.

	<b>\$ In thousands</b>			
	<b>2016</b>	<b>2015</b>	<b>\$ Increase/ (Decrease)</b>	<b>% Increase/ (Decrease)</b>
<b>Revenues</b>				
EFCFA funding received from State	\$ 342,574	\$ 500,000	\$ (157,426)	(31.5)%
Investment earnings	1,730	560	1,170	209.1%
Rental property income	808	945	(137)	(14.5)%
Other revenue	1	9	(8)	(83.6)%
Total revenues	<u>345,113</u>	<u>501,514</u>	<u>(156,401)</u>	<u>(31.2)%</u>

	<b>\$ In thousands</b>			
	<b>2016</b>	<b>2015</b>	<b>\$ Increase/ (Decrease)</b>	<b>% Increase/ (Decrease)</b>
<b>Expenses</b>				
Administrative and general expenses	22,256	18,924	3,332	17.6%
Depreciation	184	94	90	95.8%
School facilities project costs	388,133	429,684	(41,551)	(9.7)%
Total expenses	410,573	448,702	(38,129)	(8.5)%
Change in net position	(65,460)	52,812	(118,272)	(223.9)%
Beginning net position:				
Balance as previously stated	470,012	467,121	2,891	0.6%
Adjustment to beginning balance *	(4,145)	(49,921)	45,776	91.7%
Balance as restated	465,867	417,200	48,667	11.7%
Ending net position	\$ 400,407	\$ 470,012	\$ (69,605)	(14.8)%

*Note: All percentages are calculated using unrounded figures.*

\* Restated for the effects of Governmental Accounting Standards Board (“GASB”) Statement No. 75 and GASB Statement No. 68/71 in 2016 and 2015, respectively (see Notes 12a and 12d).

The Authority earns interest on invested funds primarily through its participation in the State Cash Management Fund, a fund managed by the Division of Investment under the Department of Treasury. The fund consists of U.S. Treasury obligations, government agencies obligations, certificates of deposit and commercial paper.

### **Contacting the Authority’s Financial Management**

This financial report is designed to provide New Jersey citizens and taxpayers, and the Authority’s customers, clients and creditors, with a general overview of the Authority’s finances and to demonstrate the Authority’s accountability for the funds it receives from the State. If you have questions about this report or need additional financial information, contact the Office of the Chief Financial Officer, New Jersey Schools Development Authority, P.O. Box 991, Trenton, NJ 08625-0991, or visit our web site at [www.njsda.gov](http://www.njsda.gov).

New Jersey Schools Development Authority  
(a component unit of the State of New Jersey)

Statement of Net Position and General Fund Balance Sheet

December 31, 2016

	<b>General Fund Total</b>	<b>Adjustments (Note 9)</b>	<b>Statement of Net Position</b>
<b>Assets</b>			
Cash and cash equivalents	\$ 557,246,319	\$ -	\$ 557,246,319
Receivables	48,578	152,800	201,378
Prepaid expenses	850,418	-	850,418
Capital assets-net	-	707,104	707,104
<b>Total assets</b>	<b>558,145,315</b>	<b>859,904</b>	<b>559,005,219</b>
<b>Deferred Outflows of Resources</b>			
Deferred amount for pensions	-	21,939,702	21,939,702
<b>Total Assets and Deferred Outflows of Resources</b>	<b>\$ 558,145,315</b>	<b>\$ 22,799,606</b>	<b>\$ 580,944,921</b>
<b>Current Liabilities</b>			
Accrued school facilities project costs	\$ 60,683,179	\$ -	\$ 60,683,179
Other accrued liabilities	716,646	-	716,646
Escrow deposits	3,480,289	-	3,480,289
<b>Total current liabilities</b>	<b>64,880,114</b>	<b>-</b>	<b>64,880,114</b>
<b>Non-Current Liabilities</b>			
Accrued school facilities project costs	-	12,159,047	12,159,047
Net pension liability	-	72,439,355	72,439,355
Total postemployment benefits liability	-	24,500,963	24,500,963
Other accrued liabilities	-	3,483,841	3,483,841
<b>Total non-current liabilities</b>	<b>-</b>	<b>112,583,206</b>	<b>112,583,206</b>
<b>Deferred Inflows of Resources</b>			
Deferred amount for pensions	-	3,074,757	3,074,757
<b>Fund Balance/Net Position</b>			
Net investment in capital assets	-	707,104	707,104
Nonspendable:			
Prepaid expenses	850,418	(850,418)	
Restricted for schools construction	492,414,783	(92,715,043)	399,699,740
<b>Total fund balance/net position</b>	<b>493,265,201</b>	<b>(92,858,357)</b>	<b>400,406,844</b>
<b>Total Liabilities, Deferred Inflows of Resources and Fund Balance/Net Position</b>	<b>\$ 558,145,315</b>	<b>\$ 22,799,606</b>	<b>\$ 580,944,921</b>

*See accompanying notes.*



New Jersey Schools Development Authority  
(a component unit of the State of New Jersey)

Statement of Activities and General Fund Revenues,  
Expenditures and Changes in Fund Balance

For the Year Ended December 31, 2016

	<b>General Fund Total</b>	<b>Adjustments (Note 9)</b>	<b>Statement of Activities</b>
<b>Revenues</b>			
School Construction Program:			
EFCFA funding received from State	\$ 342,573,648	\$ -	\$ 342,573,648
General:			
Investment earnings	1,730,650	-	1,730,650
Rental property income	807,741	-	807,741
Other revenue	1,482	-	1,482
Total revenues	<u>345,113,521</u>	<u>-</u>	<u>345,113,521</u>
<b>Expenditures/Expenses</b>			
Administrative and general expenses	15,774,494	6,481,554	22,256,048
Capital expenditures	124,183	(124,183)	-
Capital depreciation	-	183,951	183,951
School facilities project costs	384,231,744	3,901,612	388,133,356
Total expenditures/expenses	<u>400,130,421</u>	<u>10,442,934</u>	<u>410,573,355</u>
Deficiency of revenues over expenditures	(55,016,900)	(10,442,934)	-
Change in net position	-	-	(65,459,834)
<b>Fund Balance/Net Position</b>			
Beginning of year – as previously stated	548,282,101	(78,270,038)	470,012,063
Adjustment to beginning balance *	-	(4,145,385)	(4,145,385)
Beginning of year – as restated	<u>548,282,101</u>	<u>(82,415,423)</u>	<u>465,866,678</u>
End of year, December 31, 2016	<u>\$ 493,265,201</u>	<u>\$ (92,858,357)</u>	<u>\$ 400,406,844</u>

\* Restated for the effects of Governmental Accounting Standards Board Statement No. 75.

*See accompanying notes.*

New Jersey Schools Development Authority  
(a component unit of the State of New Jersey)

Notes to Financial Statements

**1. Nature of the Authority**

The New Jersey Schools Development Authority (the “Authority” or “SDA”) was established on August 6, 2007 to replace the New Jersey Schools Construction Corporation (“SCC”) pursuant to reform legislation (P.L.2007, c.137). As of the date of the legislation, the SCC was dissolved and all its functions, powers, duties and employees were transferred to the SDA. The Authority is governed by its own Board of Directors and is fiscally dependent upon the State of New Jersey (“State”) for funding. Organizationally, the Authority is situated in, but not of, the New Jersey Department of the Treasury.

The School Construction Program was initiated in response to the New Jersey Supreme Court’s decision in Raymond Abbott et al. v. Fred G. Burke, 153 N.J. 480 (1998), which eventually led to the Legislature’s adoption of the Educational Facilities Construction and Financing Act, P.L.2000, c.72 (“EFCFA”) on July 18, 2000. The EFCFA, as amended in P.L.2008, c.39, provides for an aggregate \$12.5 billion principal amount of bond proceeds (“EFCFA funding”) to be issued by the New Jersey Economic Development Authority (“EDA”), the financing agent for the Schools Construction Program, and transferred to the Authority. Of this amount, \$8.9 billion is allocated to 31 urban school districts referred to as the “SDA Districts” (formerly Abbott Districts), \$3.45 billion is for non-SDA districts (“Regular Operating Districts”) and \$150 million is reserved for vocational schools.

**2. Summary of Significant Accounting Policies**

**(a) Government-Wide and Fund Financial Statements**

The government-wide financial statements (i.e., the statement of net position and the statement of activities) report information on all the activities of the Authority.

