

**ANKENY COMMUNITY SCHOOL DISTRICT
ANNUAL FINANCIAL HEALTH REPORT**

**Prepared by
Jackie Black**

December 3, 2018



<http://www.ankenyschools.org>

TABLE OF CONTENTS

Description of Financial Indicator Ratios-----	1
Executive Summary-----	3
Ten Point Financial Condition Test-----	4
Balance Sheet Comparisons-----	5
Revenue and Expenditures Comparison-----	6
Creditor's Equity Ratio-----	7
Contribution Ratio-----	8
Current Ratio-----	9
Day's Net Cash Ratio-----	10
Employee Cost Ratio-----	11
Foundation Aid Ratio-----	12
Financial Solvency Ratio-----	13
Investment Income Ratio-----	14
Receivables & Inventory Ratio-----	15
Student Transportation Ratio-----	16
Unspent Balance Ratio-----	17
Appendix Section-----	18-23

Description of Financial Indicator Ratios

The ten ratios selected for inclusion in this report were identified as being the most efficacious predictors of financial health for Iowa K-12 public schools as supported by formal quantitative research.

An operational definition has been constructed for each ratio used in this report. There is not one single standard under which all ratios have a consistent definition. For the purpose of this report the most commonly identified methods were used to construct the ratio definition. Where a common computational method was not identified, a logical "best guess" candidate was used and applied consistent with Iowa school business practice. Benchmarks have been included that are also consistent with prior research reviews. Where no ratio benchmark was drawn from literature, none was included with the working definition. The source of the data for most of the ratios used is the Certified Annual Report (CAR) required by the Iowa Department of Education each year. Data for the unspent balance is available from the Iowa Department of Management's website.

Creditors Equity Ratio (CER):

The Creditors Equity Ratio is designed to measure the amount of the current assets that are provided by creditors. The amount of short-term borrowing would be symptomatic of how dependent the school is on credit to cash flow business operations. One would expect to see an inverse relationship of this indicator to that of the Day's Net Cash Ratio. Logic would suggest that as a school increases available cash to service operations, the less dependent on short-term debt it would become. The operational equation is: [creditor's equity ratio = Iowa Schools Cash Management Program restricted assets / current assets]. Ideally the minimum ratio would be zero. This indicates a condition where no short-term borrowing is required.

Current Ratio (CR):

The Current Ratio is one of the most widely used measures of short-term liquidity for both public and private sector organizations. It is used to predict the schools ability to meet its current obligations from current assets from continuing operations. If this were a private business it would in essence measure working capital. The operational equation is: [current ratio = current assets / current liabilities]. In FY 2014, total liabilities included deferred inflows. The minimum target range for this indicator is 1.0. An indicator of less than 1.0 would indicate a condition where the district has more current liabilities than assets.

Day's Net Cash Ratio (DCR):

The Day's Net Cash Ratio is typically calculated at the end of a fiscal period and gives a good indication of how long a district can operate without the additional infusion of revenue. One of the limitations of this indicator is that district expenditures are most generally made in large amounts on only a few days each month. An example would be monthly or bi-monthly payroll and board approved vendor payments once or twice per month. At the same time, most schools receive revenue in large amounts only a few times per month. An example would be state aid distributions, which are received once per month, or property tax distributions that are received twice per year. The timing of these receipts and expenditures is important to maintaining effective business operations. For this reason the Day's Net Cash Ratio is important. Inadequate cash on hand to service expenditure obligations requires the school to borrow funds creating added debt expense not directly tied to student instruction. An over abundance of cash, however, is also irresponsible management. Excessive accumulations of cash from community taxpayers' does not fit well within the purpose of most K-12 school operations. The operational equation is: [day's net cash ratio = (cash + investments) / (total general fund expenditures / 365)]. The target range for this indicator is 90 to 120 days. In Iowa, it is especially important to note that state foundation aid to schools ends each fiscal year in mid-June. The first payment of state aid for the new fiscal year does not begin again until mid-September, a full 90 day gap. In addition to this gap, districts typically secure new fiscal year supplies during the summer months so expenditures increase during a time when revenue is not received.

Direct Foundation Aid Ratio (FAR):

The Foundation Aid Ratio measures the amount of total General Fund revenue coming directly in the form of state aid. Since state aid is pupil driven under the Iowa funding formula, assumptions are this ratio would fluctuate in direct relationship to enrollment trends. While this is technically true, the Iowa funding formula does provide schools with a type of safety net when experiencing enrollment decline. This "scale down" provision has the effect of softening or delaying the revenue declines caused by the loss of students. State aid is the largest single source of school revenue. The operational equation is: [foundation aid ratio = state aid revenues / general fund revenue]. No suggested target range for Iowa schools can be determined for the indicator at this time.

Description of Financial Indicator Ratios - Continued

Interest Income Ratio (IIR):

The Interest Income Ratio measures earnings on idle monies. This indicator can tell how aggressively the district's money has been managed and what contribution the investment income is making to total revenue. It is anticipated that this ratio should rise and fall in direct relationship to the Days Net Cash Ratio. One reservation about using this ratio is that it is very susceptible to market fluctuations that are not within the control of district management. The operational equation is: [interest income ratio = interest income / revenue]. The target for this ratio is simply the higher the better. A low ratio could indicate poor money management, few liquid cash assets, poor market conditions, or a combination of these factors.

Receivables and Inventory Ratio (RIR):

The Receivables and Inventory Ratio provides a measure of total current assets tied up in accounts receivable and inventory. Accounts receivable and inventory items are not truly available as working capital and are not available for the district to pay bills with. It is possible that when a greater proportion of the current assets are in receivables and inventory, the district balance sheet would look healthy but the district does not have the ability to meet immediate expenditure needs. This ratio may also provide insight on the timeliness of state aid payments and other intergovernmental obligations owed to the district. The ratio also gives an indication of how well the district is managing accounts receivable and if inventory stockpiling is occurring. The operational equation is: [receivables and inventory ratio = (receivables + inventories) / current assets]. The target for this ratio should be as close to zero as possible.

Student Transportation Ratio (STR):

The Student Transportation Expenditure Ratio measures the amount of the school budget spent on transportation costs. Examples would include operating and maintaining bus routes, driver costs, equipment purchases, and fuel. A high ratio may suggest to management that a disproportionate amount of resources are being spent in this area. The operational equation is: [student transportation ratio = transportation expenditures / general fund expenditures]. No suggested target range for Iowa schools can be determined for the indicator at this time.

Unspent Balance Ratio (UBR):

The Unspent Balance Ratio measures the amount of cumulative district spending authority not spent at the end of each fiscal year. This ratio is unique to Iowa schools. Iowa schools are funded according to a state formula, which is different than any other in the country. Because spending authority is vitally important to the financial health of any Iowa district, it must be included as an indicator in any test group of ratios designed to assess fiscal health. The data for this indicator are provided by the Iowa Department of Management on the report titled Unspent Balance Calculations. The operational equation is: [unspent balance ratio = unspent cumulative spending authority / maximum budget authority]. The target range for this indicator logically is roughly equal to that of fund balance. This is because fund balance is the closest approximation of this indicator defined in previous research done in other states. The suggested minimum target for this indicator should be 5%.

Financial Solvency Ratio (FSR):

This is a measure of financial health that resulted from the "Study of School Corporation Financial Operations" study conducted in 1990 by Ehlers and revised in 2011. The ratio of unassigned plus assigned general fund balance to actual revenues is defined in the following operational equation: (financial solvency ratio = unassigned plus assigned general fund balance / general fund revenues-AEA flowthrough). The target ranges and classification criteria established by the Ehlers study are as follows: (a) target solvency position equals 5.00% through 10.00%, (b) acceptable solvency position equals 0.00% through 4.99%, (c) solvency alert equals -3.00% through -0.01%, and (d) solvency threat equals less than -3.00% (ISCAP, 1991).