The statement of activities demonstrates the degree to which the direct expenses of a given function or segment is offset by program revenues. Direct expenses are those that are clearly identifiable with a specific program. Program revenues include (1) charges to customers or applicants who purchase, use, or directly benefit from goods, services, or privileges provided by a given function or segment, and (2) EFCFA funding received from the State which monies are restricted to meeting either the operational or capital requirements of the School Construction Program.

Separate financial statements are provided for the Authority’s governmental fund (these are also referred to as the “general fund” financial statements). Because the Authority operates a single governmental program, its government-wide and governmental fund financial statements have been combined using a columnar format that reconciles individual line items of general fund financial data to government-wide data in a separate column on the face of the financial statement.

New Jersey Schools Development Authority  
(a component unit of the State of New Jersey)

Notes to Financial Statements (Continued)

**(b) Measurement Focus, Basis of Accounting, and Financial Statement Presentation**

The government-wide financial statements are reported using the economic resources measurement focus and the accrual basis of accounting. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of the related cash flows.

The Authority's governmental fund is classified as a general fund and its financial statements are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Revenues are recognized as soon as they are both measurable and available. Revenues are considered to be available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the Authority considers revenues to be available if they are collected within 60 days of the end of the current fiscal period. Expenditures generally are recorded when a liability is incurred, as under accrual basis accounting; however, expenditures related to compensated absences and certain other accruals are recorded only when payment is due. With regard to the Authority's general fund, restricted amounts are considered to have been spent only after the expenditure is incurred for which there is available restricted fund balance.

**(c) Revenue Recognition**

Rental property income is received under month-to-month lease occupancy agreements. Acquisitions of various properties for the construction of school facilities projects generate rental revenue prior to the relocation of the occupants. Rental property income is generally recognized when received.

**(d) Allocation of Employee Salaries and Benefits Costs**

The Authority allocates employee salaries and benefits costs between operating expense (i.e., administrative and general expenses) and school facilities project costs on the Statement of Activities and General Fund Revenues, Expenditures and Changes in Fund Balance. The allocation of employee salaries to school facilities project costs is supported by weekly time sheet data; employee benefits costs are allocated to projects based on a projected annual fringe benefit rate determined by the Authority. The fringe benefit rate utilized for 2016 is 40.75%.

For the year ended December 31, 2016, employee salary and benefit costs are allocated as follows:

Employee salary and fringe benefits costs:	
Charged to administrative and general expenses	\$ 17,821,757
Charged to school facilities project costs	<u>14,858,812</u>
Total employee salary and benefits costs	<u>\$ 32,680,569</u>

New Jersey Schools Development Authority  
(a component unit of the State of New Jersey)

Notes to Financial Statements (Continued)

**(e) Rebate Arbitrage**

Rebate arbitrage is defined by Internal Revenue Code (“IRC”) Section 148 as earnings on investments purchased with the gross proceeds of a bond issue in excess of the amount that would have been earned if the investments were invested at a yield equal to the yield on the bond issue. The amount of rebates due the federal government is determined and payable during each five-year period and upon final payment of the tax-exempt bonds. The Authority, the EDA and the New Jersey Department of the Treasury, Office of Public Finance have determined that any rebate arbitrage liability associated with an issue of School Facilities Construction Bonds shall be recorded on the Authority’s books since the Authority retains the income on the investment of bond proceeds.

It is the Authority’s policy to record rebate arbitrage liabilities only when it is probable that any excess investment income, as defined above, will not be retained by the Authority. The Authority does not record rebate liabilities in cases where it is projected that the liability will be negated by the 24-month spending exception in accordance with the IRC.

Rebate arbitrage calculations have been performed for all series of School Facilities Construction Bonds up through 2016 Series AAA. As of December 31, 2016, no rebate arbitrage liabilities exist.

**(f) Cash and Cash Equivalents**

Cash and cash equivalents consist of cash on hand and highly liquid short-term investments with original maturities of three months or less, and participation in the State of New Jersey Cash Management Fund (“NJCMF”), a fund managed by the Division of Investment under the Department of Treasury. It consists of U.S. Treasury obligations, government agencies obligations, certificates of deposit and commercial paper. Cash equivalents are stated at fair value.

**(g) Prepaid Expenses**

Certain payments to vendors reflect costs applicable to future accounting periods and are recorded as prepaid items in both the government-wide and governmental fund financial statements.

**(h) Capital Assets**

Capital assets are reported in the governmental activity column in the government-wide financial statements and are recorded at historical cost or estimated historical cost if purchased and constructed. The Authority’s current capitalization threshold is \$10,000 for individual items meeting all other capitalization criterion. As of December 31, 2016, the Authority’s capital assets consist of leasehold improvements, equipment, computer software and furniture

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and fixtures. Depreciation is provided by the straight-line method over the shorter of the life of the lease or the useful life of the related asset.

The Authority does not have an economic interest in any school facility project that it finances. Therefore, costs related to school facilities projects are not recorded as capital assets in the Authority's Statement of Net Position but instead are reported as school facilities project costs in the statement of activities.

**(i) Taxes**

The Authority is exempt from all federal and state income taxes and real estate taxes.

**(j) Use of Estimates**

The preparation of financial statements in conformity with accounting principles generally accepted in the United States requires management to make estimates and assumptions that affect the amounts reported in the financial statements and accompanying notes. Actual results could differ from those estimates.

**(k) Pensions**

For purposes of measuring the net pension liability, deferred outflows of resources and deferred inflows of resources related to pensions, and pension expense, information about the fiduciary net position of the New Jersey Public Employee Retirement System ("PERS") and additions to/deductions from PERS's fiduciary net position have been determined on the same basis as they are reported by the plan. For this purpose, benefit payments (including refunds of employee contributions) are recognized when due and payable in accordance with the benefit terms. Investments are reported at fair value.

**(l) New Accounting Standards Adopted**

Governmental Accounting Standards Board ("GASB") Statement No. 72, *Fair Value Measurement and Application*, was issued in February 2015. The scope of this statement is to improve financial reporting by clarifying the definition of fair value for financial reporting purposes, establishing general principles for measuring fair value, providing additional fair value application guidance, and enhancing disclosures about concepts and definitions established in Concepts Statement No. 6, *Measurement of Elements of Financial Statements*, and other relevant literature. The provisions of this statement are effective for financial statements for periods beginning after June 30, 2015. The adoption of this statement had an impact on the Authority's disclosures only (see Note 3).

Further, the Authority adopted GASB Statement No. 79, *Certain External Investment Pools and Pool Participants*. This statement addresses accounting and financial reporting

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for certain external investment pools and pool participants and establishes criteria for an external investment pool to qualify for making the election to measure all of its investments at amortized cost for financial reporting purposes. The State of New Jersey Cash Management Fund did not meet the criteria and measures investments at fair value. Therefore, as of December 31, 2016, the Authority measured its investments in the pool at fair value, as provided in paragraph 11 of GASB Statement No. 31. See Note 3 for further information.

GASB Statement No. 75, *Accounting and Financial Reporting for Postemployment Benefits Other Than Pensions*, was issued in June 2015. The primary objective of this statement is to improve accounting and financial reporting by state and local governments for postemployment benefits other than pensions (other postemployment benefits or OPEB). It also improves information provided by state and local governmental employers about financial support for OPEB that is provided by other entities.

This statement results from a comprehensive review of the effectiveness of existing standards of accounting and financial reporting for all postemployment benefits (pensions and OPEB) with regard to providing decision-useful information, supporting assessments of accountability and interperiod equity, and creating additional transparency. This statement replaces the requirements of both Statement No. 45, *Accounting and Financial Reporting by Employers for Postemployment Benefits Other Than Pensions*, as amended, and Statement No. 57, *OPEB Measurements by Agent Employers and Agent Multiple-Employer Plans*. The scope of this statement addresses accounting and financial reporting for OPEB that is provided to the employees of state and local governmental employers. This statement establishes standards for recognizing and measuring liabilities, deferred outflows of resources, deferred inflows of resources, and expense/expenditures. For defined benefit OPEB, this statement identifies the methods and assumptions that are required to be used to project benefit payments, discount projected benefit payments to their actuarial present value, and attribute that present value to periods of employee service. Note disclosure and required supplementary information requirements about defined benefit OPEB also are addressed. In addition, this statement details the recognition and disclosure requirements for employers with payables to defined benefit OPEB plans that are administered through trusts that meet the specified criteria and for employers whose employees are provided with defined contribution OPEB. This statement also addresses certain circumstances in which a non-employer entity provides financial support for OPEB of employees of another entity. In this statement, distinctions are made regarding the particular requirements depending upon whether the OPEB plans through which the benefits are provided are administered through trusts that meet the following criteria:

- Contributions from employers and non-employer contributing entities to the OPEB plan and earnings on those contributions are irrevocable.

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- OPEB plan assets are dedicated to providing OPEB to plan members in accordance with the benefit terms.
- OPEB plan assets are legally protected from the creditors of employers, non-employer contributing entities, the OPEB plan administrator, and the plan members.

The statement is effective for fiscal years beginning after June 15, 2017; however, the Authority has elected early adoption of this statement effective January 1, 2016 (see Note 12(d)). Among other things, the implementation of GASB 75 resulted in an adjustment to the Authority's beginning net position thereby reducing it by \$4,145,385 as of January 1, 2016.

In June 2015, GASB issued Statement No. 76, *The Hierarchy of Generally Accepted Accounting Principles for State and Local Governments*. The objective of this statement is to identify – in the context of the current governmental financial reporting environment – the hierarchy of generally accepted accounting principles (“GAAP”). The “GAAP hierarchy” consists of the sources of accounting principles used to prepare financial statements of state and local governmental entities in conformity with GAAP and the framework for selecting those principles. The provisions of this statement are effective for fiscal years beginning after June 15, 2015. The adoption of this statement had no impact on the Authority's financial statements.

In March 2016, GASB issued statement No. 82, *Pension Issues*. The objective of this statement is to address certain issues that have been raised with respect to Statements No. 67, *Financial Reporting Pension Plans*, No. 68, *Accounting and Financial Reporting for Pensions*, and No. 73, *Accounting and Financial Reporting for Pensions and Related Assets That Are Not within the Scope of GASB 68, and Amendments to Certain Provisions of GASB Statements 67 and 68*. Specifically, this statement addresses issues regarding (1) the presentation of payroll-related measures in required supplementary information, (2) the selection of assumptions and the treatment of deviations from the guidance in an Actuarial Standard of Practice for financial reporting purposes, and (3) the classification of payments made by employers to satisfy employee (plan member) contribution requirements.

The requirements of this statement are effective for reporting periods beginning after June 15, 2016, except for the requirements of this statement for the selection of assumptions in a circumstance in which an employer's pension liability is measured as of a date other than the employer's most recent fiscal year-end. In that circumstance, the requirements for the selection of assumptions are effective for that employer in the first reporting period in which the measurement date of the pension liability is on or after June 15, 2017. The early adoption of this standard had an impact on the Authority's required supplementary information only.

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**(m) Accounting Standards Issued But Not Yet Adopted**

In January 2016, GASB issued Statement No. 80, *Blending Requirements for Certain Component Units*. The objective of this statement is to improve financial reporting by clarifying the financial statement presentation requirements for certain component units. This statement amends the blending requirements established in paragraph 53 of Statement No. 14, *The Financial Reporting Entity*, as amended. This statement amends the blending requirements for the financial statement presentation of component units of all state and local governments. The additional criterion requires blending of a component unit incorporated as a not-for-profit corporation in which the primary government is the sole corporate member. The additional criterion does not apply to component units included in the financial reporting entity pursuant to the provisions of Statement No. 39, *Determining Whether Certain Organizations Are Component Units*. The requirements of this statement are effective for reporting periods beginning after June 15, 2016. This statement will not have an impact on the Authority's financial statements since the Authority does not have component units.

In March 2016, GASB issued Statement No. 81, *Irrevocable Split-Interest Agreements*. The objective of this statement is to improve accounting and financial reporting for irrevocable split-interest agreements by providing recognition and measurement guidance for situations in which a government is a beneficiary of the agreement. This statement requires that a government that receives resources pursuant to an irrevocable split-interest agreement recognize assets, liabilities and deferred inflows of resources at the inception of the agreement. Furthermore, this statement requires that a government recognize assets presenting its beneficial interest in irrevocable split-interest agreements that are administered by a third party, if the government controls the present service capacity of the beneficial interest. This statement requires that a government recognize revenue when the resources become applicable to the reporting period.

The requirements of this statement are effective for financial statements for periods beginning after December 15, 2016, and should be applied retroactively. This statement will not have an impact on the Authority's financial statements since it does not have split-interest agreements.

In November 2016, GASB issued Statement No. 83, *Certain Asset Retirement Obligations*. This Statement addresses accounting and financial reporting for certain asset retirement obligations ("AROs"). An ARO is a legally enforceable liability associated with the retirement of a tangible capital asset. A government that has legal obligations to perform future asset retirement activities related to its tangible capital assets should recognize a liability based on the guidance in this statement.

This statement also requires disclosure of information about the nature of a government's AROs, the methods and assumptions used for the estimates of the liabilities, and the estimated remaining useful life of the associated tangible capital assets. If an ARO (or portions thereof)



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has been incurred by a government but is not yet recognized because it is not reasonably estimable, the government is required to disclose that fact and the reasons therefor. This statement requires similar disclosures for a government's minority shares of AROs.

The requirements of this statement are effective for reporting periods beginning after June 15, 2018. Earlier application is encouraged. The Authority is in the process of evaluating the impact of this statement on its financial statements.

In January 2017, GASB issued Statement No. 84, *Fiduciary Activities*. This statement establishes criteria for identifying fiduciary activities of all state and local governments. The focus of the criteria generally is on (1) whether a government is controlling the assets of the fiduciary activity and (2) the beneficiaries with whom a fiduciary relationship exists. Separate criteria are included to identify fiduciary component units and postemployment benefit arrangements that are fiduciary activities.

An activity meeting the criteria should be reported in a fiduciary fund in the basic financial statements. Governments with activities meeting the criteria should present a statement of fiduciary net position and a statement of changes in fiduciary net position. An exception to that requirement is provided for a business-type activity that normally expects to hold custodial assets for three months or less.

The requirements of this statement are effective for reporting periods beginning after December 15, 2018. Earlier application is encouraged. The Authority is in the process of evaluating the impact of this statement on its financial statements.

**3. Deposits and Investments**

**(a) Cash Flows**

Cash and cash equivalents decreased during the year by \$60.4 million to \$557.2 million as follows:

Cash and cash equivalents, beginning of year	\$ 617,565,303
Changes in cash:	
EFCFA funding received from State	342,573,648
Investment and interest income	1,730,650
Miscellaneous revenue	809,223
School facilities project costs	(391,156,388)
Administrative and general expenses	(15,679,127)
Capital expenditures	(440,369)
Escrow deposits	1,843,379
Cash and cash equivalents, end of year	<u>\$ 557,246,319</u>

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**(b) Cash and Cash Equivalents**

Operating cash, in the form of Negotiable Order of Withdrawal (“NOW”) accounts, is held in the Authority’s name by two commercial banking institutions. At December 31, 2016, the carrying amount of operating cash is \$3,344,638 and the bank balance is \$3,499,503. Regarding the amount held by commercial banking institutions, up to \$250,000 at each institution is insured with Federal Deposit Insurance.

Pursuant to GASB Statement No. 40, *Deposit and Investment Risk Disclosures*, NOW accounts are profiled in order to determine exposure, if any, to custodial credit risk (risk that in the event of failure of the counterparty the account owner would not be able to recover the value of its deposits or investment). Deposits are considered to be exposed to custodial credit risk if they are: uninsured and uncollateralized (securities not pledged to the depositor); collateralized with securities held by the pledging financial institution; or collateralized with securities held by the financial institution’s trust department or agent but not in the government’s name. At December 31, 2016, all of the Authority’s deposits were insured or collateralized by securities held in its name and, accordingly, not exposed to custodial credit risk. The Authority does not have a policy for custodial credit risk.

**(c) Investments**

In order to maximize liquidity, the Authority utilizes the NJCMF as its sole investment. All investments in the NJCMF are governed by the regulations of the State of New Jersey, Department of Treasury, Division of Investment, which prescribes specific standards designed to ensure the quality of investments and to minimize the risks related to investments. The NJCMF invests pooled monies from various State and non-State agencies in primarily short-term investments. These investments include: U.S. Treasuries; short-term commercial paper; U.S. Agency Bonds; Corporate Bonds; and Certificates of Deposit. Agencies that participate in the NJCMF typically earn returns that mirror short-term investment rates. Monies can be freely added or withdrawn from the NJCMF on a daily basis without penalty. At December 31, 2016, the Authority’s investments in the NJCMF total \$553,901,681. Of this amount, \$3,480,289 relates to district local share funding requirements (see Note 6).

*Custodial Credit Risk:* Pursuant to GASB Statement No. 40, the NJCMF, which is a pooled investment, is exempt from custodial credit risk disclosure. As previously stated, the Authority does not have a policy for custodial credit risk.