Employee Cost Ratio (ECR):

This ratio was not a part of the original empirical study conducted on financial health measures in 2005. Because education is a service based industry, staffing costs represent the single largest category of General Fund expenditures for schools. This ratio has been added because it illustrates important trend changes in staff costs as a percent of total General Fund expenditures. Historically budget data show districts spending from 75 to 85 percent of their General Fund on staff related costs. The operational equation is: [wages plus benefits / general fund expenditures]. The suggested target range for Iowa schools is less than 80%. Districts exceeding this percentage over time typically exhibit General Fund financial stress.

**Annual Financial Health Report
Executive Summary
December 3, 2018**

- The District's unassigned General Fund balance decreased from \$16,692,698 to \$14,571,497. The District's financial solvency ratio, a financial measure of unassigned fund balance, decreased from 14.6% in FY2017 to 12.39% for FY2018. A target range of 5-10% is optimal for this indicator and the District will continue review of the cash reserve levy to maintain the ratio.
- The certified enrollment of 11,548.71 was taken on October 1, 2017. This count represents an increase of 355.42 students from the prior year. Student growth continues to present many challenges for the District. Including the current year, the District has added 3,252.3 students in the period of 2010 to 2018.
- Low interest rates remained steady over the year for the investment of idle funds. Rates on district investments was 0.76% in June 2018. Interest earnings in the General Fund increased from \$75,527 in FY2017 to \$270,205 in FY2018.
- The District ended FY2018 with a total General Fund balance of \$20,957,869. In FY2017 the balance was \$18,880,609. The increase of \$2,077,260 was slightly over projected amount. Factors include budgeted operational expenditures slightly below actual and estimated curriculum adoption with textbook purchases delayed.
- FY2018 cash flow needs did not require the District to interfund borrow. The District did not participate in ISCAP (Iowa Schools Cash Anticipation Program).
- District long-term debt as of June 30, 2018 totaled \$213,895,699 compared to \$198,887,211 the prior year. SAVE (Secure Advanced Vision for Education - School infrastructure local option sales and service) tax bonds, capital loan notes, and multiple series of general obligation bonds account for this total, as well as accrued compensated absences, early retirement, OPEB and pension liabilities. Additionally, in June 2018 the District issued \$16,770,000 in General Obligation Bonds for the purpose of building Elementary #11. Principal and interest payments of \$10,882,353 were made in FY2018 to service this debt.
- SAVE tax revenue totaled \$10,598,453 for FY2018 with expenditures/transfers of \$8,352,259 compared to FY2017 revenues of \$10,355,417 and expenditures/transfers of \$15,509,874.
- The Special Education program fund balance ended FY2018 with a balance of (\$4,114,720) compared to FY2017 with a (\$2,893,263) balance. This is a deficit balance increase of \$1,221,457 from the prior year.
- The Student Transportation ratio shows a slight increase from 3.39% in FY2017 to 3.51% in FY2018. Ankeny's renewed contract agreement with Durham Student Services is through FY2019. Daily regular and special education route pricing increased from \$190.66 in FY2017 to \$195.43 in FY2018.
- The District's taxable valuation continues to grow. In January 2018 the valuation was computed to be \$3,572,110,868 compared to \$3,121,075,653 in FY2017, an increase of \$451,035,215 or 14.45%.
- The Day's Net Cash Ratio shows the District's cash flow capacity increased. On June 30, 2018 the District had a combination of cash and investments on hand totaling \$35,188,876. This amount when divided by the FY2018 total expenditures of \$121,189,928 yields 106 days of operating cash flow. The target for this measure is 90 days.
- The major construction projects completed in the District through FY2018 were Rock Creek and Prairie Trail Elementaries additions, Terrace Elementary addition, Stadium Phase I renovation and ACHS Competition fields.

Ten Point Financial Condition Test Ratio Indicators

Assessment	Benchmark		District Ratio Values	
Indicator Ratio	Best Trend Direction	Recommended Target Value	FY 2017	FY 2018
Creditor Equity Ratio	Stable to 0%	0.0%	0.0%	0.0%
Current Ratio	Stable	100.0%	131.3%	132.7%
Day's Net Cash Ratio	Stable	90.0	100	106
Employee Cost Ratio	Stable	80.0%	80%	79%
Foundation Aid Ratio	Stable	Range (see ratio definition)	42.5%	43.1%
Financial Solvency Ratio	Lower	10.0%	14.60%	12.30%
Investment Income Ratio	Higher	NA	0.06%	0.22%
Receivables & Inventory Ratio	Higher	0.0%	3.96%	4.35%
Student Transportation Ratio	Stable	NA	3.39%	3.51%
Unspent Balance Ratio	Lower	10.0%	19.09%	18.95%

Color Key:

Green - indicator is within target range or at target trending is the right direction

Yellow - indicator is in target range but may be trending is the wrong direction

Red - indicator is below the target amount

**Balance Sheet Comparisons
General Fund Only**

	FY17	FY18	\$ Change	% Change
Assets:				
Cash & Investments	\$31,011,253	\$35,188,876	\$4,177,623	13.5%
Receivables	\$47,442,526	\$48,996,096	\$1,553,569	3.3%
Inventories	\$119,587	\$120,548	\$962	0.8%
Other Assets	\$604,213	\$799,906	\$195,694	32.4%
Total Assets	\$79,177,578	\$85,105,426	\$5,927,848	7.5%
Liabilities:				
Payables	\$4,078,911	\$6,628,655	\$2,549,744	62.5%
Payroll benefits	\$854,573	\$1,001,028	\$146,456	17.1%
Other Liabilities	\$10,998,347	\$11,517,173	\$518,826	4.7%
Total Liabilities	\$15,931,830	\$19,146,856	\$3,215,026	20.2%
Fund Balance:				
Nonspendable	\$723,799	\$920,455	\$196,656	27.2%
Restricted	\$1,464,112	\$1,265,917	(\$198,195)	-13.5%
Committed	\$0	\$4,200,000	\$4,200,000	100.0%
Assigned	\$0	\$0	\$0	0.0%
Unassigned	\$16,692,698	\$14,571,497	(\$2,121,200)	-12.7%
Total Fund Balance	\$18,880,609	\$20,957,869	\$2,077,260	11.0%

**Revenue & Expenditures Comparison
General Fund Only**

	FY17	FY18	\$ Change	% Change
Revenues:				
Local sources	\$47,360,818	\$48,407,138	\$1,046,320	2.2%
State sources	\$68,235,217	\$71,568,818	\$3,333,601	4.9%
Federal sources	\$2,966,814	\$3,008,687	\$41,873	1.4%
Other sources	\$141,016	\$147,664	\$6,648	4.7%
Total revenues	\$118,703,864	\$123,132,307	\$4,428,443	3.7%
Other Financing Sources:				
Sale of Assets	\$63,928	\$32,506	(\$31,422)	-49.2%
Transfers	\$114,771	\$102,376	(\$12,395)	-10.8%
Total financing sources	\$178,699	\$134,882	(\$43,817)	-24.5%
Total revenues plus Other	\$118,882,563	\$123,267,189	\$4,384,626	3.7%
Expenditures:				
Instruction	\$73,651,217	\$76,803,327	\$3,152,110	4.3%
Support services	\$34,686,392	\$39,442,259	\$4,755,867	13.7%
Non-instructional	\$133,251	\$108,599	(\$24,652)	-18.5%
Other expenditures	\$4,540,995	\$4,835,744	\$294,749	6.5%
Total expenditures	\$113,011,855	\$121,189,928	\$8,178,073	7.2%
Changes of Rev over Exp	\$5,692,010	\$1,942,378	(\$3,749,631)	65.9%
Changes of Fund Balance	\$5,870,708	\$2,077,260	(\$3,793,448)	64.6%