*Credit Risk:* The Authority does not have an investment policy regarding the management of credit risk. GASB Statement No. 40 requires that disclosure be made as to the credit rating of all debt security investments except for obligations of the U.S. government or investments guaranteed by the U.S. government. The NJCMF is not rated by a rating agency.

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*Interest Rate Risk:* The Authority does not have a policy to limit interest rate risk. The average maturity of the Authority's sole investment, the NJCMF, is less than one year.

**4. Fair Value Measurements**

Fair value is defined as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the financial statement measurement date. The fair value hierarchy categorizes the inputs to valuation techniques used to measure fair value into three levels as follows:

- Level 1 – unadjusted quoted prices unadjusted in active markets for identical assets;
- Level 2 – quoted prices other than those included within Level 1 and other inputs that are observable for the asset or liability, either directly or indirectly; and
- Level 3 – unobservable inputs for an asset or liability.

The fair value of the NJCMF is based on the published market price on an inactive market as of the measurement date (Level 2 inputs).

**5. Prepaid Expenses**

As of December 31, 2016, the Authority's prepaid expenses are as follows:

Insurance	\$ 533,132
Office rents	122,830
Service contracts	170,337
Other	24,119
Total prepaid expenses	<u>\$ 850,418</u>

**6. Escrow Deposits**

The Authority has received funds from several local school districts as required by Local Share Agreements for the funding of the local share portion of Regular Operating District school facility projects, or to cover certain ineligible costs pertaining to projects in the SDA Districts. These deposits, including investment earnings, are reflected as liabilities in the accompanying financial statements. As of December 31, 2016, deposits held in SDA bank accounts, inclusive of interest earned but not refunded to the district, are as follows:

City of Newark	\$ 451,663
Egg Harbor City	292,623
Gloucester City	18,613
Perth Amboy	2,007,358
Phillipsburg	411,118
Vineland	50,971
Other	247,943
Total escrow deposits	<u>\$ 3,480,289</u>

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**7. Rental of Office Space**

The Authority rents commercial office space for its headquarters facility in Trenton, as well as other office space in Newark. The remaining terms of these leases range from 2 to 7 years including optional years not presented in the table below. With respect to the Trenton office lease, the Authority has the right to terminate the lease after five years (2018). Total rental expense for the year ended December 31, 2016 amounted to \$1,468,548.

Future rent commitments under operating leases as of December 31, 2016 are as follows:

2017	\$ 1,227,651
2018	1,243,113
Total future rent expense	\$ 2,470,764

**8. Capital Assets**

Capital asset activity for the year ended December 31, 2016 is as follows:

	Beginning Balance	Additions	Retirements	Ending Balance
Depreciable capital assets:				
Leasehold improvements	\$ 502,679	\$ -	\$ -	\$ 502,679
Office furniture and equipment	5,813,919	88,185	-	5,902,104
Computer software	568,993	-	-	568,993
Automobiles	427,877	35,998	-	463,875
Capital assets-gross	7,313,468	124,183	-	7,437,651
Less: accumulated depreciation	(6,546,596)	(183,950)	-	(6,730,547)
Capital assets-net	\$ 766,872	\$ (59,767)	\$ -	\$ 707,104

**9. Reconciliation of Government-Wide and Fund Financial Statements**

**(a) Explanation of certain differences between the governmental fund balance sheet and the government-wide statement of net position**

“Total fund balances” for the Authority’s general fund (\$493,265,201) differs from the “net position” reported on the statement of net position (\$400,406,844). This difference results from the long-term economic focus of the statement of net position versus the current financial resources focus of the fund balance sheet. When capital assets that are to be used in the Authority’s activities are constructed or acquired, the costs of those assets are reported as expenditures in the fund financial statements. However, the statement of net position includes those capital assets among the assets of the Authority as a whole. In addition, expenses associated with depreciation, accrued school facilities project costs not currently due for

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payment and non-current other postemployment benefits and compensated absences are not recorded in the fund financial statements until paid.

A summary of these differences at December 31, 2016 is as follows:

Fund balances	\$ 493,265,201
Capital assets, net of accumulated depreciation of \$(6,730,547)	707,104
Deferred outflows of resources for pensions	21,939,702
Accrued school facilities project costs, net of related receivable	(12,006,247)
Net pension liability	(72,439,355)
Total other postemployment benefits liability	(24,500,963)
Accrued compensated absences	(1,310,974)
Accrued pension payable	(2,172,867)
Deferred inflows of resources for pensions	(3,074,757)
Net position	<u>\$ 400,406,844</u>

**(b) Explanation of certain differences between the governmental fund statement of revenues, expenditures, and changes in fund balances and the government-wide statement of activities**

The governmental fund statement of revenues, expenditures, and changes in fund balances includes a reconciliation between excess of revenues over expenditures and changes in net position as reported in the government-wide statement of activities. Governmental funds report capital outlays as expenditures. However, in the statement of activities the cost of those assets is allocated over their estimated useful lives and reported as depreciation expense. Also, some expenses reported in the statement of activities do not require the use of current financial resources and therefore are not reported as expenditures in governmental funds. A summary of these differences for the year ended December 31, 2016 is as follows:

Deficiency of revenues over expenditures	\$ (55,016,900)
School facilities project costs	(3,901,612)
Additional pension expense (GASB 68)	(4,207,949)
Other postemployment benefits expense	(2,150,663)
Compensated absences expense	(122,942)
Capital asset acquisitions	124,183
Depreciation expense	(183,951)
Changes in net position	<u>\$ (65,459,834)</u>

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**10. Pollution Remediation Obligations**

In accordance with GASB Statement No. 49, *Accounting and Financial Reporting for Pollution Remediation Obligations*, the Authority has recorded in the statement of net position a pollution remediation obligation (“PRO”) liability (net of environmental cost recoveries not yet realized) in the amount of \$4,288,607 as of December 31, 2016. This liability is included in accrued school facilities project costs reported on the statement of net position. Additionally, as of the same date the Authority has recorded in the statement of net position a receivable in the amount of \$152,800 for realized environmental cost recoveries. The Authority’s PRO liability and asset are charged or credited to school facilities project costs in the statement of activities. The Authority’s PRO liability is measured based on the current cost of future activities. Also, the PRO liability was estimated using “the expected cash flow technique,” which measures the liability as the sum of probability weighted amounts in a range of possible estimated outcomes.

The Authority owns numerous properties with environmental issues that meet the criteria for “obligating events” and disclosure under GASB Statement No. 49. All of the properties meeting the criteria were acquired by the Authority for the purpose of constructing a school facilities project on behalf of an SDA District and, at the present, the Authority believes it has obligated itself to commence clean-up activities. The Authority will continue to evaluate the applicability of this statement relating to specific project sites as adjustments are made to its portfolio of school facilities projects. The Authority’s remediation activities generally include: pre-cleanup activities including preliminary assessment and site investigation; asbestos and lead based paint removal; underground storage tank removal; neutralization, containment, removal and disposal of ground pollutants; site restoration; and post-remediation monitoring and oversight. The following table summarizes the Authority’s expected cash outlays (estimated costs), payments and cost recoveries related to numerous SDA-owned properties associated with school facilities projects in various stages of pre-development and construction.

	<b>Estimated Cost</b>	<b>Payments to Date</b>	<b>PRO at 12-31-2016</b>
Pre-cleanup activities	\$ 1,234,500	\$ 1,030,895	\$ 203,605
Site remediation work	25,478,565	21,291,464	4,187,101
Post-remediation monitoring	673,355	160,591	512,764
Asbestos and lead based paint removal	1,514,576	269,667	1,244,909
Sub-total	28,900,996	22,752,617	6,148,379
Less: Estimated environmental cost recoveries (ECR) not yet realized	1,859,772	-	1,859,772
Liability for pollution remediation obligations	<u>\$ 27,041,224</u>	<u>\$ 22,752,617</u>	<u>\$ 4,288,607</u>
 Receivable for realized ECR	 <u>\$ 152,800</u>	 <u>\$ -</u>	 <u>\$ 152,800</u>

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The following table summarizes the changes in the Authority’s PRO liability during the year ended December 31, 2016:

PRO at 12-31-2015	Increase in Expected Cash Outlays	PRO Payments	Increase in ECR Not Yet Realized	PRO at 12-31-2016
\$5,702,832	\$79,864	\$(1,419,662)	\$(74,427)	\$4,288,607

**11. Commitments and Contingencies**

**(a) Contractual Commitments**

At December 31, 2016, the Authority has approximately \$743 million of unaccrued contractual commitments relating to future expenditures associated with school facilities projects.

**(b) Contractor and Other Claims**

Numerous contractor and other claims, the vast majority of which are not in litigation, have been filed with the Authority by design consultants, general contractors, project management firms and school districts relating to disputes concerning school construction matters (e.g., delays, labor and material price increases). The Authority resolves contractor claims by following the administrative process noted in the relevant contract. As of December 31, 2016, the Authority’s potential loss from all claims has been estimated at approximately \$7.9 million, which represents an increase of \$5.3 million from the prior year end accrual. Accordingly, as of December 31, 2016, an accrued liability of \$7.9 million is reflected in the statement of net position as a component of accrued school facilities project costs and, for the year then ended, \$5.3 million is charged to school facilities project costs on the statement of activities.

**(c) Insurance**

The Authority maintains commercial insurance coverage for, among other things, workers’ compensation, tort liability (including public liability and automobile) and property damage. Additionally, in support of its construction operations the Authority has implemented an Owner- Controlled Insurance Program (“OCIP”) and has also purchased Builders Risk and Owners Protective Professional Indemnity Insurance (“OPPI”), all of which are discussed below. As of December 31, 2016, management is not aware of any insurable claim that is expected to exceed its commercial insurance coverage.

The Authority has implemented an OCIP that “wraps up” multiple types of insurance coverage into one program. The Authority initially implemented a three-year OCIP, effective December 31, 2003 (“OCIP I”), to provide workers’ compensation, commercial general liability and umbrella/excess liability insurance for all eligible contractors performing labor on school facilities projects. OCIP I was subsequently extended to March

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31, 2009. Policy limits for OCIP I vary depending upon, among other things, the type of insurance coverage; a \$300 million umbrella/excess liability program provides additional protection against potentially catastrophic losses resulting from workers' compensation and commercial general liability claims. Losses are subject to a \$250,000 per claim deductible. Although OCIP I is no longer enrolling new projects into the program since its expiration, completed operations coverage continues for 10 years from the end of construction for all previously enrolled projects.

In 2009, the Authority approved the purchase of a succeeding five-year OCIP ("OCIP II") program to coincide with the expiration of the OCIP I enrollment period for new projects. OCIP II, as originally purchased, provided coverage for projects commencing construction between March 31, 2009 and March 31, 2012. The OCIP II enrollment period was extended to March 31, 2014 at no additional cost to the Authority. The extension also provided an additional two years for the completion of enrolled projects. Subsequently, the Authority authorized the purchase of a new three-year OCIP ("OCIP III") with an effective date of March 1, 2015. Similar to OCIP I, policy limits for OCIP II and OCIP III vary depending upon, among other things, the type of insurance coverage; a \$200 million umbrella/excess liability program provides additional protection against potentially catastrophic losses resulting from workers' compensation and commercial general liability claims. Losses are subject to either a \$250,000 per claim deductible or a \$350,000 deductible in the event that both a workers' compensation and general liability claim occur from the same incident. Additionally, OCIP II and OCIP III each provide 10 years of completed operations coverage for claims that arise after the completion of construction. Premiums for OCIP II and OCIP III are adjustable based upon actual construction values for enrolled contractors (not all trades are eligible for enrollment) on insured projects.

In connection with OCIP I, the Authority executed a Funded Multi-Line Deductible Program Agreement which, among other things, required the Authority to fund a Deductible Reimbursement Fund ("DRF") to collateralize the Authority's estimated deductible obligations under certain OCIP I policies. The DRF, which was established at \$37 million, consists of cash payments by the Authority totaling \$34.9 million, and a one-time credit of \$2.1 million received at inception for estimated interest. The cash portion of the DRF was funded by the Authority in installments during the period from December 2003 through December 2006, and expensed as paid as school facilities project costs on the statement of activities and general fund revenues, expenditures and changes in fund balance.

Concurrent with the Authority's purchase of OCIP II, the insurer agreed to transfer a portion of the remaining available funds from the Authority's DRF to a new Loss Reimbursement Fund ("LRF"). The LRF for OCIP II was initially established at approximately \$18.9 million to partially fund a maximum deductible obligation of \$26 million. Approximately \$9.9 million remained in the LRF for OCIP I. In connection with the OCIP II extension, discussed above, the maximum deductible obligation was reduced



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to \$16 million. In 2015, concurrent with the purchase of OCIP III with a new insurer, the Authority was required to fund a new LRF in the amount of approximately \$4.5 million to partially fund a maximum deductible obligation of \$12.4 million. All monies deposited in the respective LRFs accrue interest to the benefit of the Authority and are available to pay claim costs arising from construction projects enrolled in a specific OCIP.

As of December 31, 2016, the Authority has incurred general liability and workers' compensation claims totaling approximately \$15.9 million, \$3.7 million and \$473,000, under OCIP I, OCIP II and OCIP III, respectively. All monies deposited in the LRF and not used to pay claims will be refunded to the Authority along with accrued interest. Under the terms of the contract, the Authority has no claim or interest in the LRF until six (6) months after the expiration of the program. Since their respective enrollment periods have expired, the DRF for OCIP I and the LRF for OCIP II are reviewed annually and the deductible obligation re-determined; if the respective deductible fund is determined to be overfunded based on the annual re-determination, the Authority entitled to a refund of the difference.

Since the inception of OCIP I, the Authority has purchased and maintained Builders Risk property insurance that protects the Authority from unexpected losses due to fire, vandalism, lightning, wind and similar forces during construction of a school facilities project. The current insurance policy expiration date is March 1, 2020 and provides a limit of \$200 million for any one project.

In October 2009, the Authority purchased a 5-year, \$25 million limit of liability OPPI policy designed to provide additional protection in excess of the professional liability insurance maintained by the Authority's contracted design professionals. The policy is subject to a \$500,000 self-insured retention, and provides coverage for construction projects. The policy also provides an Extended Reporting Period ("ERP") of up to 10 years to report claims, commencing on the earlier of project substantial completion or the policy expiration date of October 1, 2014.

In December 2014, the Authority approved the purchase of a new 5-year OPPI policy, including excess Contractors Pollution Liability ("CPL"), for SDA construction projects commencing construction on or after December 31, 2014 and prior to December 31, 2019. The policy provides a \$25 million limit of liability subject to a \$500,000 self-insured retention for OPPI, and a \$250,000 self-insured retention for CPL. Additionally, the policy provides an ERP of up to 8 years to report claims, commencing on the earlier of project substantial completion or the policy expiration date of December 31, 2019.

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Notes to Financial Statements (Continued)

**12. Employee Benefits**

**(a.1) Public Employees' Retirement System of New Jersey**

*Plan description and benefits provided.* All active, full-time employees of the Authority are required as a condition of employment to participate in the Public Employees' Retirement System of New Jersey ("PERS" or "Plan"), a cost-sharing, and multiple-employer defined benefit plan administered by the State. The contribution policy is established by N.J.S.A. 43:15A and requires contributions by active members and contributing employers. Currently as of July 1, 2016, employees are required to contribute 7.2% (up from 7.06%) of their annual compensation to the Plan. Annual increases of 0.14% will be phased in effective each July 1 during the succeeding 5 years bringing the pension contribution rate for employees up to 7.5%. All Plan participants are categorized within membership Tiers in accordance with their enrollment date in the PERS, as follows: Tier 1 includes those members enrolled in the PERS prior to July 1, 2007; Tier 2 includes those members enrolled in the PERS on or after July 1, 2007 and prior to November 2, 2008; Tier 3 includes those members enrolled in the PERS on or after November 2, 2008 and on or before May 21, 2010; Tier 4 includes those members enrolled in the PERS after May 21, 2010 and prior to June 28, 2011; and Tier 5 includes those members enrolled in the PERS on or after June 28, 2011. Depending on the Tier, other factors including minimum base salary amounts and/or minimum hours worked, among other things, may impact an employee's eligibility in the PERS. As discussed below, members enrolled in the PERS on or after July 1, 2007, and who earn an annual salary in excess of established limits, are eligible to participate in a Defined Contribution Retirement Program ("DCRP") administered by Prudential Financial on behalf of the State.

The general formula for annual retirement benefits for Tier 1, Tier 2, and Tier 3 members is the final 3-year average salary divided by 55, times the employee's years of service. The formula for Tier 4 and Tier 5 members is the final 5-year average salary divided by 60, times the employee's years of service. Pension benefits for all members fully vest upon reaching 10 years of credited service. Tier 1 and Tier 2 members are eligible for normal retirement at age 60, while Tier 3 and Tier 4 members are eligible for normal retirement at age 62. Tier 5 members are eligible for normal retirement at age 65. No minimum years of service is required once an employee reaches the applicable retirement age.