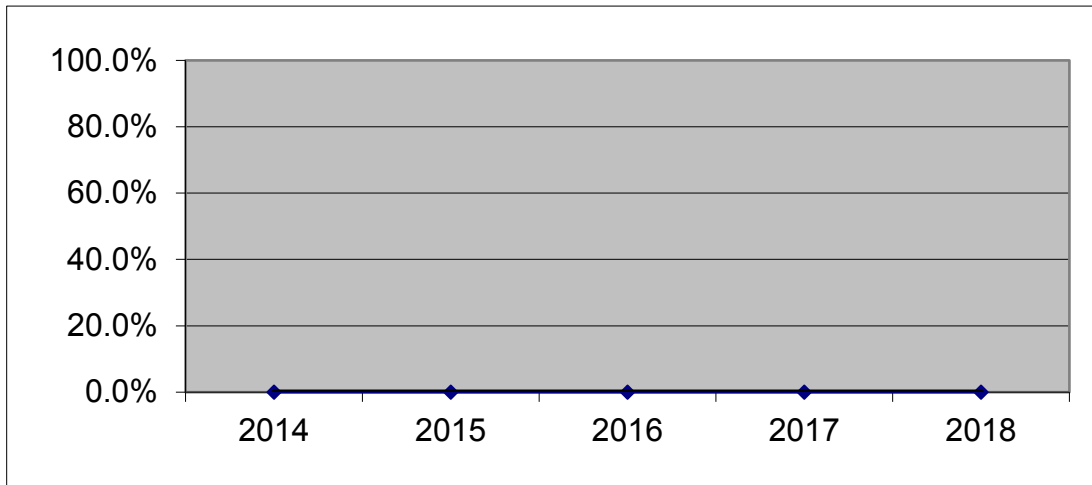
Creditor's Equity Ratio

Formula:
$$\frac{\text{Current Restricted Assets: ISCAP Investments}}{\text{Total Current Assets}}$$

Financial Information and Computation:

Year	ISCAP	Total Assets	Ratio
CAR reference	BalSheet C1L8	BalSheet C1L11	
2014	\$0	\$54,556,336	0.0%
2015	\$0	\$61,258,196	0.0%
2016	\$0	\$71,654,844	0.0%
2017	\$0	\$79,177,578	0.0%
2018	\$0	\$85,105,426	0.0%

Ratio explanation: Short-term borrowing represents xx.x% of total current assets



Purpose: Measures how much of the District's current General Fund equity is funded with borrowed money.

Trend: Stable at 0%

Target: Ideally the ratio would be zero. This would indicate a condition where no short-term borrowing is required.

Need/Concern: This indicator is at the desired level at this time.

Corrective Action: None needed at this time.

Contribution Ratio

Formula:
$$\frac{\text{Line Source Revenue}}{\text{Total Revenue}}$$

Financial Information and Computation:

	FY2017	
Line	Amount	Ratio
Source		
Local	\$47,360,818	41.6%
State	\$63,235,217	55.6%
Federal	\$2,966,814	2.6%
Other	\$178,699	0.2%
Total	\$113,741,547	100.0%

	FY2018	
Line	Amount	Ratio
Source		
Local	\$48,407,138	39.3%
State	\$71,568,818	58.1%
Federal	\$3,008,687	2.4%
Other	\$134,882	0.1%
Total	\$123,119,524	100.0%

Year	Local	State	Federal	Other
2013	44.5%	53.5%	1.9%	0.2%
2014	43.0%	54.4%	2.4%	0.1%
2015	41.3%	56.2%	2.3%	0.2%
2016	39.3%	58.1%	2.5%	0.1%
2017	39.9%	57.5%	2.5%	0.2%
2018	39.3%	58.1%	2.4%	0.1%

Purpose: Measures local taxation effort.

Trend: NA

Target: NA

Need/Concern: As a District's property tax wealth grows the school aid formula shifts financial responsibility from the state to the local district. This can be seen in the table above.

Corrective Action: NA

Current Ratio

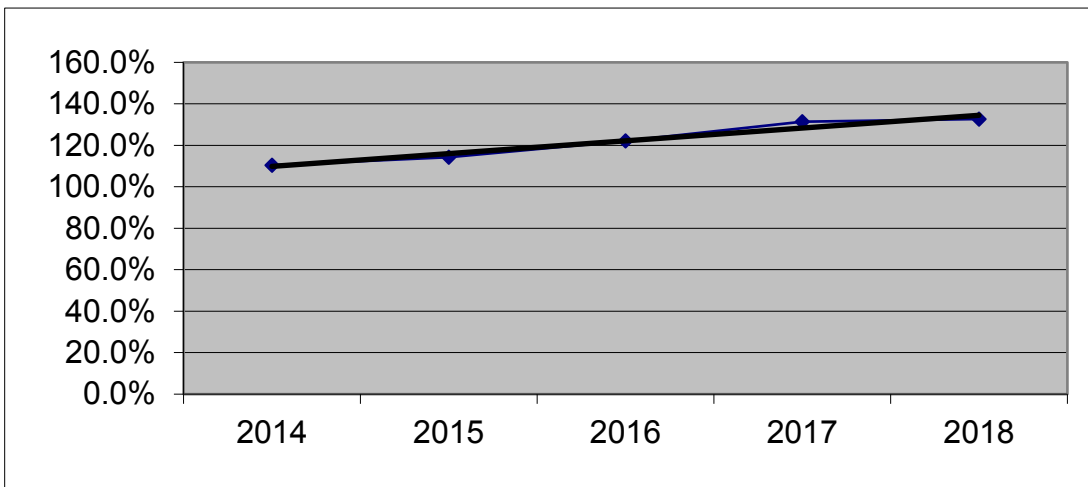
Formula:
$$\frac{\text{Total Current Assets}}{\text{Total Current Liabilities}}$$

Financial Information and Computation:

Year	Assets	Liabilities	Ratio
CAR reference	BalSheet C1L11	BalSheet C1L24,27,29*	
2014	\$54,556,336	\$49,416,290	110.4%
2015	\$61,258,196	\$53,622,224	114.2%
2016	\$71,654,844	\$58,644,944	122.2%
2017	\$79,177,578	\$60,296,969	131.3%
2018	\$85,105,426	\$64,147,557	132.7%

Ratio explanation: Short-term solvency represents xx.x% of assets to liabilities

*Deferred inflows beginning in FY2014



Purpose: Measures the District's short-term solvency position.

Trend: Up

Target: A minimum target would be 100%. An indicator less than zero would indicate a condition where the District has more liabilities than assets.

Need/Concern: This indicator is above the minimum target value as of FY12 and moving in the right direction. This indicator is projected to continue improvement over the next fiscal year as long as the cash reserve plan remains in place.