Tier 1 members who have 25 years or more of credited service may elect early retirement without penalty at or after age 55, and receive full retirement benefits; however, the retirement allowance is reduced by 3% per year (1/4 of 1% per month) for each year the member is under age 55. For Tier 2 members with 25 years or more of credited service the retirement allowance is reduced by 1% per year (1/12 of 1% per month) for each year the member is under age 60 (until age 55) and 3% per year (1/4 of 1% per month) for each year the member is under age 55. For Tier 3 and Tier 4 members the retirement allowance is reduced by 1% per year (1/12 of 1% per month) for each year the member is under age 62 (until age 55) and 3% per year (1/4 of 1% per month) for each year the member is under age 55. Lastly, for Tier 5 members the

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Notes to Financial Statements (Continued)

retirement allowance is reduced by 3% per year (1/4 of 1% per month) for each year the member is under age 65.

The PERS also provides death and disability benefits. The State of New Jersey, as established by N.J.S.A. 43:15A, has the authority to establish and/or amend any of the benefit provisions and contribution requirements.

**(a.2) Pension Liabilities, Pension Expense, Deferred Outflows of Resources and Deferred Inflows of Resources**

In accordance with GASB 68, the Authority recognized a net pension liability for the difference between the present value of the projected benefits for past service known as the Total Pension Liability (“TPL”) and the restricted resources held in trust for the payment of pension benefits, known as the Fiduciary Net Position (“FNP”).

At December 31, 2016, the Authority’s reported a liability of \$72.4 million in the statement of net position for its proportionate share of the net pension liability for the PERS. The net pension liability was measured as of June 30, 2016, and the total pension liability used to calculate the net pension liability was determined by an actuarial valuation as of July 1, 2015. The actuarial valuation was rolled forward to June 30, 2016 using update procedures. The Authority’s proportion of the net pension liability was based on a projection of the Authority’s long-term share of contributions to the Plan relative to the projected contributions of all participating State agencies, actuarially determined. At June 30, 2016, the Authority’s proportionate share was estimated to be 0.24459%. The change in proportion since the prior measurement date was a decrease of 0.01565%.

In accordance with GASB 68, for the year ended December 31, 2016, the Authority recognized pension expense of \$6,445,281 of which \$2,237,332 (the amount of the Authority’s 2016 contractually required pension contribution to the PERS) was recorded in the General Fund Revenues, Expenditures and Changes in Fund Balance. The Authority’s 2017 pension contribution, due on April 1, 2017, will be \$2,172,867. Pension expense is reported in the Authority’s financial statements as a component of administrative and general expenses.

The Authority’s contractually required contribution rate for the year ended December 31, 2016 was 11.6% of annual payroll, actuarially determined as an amount that, when combined with employee contributions, is expected to finance the costs of benefits earned by employees during the year, with an additional amount to finance any unfunded accrued liability. The Authority’s 2016 contribution to the PERS was \$2,237,332.

At December 31, 2016, the Authority’s reported deferred outflows of resources and deferred inflows of resources related to pensions from the following sources:

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Notes to Financial Statements (Continued)

	<b>Deferred Outflows of Resources</b>	<b>Deferred Inflows of Resources</b>
Net difference between projected and actual earnings on pension plan investments	\$ 2,762,179	\$ -
Differences between expected and actual experience	1,347,152	-
Changes in assumptions or other inputs	15,005,565	-
Changes in proportion	651,939	3,074,757
Contributions subsequent to the measurement date	2,172,867	-
Total deferred outflows and inflows of resources	\$ 21,939,702	\$ 3,074,757

Deferred outflows of resources of \$2,172,867 resulting from contributions subsequent to the measurement date will be recognized as a reduction of the net pension liability in the year ended December 31, 2017. Other amounts reported as deferred outflows of resources and deferred inflows of resources related to pensions will be recognized in pension expense as follows:

Year 1 (2017)	\$ 3,876,518
Year 2 (2018)	3,876,518
Year 3 (2019)	3,876,518
Year 4 (2020)	3,776,608
Year 5 (2021)	1,285,916
Total	\$ 16,692,078

***Actuarial methods and assumptions***

The collective total pension liability in the June 30, 2016 measurement date was determined by an actuarial valuation as of July 1, 2015 which was roll forward to June 30, 2016. The key actuarial assumptions are summarized as follows:

Rate of inflation	3.08%
Salary increase:	
Through 2026	1.65% – 4.15% (based on age)
Thereafter	2.65% – 5.15% (based on age)
Investment rate of return	7.65%
Cost of living adjustment	None assumed

Mortality rates were based on the RP-2000 Mortality Table for Males and Females, as appropriate, with adjustments for mortality improvements based on Scale AA.

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Notes to Financial Statements (Continued)

***Discount rate***

The discount rate used to measure the total pension liability was 3.98% as of June 30, 2016. This single blended discount rate was based on the long-term expected rate of return on pension plan investments of 7.65% and a municipal bond rate of 2.85% as of June 30, 2016, based on the Bond Buyer Go 20-Bond Municipal Bond Index which includes tax-exempt general obligation municipal bonds with an average rating of AA/Aa or higher. The contribution percentage is the average percentage of the annual actual contribution paid over the annual actuarially determined contribution during the most recent five-year period. Based on those assumptions, the Plan's fiduciary net position was projected to be available to make projected future benefit payments of current Plan members through 2034. Accordingly, the long-term expected rate on Plan investments was applied to projected benefit payments through 2034 and the municipal bond rate was applied to projected benefit payments after that date in determining the total pension liability.

***Expected rate of return on investments***

The long-term expected rate of return on Plan investments was determined using a building block method in which best estimate ranges of expected future real rates of return (expected returns, net of pension plan investment expense and inflation) are developed for each major asset class. These ranges are combined to produce the long-term expected rate of return by weighting the expected future real rates of return by the target asset allocation percentage and by adding expected inflation.

The target asset allocation and best estimate of arithmetic real rates of return for each major asset class are summarized in the following table:

<b>Asset Class</b>	<b>Target Allocation</b>	<b>Long-Term Expected Real Rate of Return</b>
Cash	5.00%	0.87%
U.S. Treasuries	1.50%	1.74%
Investment Grade Credit	8.00%	1.79%
Mortgages	2.00%	1.67%
High Yield Bonds	2.00%	4.56%
Inflation-Indexed Bonds	1.50%	3.44%
Broad US Equities	26.00%	8.53%
Developed Foreign Equities	13.25%	6.83%
Emerging Market Equities	6.50%	9.95%
Private Equity	9.00%	12.40%
Hedge Funds/Absolute Return	12.50%	4.68%
Real Estate (Property)	2.00%	6.91%
Commodities	0.50%	5.45%
Global Debt ex US	5.00%	(0.25)%
REIT	5.25%	5.63%

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Notes to Financial Statements (Continued)

***Sensitivity of the Authority’s proportionate share of the net pension liability to changes in the discount rate***

The following presents the Authority’s proportionate share of the net pension liability calculated using the discount rate of 3.98% as well as the proportionate share of the net pension liability using a 1.00% increase or decrease from the current discount rate:

	1% Point Decrease	Discount Rate Assumption	1% Point Increase
PERS (2.98%, 3.98%, 4.98%)	\$88,765,975	\$72,439,355	\$58,960,315

***Pension plan fiduciary net position***

Detailed information about the Plan’s fiduciary net position is available in a separately issued financial report. The State of New Jersey, Department of the Treasury, Division of Pension and Benefits, issues publicly available financial reports that include the financial statements and required supplementary information for the PERS. Information on the total Plan funding status and progress, required contributions and trend information is available on the State’s web site at [www.state.nj.us/treasury/pensions/annrprts.shtml](http://www.state.nj.us/treasury/pensions/annrprts.shtml) in the Comprehensive Annual Financial Report of the State of New Jersey, Division of Pensions and Benefits.

**(b) Defined Contribution Retirement Program and Early Retirement Changes for Employees Enrolled in the PERS on or after July 1, 2007**

The DCRP was established on July 1, 2007 under the provisions of P.L.2007, c.92 and P.L.2007, c.103. The DCRP provides eligible members with a tax-sheltered, defined contribution retirement benefit, along with death and disability benefits. A PERS member who becomes eligible and is enrolled in the DCRP is immediately vested in the DCRP. To be eligible for the DCRP, an employee is required to have enrolled in the PERS on or after July 1, 2007 (Tiers 2 through 5), and they must earn an annual salary in excess of established “maximum compensation” limits. The maximum compensation is based on the annual maximum wage for Social Security and is subject to change at the start of each calendar year. A PERS member who is eligible for the DCRP may voluntarily choose to waive participation in the DCRP for a reduced retirement benefit from the State. If a member waives DCRP participation and later wishes to participate, the member may apply for DCRP enrollment, with membership to be effective January 1 of the following calendar year. PERS members who participate in the DCRP continue to receive service credit and are eligible to retire under the rules of the PERS, with their final salary at retirement limited to the maximum compensation amounts in effect when the salary was earned. The participating member would also be entitled to a supplementary benefit at retirement based on both the employee (above the maximum compensation limit) and employer contributions to the DCRP. For the direct benefit of those participating in the DCRP, the Authority would be required to contribute 3% to the DCRP

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(“employer matching”) based on the member’s annual compensation (base salary) in excess of the maximum compensation limit.

For the year ending December 31, 2016, the Authority had twelve active employees enrolled in the DCRP and made matching contributions totaling \$12,019. Employer matching contributions relating to 2015, 2014 and 2013 totaled \$11,485, \$9,239 and \$8,271, respectively.

**(c) Deferred Compensation**

The Authority has established an Employees Deferred Compensation Plan under section 457 of the Internal Revenue Code. All active, full-time employees are eligible to participate in the plan, which permits participants to defer a portion of their pay in accordance with the contribution limits established in section 457(b) of the Internal Revenue Code. The Authority does not make any contributions to the plan.

**(d) Other Postemployment Benefits**

*Plan description and benefits provided.* The Authority provides postemployment healthcare benefits (including Medicare Part B reimbursement) and prescription drug coverage through participation in the New Jersey State Health Benefits Program, as sponsored and administered by the State of New Jersey, to eligible retirees having either: (1) 25 years or more of service in the PERS if hired on or prior to June 28, 2011, or; (2) 30 years or more of service in the PERS if hired after June 28, 2011, or (3) to those individuals approved for disability retirement. These postemployment benefits also extend to the retirees’ covered dependents. Health benefits and prescription benefits provided by the plan are at no cost to eligible retirees who had accumulated at least 20 years of service credit as of June 30, 2010; all other eligible retirees must contribute a portion of the premium costs based on the applicable percentage of premium as determined by the annual retirement allowance. A minimum contribution of 1.5% of the monthly retirement allowance is required. Upon turning 65 years of age, a retiree must opt for Medicare as their primary coverage, with State benefits providing supplemental coverage. In addition, life insurance is provided at no cost to the Authority and the retiree in an amount equal to 3/16 of their average salary during the final 12 months of active employment. The State pays the cost of this benefit. The State has the authority to establish and amend the benefit provisions offered and contribution requirements. The plan is considered a single employer defined benefit plan for financial reporting purposes. The Authority has elected to fund postretirement health benefits on a pay-as-you-go basis since it is not authorized to pre-fund an OPEB trust from the proceeds of tax-exempt bonds (nor from the income earned on the investment of those proceeds) from which it presently derives essentially all of its revenue. Therefore, no plan assets exist in a trust that meets the specified criteria in paragraph 4 of GASB 75.

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Notes to Financial Statements (Continued)

The information presented below for fiscal year 2016 is based upon an actuarial valuation performed as of January 1, 2016 and a measurement date of the same. The Authority has chosen to early adopt GASB Statement No. 75, *Accounting and Financial Reporting for Postemployment Benefits Other Than Pensions* (“GASB 75”), effective for the fiscal year ending December 31, 2016, which replaces GASB Statement No. 45, *Accounting and Financial Reporting by Employers for Postemployment Benefits Other Than Pensions* (“GASB 45”) as amended. GASB 75 establishes standards for recognizing and measuring liabilities, deferred outflows of resources, deferred inflows of resources, and expense/expenditures. Additionally, for defined benefit OPEB, GASB 75 identifies the methods and assumptions that are required to be used to project benefit payments, discount projected benefit payments to their actuarial present value, and attribute that present value to periods of employee service. Required note disclosure and supplementary information requirements are also improved under GASB 75.

***Retirees and employees covered by OPEB Plan***

At December 31, 2016, the following employees were covered by the benefit terms:

Retired employees and/or beneficiaries currently receiving benefit payments	22
Active employees	232
Total	<u>254</u>

***Total OPEB liability***

The Authority’s total OPEB liability of \$24,500,963 was measured as of January 1, 2016, and was determined by an actuarial valuation as of that date. The Authority has fully recognized this liability in the statement of net position as of December 31, 2016 in accordance with GASB 75.

***Actuarial methods and assumptions***

Actuarial valuations of a perpetual plan involve formulating estimates and assumptions about the probability of occurrence of future events, such as employment, mortality and healthcare costs, among other things. Consequently, the amounts derived from an actuarial valuation are subject to continual revision as actual results will undoubtedly differ from past expectations and assumptions.

Projections of benefits for financial reporting purposes are based on the substantive plan (the plan as understood by the employer and plan members) and include the types of benefits provided at the time of each valuation date and the historical pattern of benefit cost sharing between the employer and plan members to that point. The actuarial methods and assumptions used include techniques that are designed to reduce short-term volatility in



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Notes to Financial Statements (Continued)

actuarial accrued liabilities and the actuarial value of assets, consistent with the long-term perspective of the calculations.

The total OPEB liability in the January 1, 2016 actuarial valuation was determined using the following actuarial assumptions and other inputs, applied to all periods included in the measurement, unless otherwise specified:

Rate of inflation	2.50%
Annual salary increases	3.00%
Discount rate	3.57%
Retirees' share of benefit related premium costs	None for retirees with at least 20 years of service credit as of June 30, 2010. All other retirees to contribute based on the applicable percentage of premium as determined by the annual retirement allowance. A minimum contribution of 1.5% of the retirement allowance is required.

The entry age - level percent-of-pay actuarial cost method was used. No investment return was assumed in the current valuation since there are no OPEB plan assets. The discount rate was based on the Bond Buyer Go 20-Bond Municipal Bond Index.

The actuarial valuation included the use of the latest available mortality improvement scale published by the Society of Actuaries ("SOA"). The assumed mortality is the SOA RPH-2014 Adjusted to 2006 Total Dataset Headcount-weighted mortality with Scale MP-2016 full generational improvement.

The annual healthcare cost inflation rate for retiree benefits is 11% for prescription drug and 6% for Medical-Pre Medicare for 2016. The trend on prescription drug costs is assumed to reach an ultimate rate of 5% in 2025. The trend on medical-pre Medicare costs is assumed to reach an ultimate rate of 5% in 2026. A flat trend of 4.5% to ultimate is assumed to apply to medical-post Medicare costs and Medicare Part B premium reimbursements.

The actuarial valuation included the impact of the healthcare reform law (i.e., excise "Cadillac" tax). Accordingly, a 10% load is applied to the present value costs results.

The decrement assumptions (i.e., retirement, turnover and disability) and age based costs for the Authority were estimated using information from the State of New Jersey Health Benefits Program OPEB report dated June 30, 2016. The age-based costs include medical and prescription drug with a reduction in prescription drug costs for the Employer Group Waiver Plan ("EGWP") for those on Medicare.

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Notes to Financial Statements (Continued)

As required for any actuarial valuation with a measurement date on or after March 31, 2015, Actuarial Standard of Practice No. 6, *Measuring Retiree Group Benefits Obligations and Determining Retiree Group Benefits Program Periodic Costs or Actuarially Determined Contributions*, was used in performing the Authority's actuarial valuation for OPEB.

***Changes in total OPEB liability***

Service cost	\$	1,578,355
Interest cost		849,309
Changes in benefit terms		-
Differences between actual and expected experience		-
Changes in assumptions		-
Benefit payments		(277,001)
Net change in total OPEB liability		2,150,663
Total OPEB liability – beginning of year *		22,350,300
Total OPEB liability – end of year		\$ 24,500,963

\* Includes an adjustment (i.e., increase) of \$4,145,385 related to GASB 75 implementation effective January 1, 2016.

The schedule of changes in the Authority's total OPEB liability and related ratios are presented for multiple years as required supplementary information following the notes to financial statements.