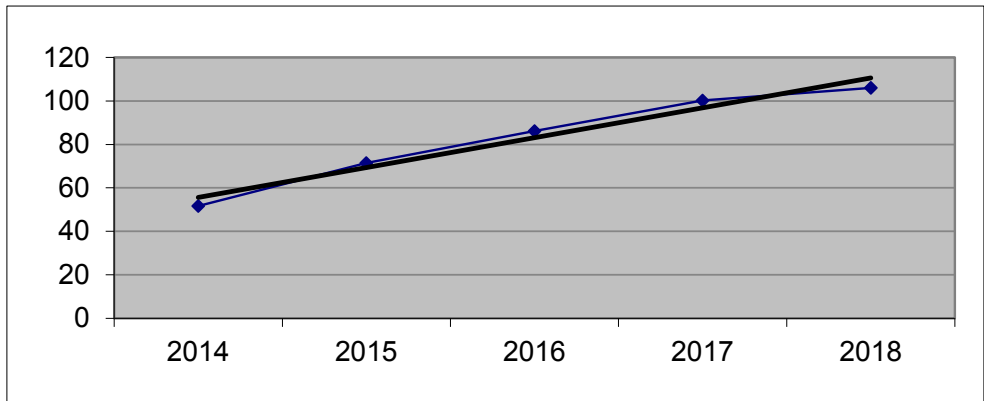
Day's Net Cash Ratio

Formula:
$$\frac{\text{Cash \& Investments}}{\text{Average Daily Cash Expenditures}}$$

Financial Information and Computation:

Year	Cash & Investments	Total Expenditures	Daily (365) Expenditures	Ratio In Days
CAR reference	BalSheet C1L1	ExpGF C8L43		
2014	\$13,471,723	\$95,166,370	\$260,730	52
2015	\$19,319,408	\$98,727,440	\$270,486	71
2016	\$24,849,693	\$105,210,631	\$288,248	86
2017	\$31,011,253	\$113,011,855	\$309,622	100
2018	\$35,188,876	\$121,189,928	\$332,027	106

Ratio explanation: Number of days the district can carry expenditures without cash infusion



- Purpose:** Measures short-term solvency and the ability to cash flow expenditures without receiving additional revenue.
- Trend:** Up
- Target:** 90 days.
- Need/Concern:** This indicator is below target, however, did improve this year. The indicator is projected to continue improvement toward target as the cash reserve levy is monitored.
- Corrective Action:** Continue monitoring of cash reserve levy.

Employee Cost Ratio

Formula:

$$\frac{\text{Wages and Benefit Costs}}{\text{Total General Fund Expenditures}}$$

Financial Information and Computation:

Year	Wages and Benefits	Total GF Expenditures	Ratio
CAR reference	ExpGF C1&2L43	ExpGF C8L43	
2014*	\$73,104,936	\$95,166,370	77%
2015	\$79,106,085	\$98,727,440	80%
2016	\$85,685,434	\$105,210,631	81%
2017	\$90,157,565	\$113,011,855	80%
2018	\$96,069,508	\$121,189,928	79%

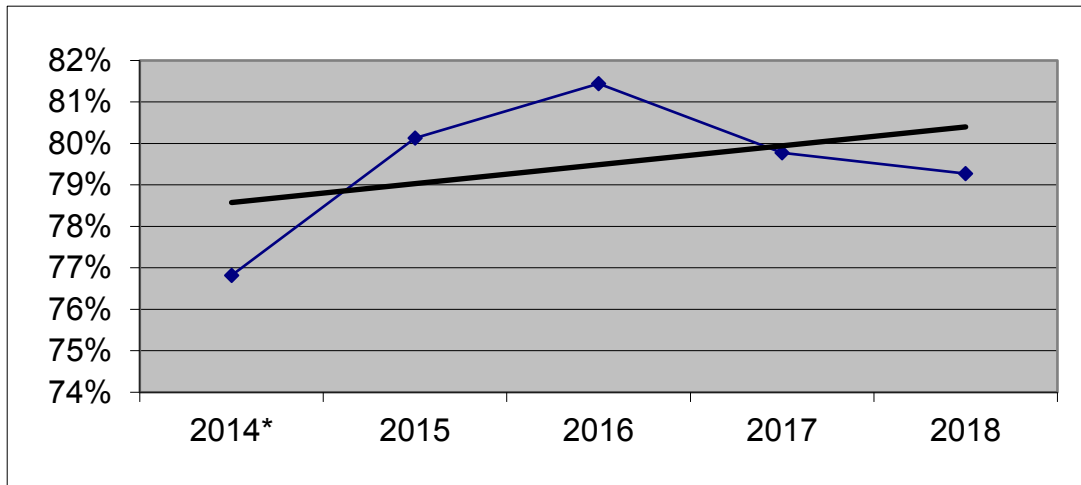
Ratio explanation: What xx.xx% of total GF expenditures does staffing costs represent?

2011 includes \$4M in expenditures to open the Ankeny HS and Southview MS.

2012 includes \$5.5M in expenditures for opening Ankeny HS, Southview MS and Prairie Tra

2013 includes \$4.7M in expenditures for opening Ankeny Centennial HS and Southview MS

2014 includes \$2.3M in expenditures for opening Ankeny Centennial HS and Southview MS



Purpose:

Measures the percent dedicated to staffing costs which is the single largest category of expenditures in the General Fund

Trend:

Slightly lower

Target:

Between 75% and 85%.

Need/Concern:

The District's non-staff expenditures are decreasing as a percent of the overall budget. Continued monitoring of the salary and benefit costs is necessary.

Corrective Action:

In the target range, none at this time.

Foundation Aid Ratio

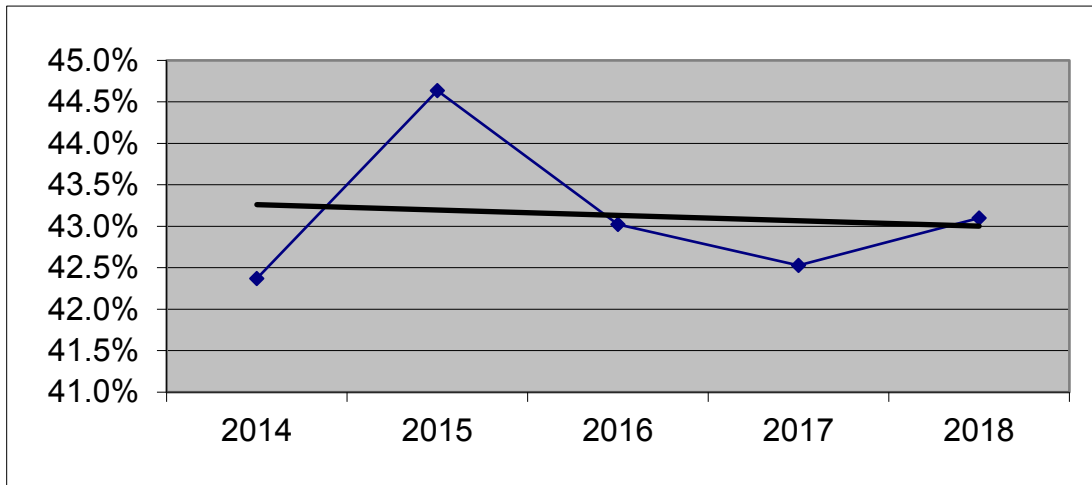
Formula:

$$\frac{\text{Direct State Aid}}{\text{Total General Fund Revenue}}$$

Financial Information and Computation:

Year	State Aid	Total Revenue	Ratio
CAR reference	Rev. C1L23	Rev. C1L57	
2014	\$40,500,256	\$95,585,569	42.4%
2015	\$45,181,729	\$101,223,366	44.6%
2016	\$47,574,218	\$110,584,560	43.0%
2017	\$50,560,519	\$118,882,563	42.5%
2018	\$53,128,080	\$123,267,189	43.1%

Ratio explanation: What xx.x% of total revenue does foundation aid represent.



Purpose:

Measures resource contribution.

Trend:

Up

Target:

No target is established for this ratio. A rule of thumb is that as a District's property wealth grows a smaller percentage of the total revenue is contributed from the foundation aid formula.

Need/Concern:

None at this time.

Corrective Action:

None needed at this time.