***Sensitivity of the total OPEB liability to changes in the discount rate***

The following presents the total OPEB liability of the Authority, as well as what the Authority's total OPEB liability would be if it were calculated using a discount rate that is 1-percentage-point lower or 1-percentage-point higher than the discount rate assumed for the current valuation:

	1% Point Decrease	Discount Rate Assumption	1% Point Increase
Total OPEB liability (2.57%, 3.57%, 4.57%)	\$30,266,306	\$24,500,963	\$20,080,459

***Sensitivity of the total OPEB liability to changes in the healthcare cost trend rates***

The following presents the total OPEB liability of the Authority, as well as what the Authority's total OPEB liability would be if it were calculated using healthcare cost trend rates that are 1-percentage-point lower or 1-percentage-point higher than assumed for the current valuation:

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Notes to Financial Statements (Continued)

	1% Point Decrease	Healthcare Cost Trend Assumption	1% Point Increase
Total OPEB liability (3.5%, 4.5%, 5.5%)	\$19,517,468	\$24,500,963	\$31,260,780

***OPEB expense and deferred outflows of resources and deferred inflows of resources***

For the year ended December 31, 2016, the Authority recognized OPEB expense of \$2,427,664 in the statement of activities as a component of administrative and general expenses. At December 31, 2016, no amounts were reported as deferred inflows and outflows of resources related to OPEB since the date of the actuarial valuation of January 1, 2016 is the measurement date. Additionally, the discount rate did not change from the beginning to the end of the measurement period, therefore no deferral item resulted from a change in the discount rate.

**13. Compensated Absences**

In accordance with GASB Statement No. 16, *Accounting for Compensated Absences*, the Authority recorded a liability in the amount of \$1,310,974 as of December 31, 2016 in the statement of net position. The liability is the value of employee accrued vacation time as of the balance sheet date and vested sick leave benefits that are probable of payment to employees upon retirement. The vested sick leave benefit to future retirees for unused accumulated sick leave is calculated at the lesser of ½ the value of earned time or \$15,000. The payment of sick leave benefits, prior to retirement, is dependent on the occurrence of sickness as defined by the Authority's policy; therefore, such unvested benefits are not accrued.

**14. Long-Term Liabilities**

During 2016, the following changes in long-term liabilities are reflected in the statement of net position:

	Beginning Balance	Additions	Deductions	Ending Balance
Accrued school facilities				
project costs	\$ 8,257,434	\$ 5,333,396	\$ (1,431,783)	\$ 12,159,047
Net pension liability	58,417,776	14,021,579	-	72,439,355
Total other postemployment				
benefits liability *	22,350,300	2,150,663	-	24,500,963
Accrued pension payable	2,237,332	2,172,867	(2,237,332)	2,172,867
Compensated absences	1,188,032	122,942	-	1,310,974
Total long-term liabilities	\$ 92,450,874	\$ 23,801,447	\$ (3,669,115)	\$ 112,583,206

\* Beginning of year balance includes an adjustment (i.e., increase) of \$4,145,385 related to GASB 75 implementation effective January 1, 2016.

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Notes to Financial Statements (Continued)

For further information, see Notes 12 and 13.

**15. Net Position**

The Authority's net position is categorized as either invested in capital assets, or restricted for schools construction. At December 31, 2016, the Authority's net position is \$400.4 million. Invested in capital assets includes leasehold improvements, furniture and fixtures, equipment and computer software used in the Authority's operations, net of accumulated depreciation.

The changes during 2015 and 2016 in net position are as follows:

	Net Investment in Capital Assets	Restricted for Schools Construction	Totals
Net position, January 1, 2015	\$ 386,044	\$ 416,813,396	\$ 417,199,440
(Loss)/excess before receipt of EFCFA funding and transfers	(93,943)	(17,409,593)	(17,503,536)
Capital assets acquired	474,771	(474,771)	-
EFCFA funding received from State	-	500,000,000	500,000,000
School facilities project costs	-	(429,683,841)	(429,683,841)
Net position, December 31, 2015 – as previously stated	766,872	469,245,191	470,012,063
Effects of GASB Statement No. 75 implementation on beginning of year net position	-	(4,145,385)	(4,145,385)
Net position, December 31, 2015 – as restated	766,872	465,099,806	465,866,678
(Loss)/excess before receipt of EFCFA funding and transfers	(183,951)	(19,716,175)	(19,900,126)
Capital assets acquired	124,183	(124,183)	-
EFCFA funding received from State	-	342,573,648	342,573,648
School facilities project costs	-	(388,133,356)	(388,133,356)
Net position, December 31, 2016	<u>\$ 707,104</u>	<u>\$ 399,699,740</u>	<u>\$ 400,406,844</u>

**STATE OF NEW JERSEY**  
**SCHOOLS DEVELOPMENT AUTHORITY**  
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**REQUIRED SUPPLEMENTARY INFORMATION**

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Schedule of Authority's Proportionate  
Share of the Net Pension Liability

	<u>2016 *</u>
Authority's proportion of the net pension liability	0.24459%
Authority's proportionate share of the net pension liability	\$72,439,355
Authority's covered employee payroll	\$18,574,888
Authority's proportionate share of the net pension liability as a percentage of covered employee payroll	390.0%
Plan fiduciary net position as a percentage of the total pension liability	31.2%

\* The amounts presented in the table above were determined as of June 30, 2016

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Schedule of Authority's Contributions  
to the Public Employees' Retirement System

Year	Contractually Required Contribution (CRC)	Contributions in Relation to the CRC	Contribution Deficiency (Excess)	Authority's Covered Employee Payroll	Contributions as a Percentage of Covered Employee Payroll
2016	\$2,172,867	\$2,172,867	\$ -	\$18,666,335	11.6%
2015	\$2,237,332	\$2,237,332	\$ -	\$18,078,345	12.4%
2014	\$2,102,418	\$2,102,418	\$ -	\$18,549,600	11.3%
2013	\$1,960,286	\$1,960,286	\$ -	\$18,329,051	10.7%
2012	\$2,163,895	\$2,163,895	\$ -	\$18,472,472	11.7%
2011	\$2,673,145	\$2,673,145	\$ -	\$19,904,178	13.4%
2010	\$2,545,016	\$2,545,016	\$ -	\$23,961,013	10.6%
2009	\$1,793,292	\$1,793,292	\$ -	\$23,683,663	7.6%
2008	\$1,400,824	\$1,400,824	\$ -	\$21,291,915	6.6%
2007	\$1,006,609	\$1,006,609	\$ -	\$18,622,173	5.4%

**Notes to Schedule:**

Valuation Date    Actuarially determined contribution rates are calculated as of July 1, two years prior to the end of the fiscal year in which the contributions are reported.

Methods and assumptions used to determine the actuarially determined employer contributions are as follows:

Actuarial Cost Method	Projected Unit Credit Method
Amortization Method	Level Dollar Amortization
Remaining Amortization Period	30 years
Asset Valuation Method	A five year average of market value
Investment Rate of Return	7.65% for 2016, 7.9% for 2015, 2014 and 2013, 7.95% for 2012, 8.25% for 2011, 2010, 2009, 2008 and 2007
Inflation	3.08% for 2016, 3.01% for 2015 through 2007
Salary Increases	1.65% – 5.15% for 2016, 2.15% – 5.40% for 2015 through 2013, 4.52% for 2012, 5.45% for 2011, 2010, 2009, 2008 and 2007

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Schedule of Authority's Contributions  
to the Public Employees' Retirement System (Continued)

Mortality

RP-2000 Employee Preretirement Mortality Table for male and female active participants. Mortality tables are set back 2 years for males and 7 years for females for 2016 through 2013. In addition, the tables provide for future improvements in mortality from the base year of 2013 using a generational approach based on the Plan actuary's modified MP-2014 projection scale. The RP-2000 Employee Preretirement Mortality table was used and was set back 2 years for males and 7 years for females for 2012, and was set back 4 years for females prior to 2012.



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Schedule of Changes in the Total Postemployment Benefits  
Other Than Pensions (OPEB) Liability and Related Ratios

	<u>2016</u>
Service cost	\$1,578,355
Interest cost	849,309
Changes in benefit terms	-
Differences between actual and expected experience	-
Changes in assumptions	-
Benefit payments	<u>(277,001)</u>
Net change in total OPEB liability	2,150,663
Total OPEB liability – beginning of year *	<u>22,350,300</u>
Total OPEB liability – end of year	<u>\$24,500,963</u>
Covered employee payroll	\$17,954,600
Total OPEB liability as a percentage of covered employee payroll	136.64%

\* Includes an adjustment (i.e., increase) of \$4,145,385 related to GASB 75 implementation effective January 1, 2016.

This schedule is intended to show information for 10 years. Additional years will be displayed as they become available.

**Notes to Schedule:**

Changes in benefit terms – None.

Changes in assumptions – None.

No assets are accumulated in a trust that meets the criteria in paragraph 4 of GASB 75 to pay related benefits.