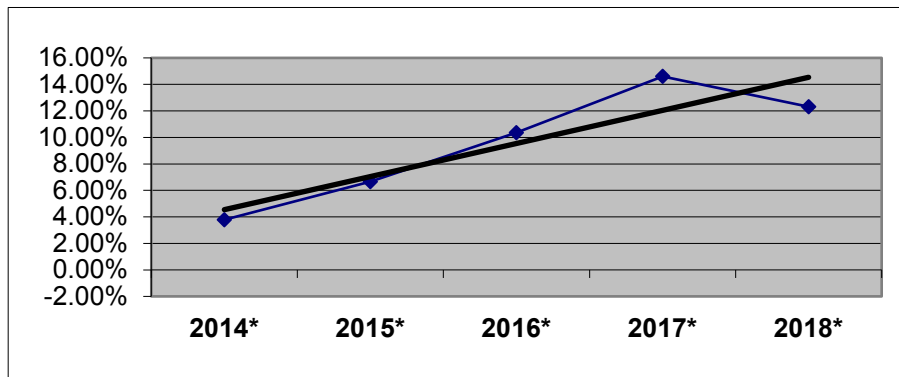
Financial Solvency Ratio

Formula:
$$\frac{\text{Assigned + Unassigned Fund Balance (AFB+UFB)}}{\text{Total GF Revenue - AEA Flowthrough}}$$

Financial Information and Computation:

Year	AFB + UFB	Revenue - Flowthrough	Ratio
CAR reference	Balsheet C1L35 + C1L36	(Rev. C1L57) - (ExpC8L36)	
2014*	\$3,470,896	\$91,717,245	3.78%
2015*	\$6,474,444	\$97,204,569	6.66%
2016*	\$11,016,571	\$106,317,062	10.36%
2017*	\$16,692,698	\$114,345,489	14.60%
2018*	\$14,571,497	\$118,431,445	12.30%

Ratio explanation: What xx.x% of total revenue does fund equity represent.



* new formula used

Purpose: Measures the District's Fund Equity position.

Trend: Down

Target: Short-term 5% / Long-term 10%.

Need/Concern: Continued monitoring of the solvency ratio is necessary.

Corrective Action: Continue monitoring of cash reserve levy.

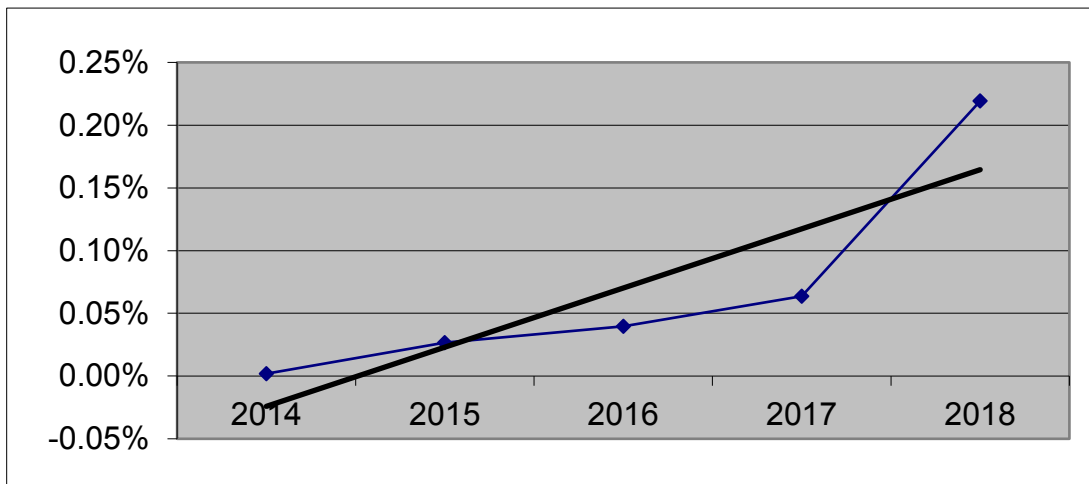
Investment Income Ratio

Formula:
$$\frac{\text{Interest Income}}{\text{Total General Fund Revenue}}$$

Financial Information and Computation:

Year	Interest	Total Revenue	Ratio
CAR reference	Rev. C1L9	Rev. C1L56	
2014	\$1,807	\$95,585,569	0.00%
2015	\$26,882	\$101,223,366	0.03%
2016	\$43,911	\$110,584,560	0.04%
2017	\$75,527	\$118,882,563	0.06%
2018	\$270,205	\$123,267,189	0.22%

Ratio explanation: What xx.xx% of total revenue does interest in idle funds represent.



Purpose: Measures operating results.

Trend: Up

Target: Stable to upward trends are desirable for this indicator.

Need/Concern: The overall economic interest rate climate remains low this past year on idle funds. Interest earnings did increase slightly.

Corrective Action: Monitor idle funds closely and take advantage of any improving market conditions.

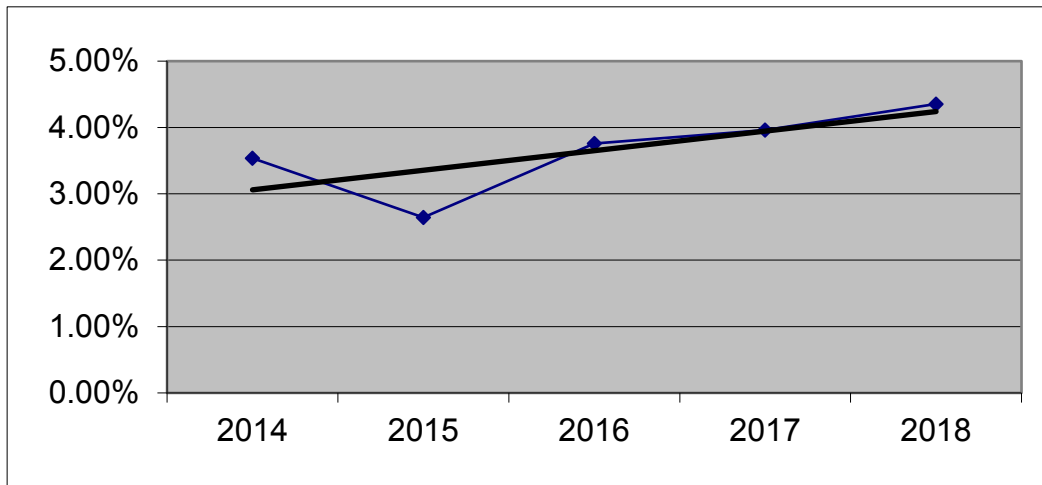
Receivables & Inventory Ratio

Formula:
$$\frac{\text{Receivables and Inventory}}{\text{Total Current Assets}}$$

Financial Information and Computation:

Year	Receivables & Inventory	Total Assets	Ratio
CAR reference	Balsheet C1L3-6	BalSheet C1L11	
2014	\$1,929,685	\$54,556,337	3.54%
2015	\$1,619,930	\$61,258,196	2.64%
2016	\$2,691,830	\$71,654,844	3.76%
2017	\$3,135,455	\$79,177,578	3.96%
2018	\$3,705,734	\$85,105,426	4.35%

Ratio explanation: What xx.xx% of total revenue does rec. / inv. represent.



- Purpose:** Measures movement and distribution of current assets.
- Trend:** Up
- Target:** Stable to lower is desirable for this indicator.
- Need/Concern:** The receipt timing of Special Education tuition and medicaid funds is a major factor contributing to the fluctuation of this
- Corrective Action:** Manage accounts receivables and inventory levels carefully.

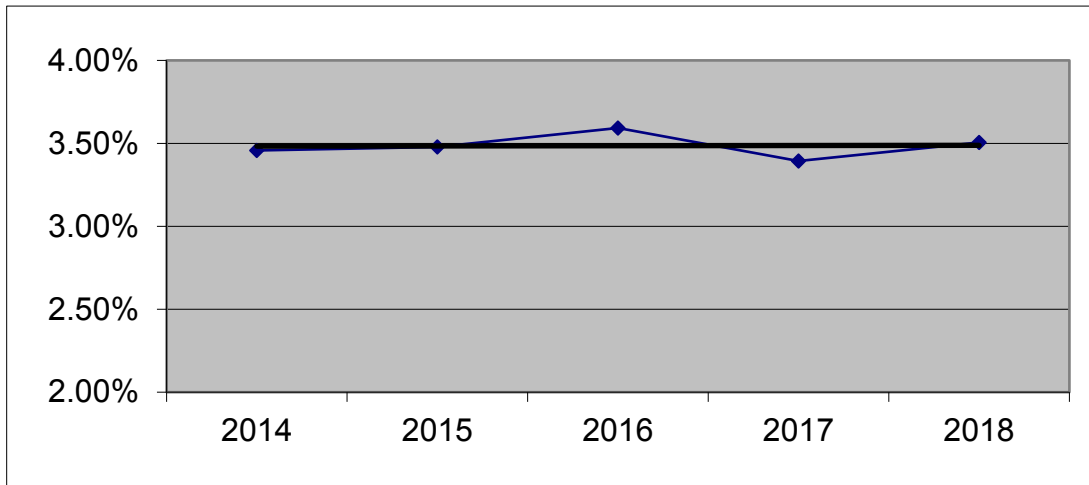
Student Transportation Ratio

Formula:
$$\frac{\text{Student Transportation Expense}}{\text{Total General Fund Expenditures}}$$

Financial Information and Computation:

Year	Transportation	Total Expenditures	Ratio
CAR reference	ExpGF C8L29	ExpGF C8L43	
2014	\$3,289,892	\$95,166,370	3.46%
2015	\$3,434,320	\$98,727,440	3.48%
2016	\$3,779,816	\$105,210,631	3.59%
2017	\$3,835,116	\$113,011,855	3.39%
2018	\$4,248,743	\$121,189,928	3.51%

Ratio explanation: What xx.xx% of total expenditures does student transportation represent.



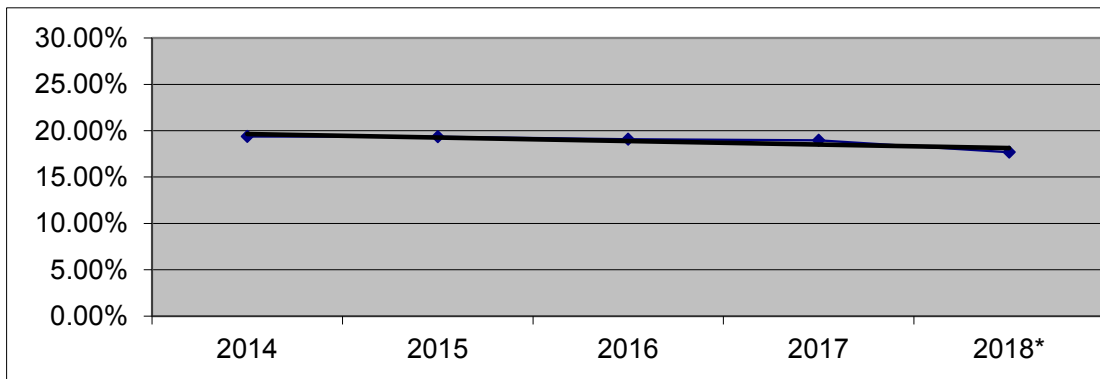
- Purpose:** Measures resource distribution results.
- Trend:** Stable
- Target:** Stable to lower trends are desirable for this indicator.
- Need/Concern:** Continue to be efficient in routing buses as we transition through the realignment of elementary boundaries.
- Corrective Action:** None at this time.

Unspent Balance Ratio

Formula:
$$\frac{\text{Unspent Spending Authority}}{\text{Maximum Budget Authority}}$$

Financial Information and Computation:

Year	Maximum Authorized	Regular Unspent Bal.	Unreserved Unspent Bal.	Regular UB Ratio	Unreserv. UB Ratio
2014	\$121,099,385	\$25,933,015	\$23,459,665	21.41%	19.37%
2015	\$124,834,859	\$26,107,419	\$24,141,691	20.91%	19.34%
2016	\$133,488,908	\$28,278,277	\$25,480,746	21.18%	19.09%
2017	\$142,131,119	\$29,119,265	\$26,931,354	20.49%	18.95%
2018*	\$149,868,771	\$28,678,843	\$26,492,471	19.14%	17.68%



*Estimated

Purpose: Measures the District's unbudgeted spending reserves.

Trend: Stable

Target: Unreserved unspent for short-term at 5-10 percent.
Long-term 5 percent above accrued payroll liabilities.

Need/Concern: An adequate level of budget reserves are important so the District can respond to emergencies and student growth. Conventional wisdom suggests a minimum of 5% to 10% contingency expenditures. For growing districts high balances are recommended.

Corrective Action: None at this time.

Appendix Section

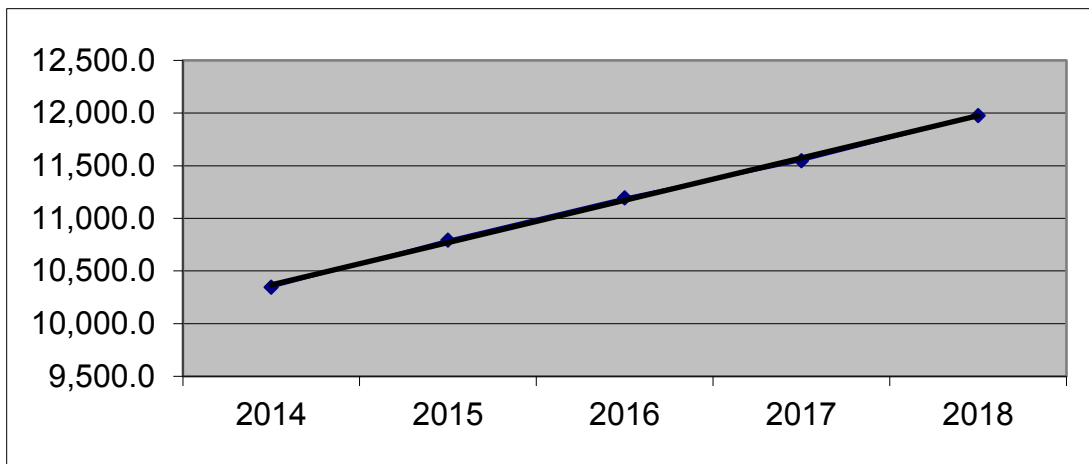
**Certified Enrollment
General Fund Cost per Pupil
Final Tax Rate
Cash / Fund Balances**

This appendix section provides for supplemental indicators to satisfy Ankeny Community School District Board Policy 804.20 - Target Fiscal Management Performance Measures.

Certified Enrollment Trend

Information and Computation:

Year	Enrollment	# Increase	% Increase
October 1, xxxx			
2014	10,346.4	444.5	4.49%
2015	10,793.1	446.7	4.32%
2016	11,193.3	400.2	3.71%
2017	11,548.7	355.4	3.18%
2018	11,977.0	428.3	3.71%



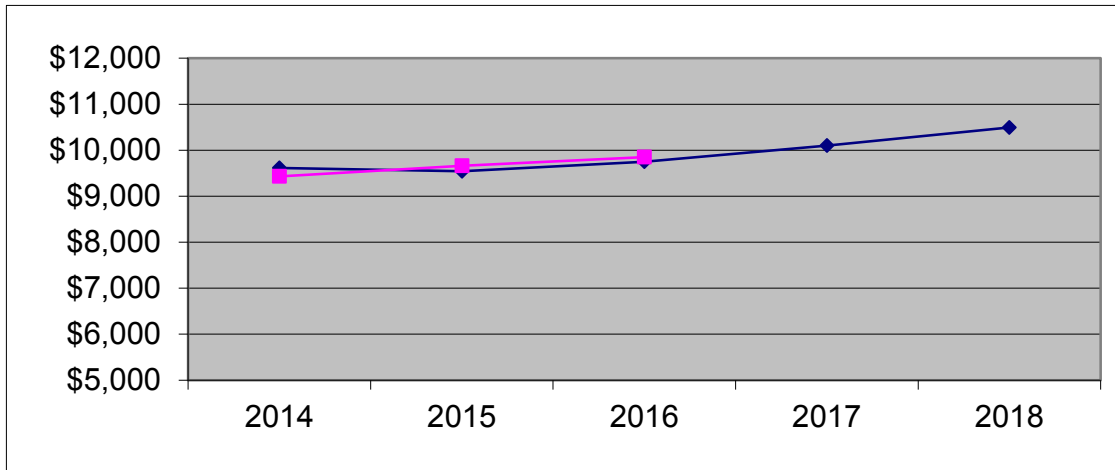
- Purpose:** Measures enrollment trend for financial forecasting.
- Trend:** Growth
- Target:** Stable to higher is most desirable for this indicator.
- Need/Concern:** Ankeny continues to experience significant student enrollment growth which represents increased resources but also puts pressure on existing facility space and support systems.
- Corrective Action:** None at this time.

General Fund Per Pupil Cost

Formula:
$$\frac{\text{Total General Fund Expenditures}}{\text{Certified Enrollment}}$$

Financial Information and Computation:

Year	Total Expenditures	Certified Enrollment	District Per Pupil Cost	State Average Per Pupil Cost	State Enrollment Category 7,500+
CAR reference	ExpGF C8L43				
2014	\$95,166,370	9,901.9	\$9,611	\$9,430	9,820
2015	\$98,727,440	10,346.4	\$9,542	\$9,662	10,142
2016	\$105,210,631	10,793.1	\$9,748	\$9,849	10,355
2017	\$113,011,855	11,193.3	\$10,096	NA	NA
2018	\$121,189,928	11,548.7	\$10,494	NA	NA



Purpose: One measure of efficiency within the general fund.

Trend: Stable to slightly higher.

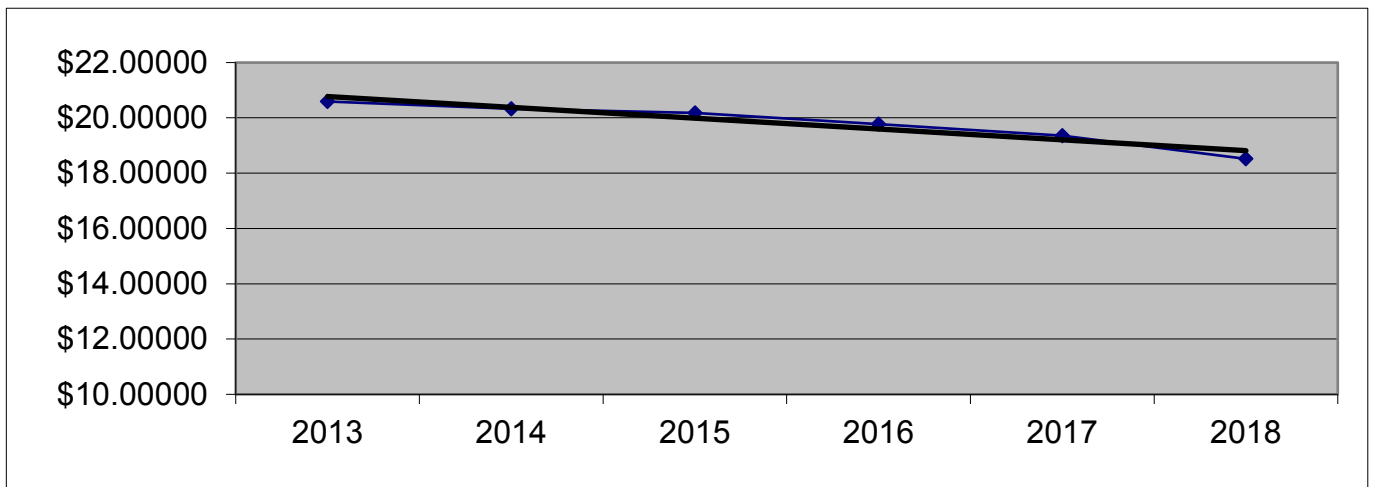
Target: Stable is desirable for this indicator.

Need/Concern: Continue to be efficient in all aspects of instruction delivery and support operations.

Corrective Action: None at this time.

Total Tax Rate History by Fund

Year	General	Management	PPEL	Debt	Total Rate
2013	\$15.63174	\$0.52020	\$1.67000	\$2.76983	\$20.59177
2014	\$15.64907	\$0.46216	\$1.67000	\$2.55098	\$20.33221
2015	\$15.42829	\$0.42421	\$1.67000	\$2.66049	\$20.18299
2016	\$14.97491	\$0.53271	\$1.67000	\$2.59461	\$19.77223
2017	\$14.76000	\$0.56000	\$1.67000	\$2.37034	\$19.36034
2018	\$14.09215	\$0.38448	\$1.67000	\$2.37034	\$18.51697



Purpose: Measures local taxation effort.

Trend: Down

Target: Stable to lower is desirable for this indicator.

Need/Concern: None at this time.

Corrective Action: District has a long-range plan to lower the total tax rate over the next several budget cycles.

**Ankeny Community School District
Revenue / Expenditures / Fund Balance
General / Capital Projects / Debt Service**

Fund / Year	2013	2014	2015	2016	2017	2018
General Fund						
Assets	\$52,517,297	\$54,556,337	\$61,258,196	\$71,654,844	\$79,177,578	\$ 85,105,426
Change Prior Yr	\$258,418	\$2,039,040	\$6,701,859	\$10,396,648	\$7,522,734	\$ 5,927,848
Percent Change	0.5%	3.9%	12.3%	17.0%	10.5%	7.5%
Liabilities	\$47,645,439	\$49,416,290	\$53,622,224	\$58,644,944	\$15,931,830	\$ 19,146,855.87
Change Prior Yr	\$1,727,142	\$1,770,851	\$4,205,934	\$5,022,720	-\$42,713,113	\$ 3,215,025.64
Percent Change	3.8%	3.7%	8.5%	9.4%	-72.8%	20.2%
Fund Balance	\$4,871,858	\$5,140,047	\$7,635,972	\$13,009,900	\$18,880,609	\$ 20,957,869
Change Prior Yr	-\$1,468,724	\$268,189	\$2,495,925	\$5,373,928	\$5,870,708	\$ 2,077,260
Percent Change	-23.2%	5.5%	48.6%	70.4%	45.1%	11.0%
Revenue	\$87,316,634	\$95,585,567	\$101,223,366	\$110,584,560	\$118,882,563	\$ 123,267,189
Change Prior Yr	\$1,372,441	\$8,268,933	\$5,637,800	\$9,361,193	\$8,298,003	\$ 4,384,626
Percent Change	1.6%	9.5%	5.9%	9.2%	7.5%	3.7%
Expenditures	\$88,791,327	\$95,166,370	\$98,727,440	\$105,210,631	\$113,011,855	\$ 121,189,928
Change Prior Yr	\$6,124,441	\$6,375,043	\$3,561,070	\$6,483,191	\$7,801,223	\$ 8,178,074
Percent Change	7.4%	7.2%	3.7%	6.6%	7.4%	7.2%
Cash & Investments	\$11,462,721	\$13,471,722	\$19,319,408	\$24,849,693	\$31,011,253	\$ 35,188,876
Change Prior Yr	-\$2,303,090	\$2,009,001	\$5,847,686	\$5,530,286	\$6,161,559	\$ 4,177,623
Percent Change	-16.7%	17.5%	43.4%	28.6%	24.8%	13.5%
Capital Projects						
Assets	\$31,317,623	\$14,072,999	\$17,018,873	\$10,567,991	\$4,744,938	\$ 24,076,648
Change Prior Yr	\$12,935,018	-\$17,244,624	\$2,945,874	-\$6,450,883	-\$5,823,052	\$ 19,331,709
Percent Change	70.4%	-55.1%	20.9%	-37.9%	-55.1%	407.4%
Liabilities	\$4,506,791	\$3,079,506	\$2,670,739	\$2,147,359	\$1,149,028	\$ 303,692
Change Prior Yr	\$1,871,741	-\$1,427,285	-\$408,767	-\$523,380	-\$998,331	\$ (845,336)
Percent Change	71.0%	-31.7%	-13.3%	-19.6%	-46.5%	-73.6%
Fund Balance	\$26,421,032	\$10,993,763	\$14,348,134	\$9,959,267	\$3,185,911	\$ 23,252,956
Change Prior Yr	\$10,673,477	-\$15,427,269	\$3,354,371	-\$4,388,867	-\$6,773,357	\$ 20,067,045
Percent Change	67.8%	-58.4%	30.5%	-30.6%	-68.0%	629.9%
Revenue	\$7,845,548	\$8,270,198	\$38,727,150	\$11,120,956	\$10,316,444	\$ 10,416,579
Change Prior Yr	\$549,199	\$424,650	\$30,456,952	-\$27,606,194	-\$804,513	\$ 100,136
Percent Change	7.5%	5.4%	368.3%	-71.3%	-7.2%	1.0%
Expenditures	\$23,113,235	\$17,924,174	\$17,924,174	\$17,048,459	\$18,053,640	\$ 8,591,691
Change Prior Yr	\$21,499,363	\$21,499,363	\$21,499,363	\$21,499,363	\$21,499,363	\$ 21,499,363
Percent Change	51.0%	93.0%	119.9%	119.9%	126.1%	119.1%
Cash & Investments	\$29,662,159	\$12,373,171	\$15,106,703	\$8,452,834	\$3,475,079	\$ 22,672,757
Change Prior Yr	\$11,856,569	-\$17,288,988	\$2,733,532	-\$6,653,869	-\$4,977,756	\$ 19,197,679
Percent Change	66.6%	-58.3%	22.1%	-44.0%	-58.9%	552.4%
Debt Service						
Assets	\$27,295,923	\$26,334,469	\$54,860,388	\$49,215,229	\$12,126,315	\$ 15,620,920
Change Prior Yr	\$18,254,881	-\$961,454	\$28,525,919	-\$5,645,158	-\$37,088,914	\$ 3,494,604
Percent Change	201.9%	-3.5%	108.3%	-10.3%	-75.4%	28.8%
Liabilities	\$6,579,883	\$7,114,825	\$7,387,885	\$7,442,628	\$0	\$0
Change Prior Yr	-\$256,499	\$534,942	\$273,060	\$54,743	-\$7,442,628	\$0
Percent Change	-3.8%	8.1%	3.8%	0.7%	-100.0%	#DIV/0!
Fund Balance	\$20,716,040	\$19,219,644	\$47,472,503	\$41,772,601	\$4,148,113	\$ 4,970,240
Change Prior Yr	\$18,511,380	-\$1,496,396	\$28,252,859	-\$5,699,901	-\$37,624,488	\$ 822,126
Percent Change	839.6%	-7.2%	147.0%	-12.0%	-90.1%	19.8%
Revenue	\$6,825,222	\$6,559,679	\$54,315,950	\$14,730,137	\$53,497,737	\$ 6,834,272
Change Prior Yr	-\$8,080,400	-\$265,543	\$47,756,271	-\$39,585,813	\$38,767,599	\$ (46,663,465)
Percent Change	-54.2%	-3.9%	728.0%	-72.9%	263.2%	-87.2%
Expenditures	\$13,306,175	\$14,557,768	\$32,169,506	\$20,430,039	\$99,008,286	\$ 14,275,541
Change Prior Yr	-\$1,532,034	\$1,251,593	\$17,611,738	-\$11,739,467	\$78,578,247	\$ (84,732,745)
Percent Change	-10.3%	9.4%	121.0%	-36.5%	384.6%	-85.6%
Cash & Investments	\$20,739,717	\$19,192,395	\$47,453,819	\$41,755,229	\$4,137,825.8	\$ 4,974,630
Change Prior Yr	\$18,545,020	-\$1,547,322	\$28,261,424	-\$5,698,590	-\$37,617,403	\$ 836,804
Percent Change	845.0%	-7.5%	147.3%	-12.0%	-90.1%	20.2%

**Ankeny Community School District
Revenue / Expenditures / Fund Balance
Nonmajor / Proprietary / Agency**

Fund / Year	2013	2014	2015	2016	2017	2018
Nonmajor						
Assets	\$10,665,140	\$12,280,689	\$15,624,374	\$18,298,321	\$19,953,507	\$ 20,456,291
Change Prior Yr	-\$1,879,834	\$1,615,549	\$3,343,685	\$2,673,946	\$1,655,186	\$ 502,784
Percent Change	-15.0%	15.1%	27.2%	17.1%	9.0%	2.5%
Liabilities	\$5,569,569	\$6,225,670	\$7,485,583	\$8,067,392	\$1,778,253	\$ 1,330,022
Change Prior Yr	-\$533,950	\$656,101	\$1,259,913	\$581,809	-\$6,289,140	\$ (448,231)
Percent Change	-8.7%	11.8%	20.2%	7.8%	-78.0%	-25.2%
Fund Balance	\$5,095,571	\$6,055,019	\$8,138,791	\$10,230,878	\$11,351,342	\$ 9,301,215
Change Prior Yr	-\$1,345,884	\$959,448	\$2,083,772	\$2,092,087	\$1,120,464	\$ (2,050,127)
Percent Change	-20.9%	18.8%	34.4%	25.7%	11.0%	-18.1%
Revenue	\$7,280,680	\$7,508,215	\$9,185,940	\$9,945,163	\$10,190,641	\$ 9,760,385
Change Prior Yr	-\$377,794	\$227,535	\$1,677,725	\$759,223	\$245,478	\$ (430,256)
Percent Change	-4.9%	3.1%	22.3%	8.3%	2.5%	-4.2%
Expenditures	\$7,884,842	\$5,799,314	\$7,102,169	\$7,853,075	\$9,070,177	\$ 11,810,512
Change Prior Yr	-\$2,204,055	-\$2,085,528	\$1,302,855	\$750,906	\$1,217,102	\$ 2,740,335
Percent Change	-21.8%	-26.4%	22.5%	10.6%	15.5%	30.2%
Cash & Investments	\$5,270,357	\$6,741,018	\$9,454,426	\$11,380,375	\$13,114,194	\$ 10,599,413
Change Prior Yr	-\$1,935,766	\$1,470,661	\$2,713,408	\$1,925,949	\$1,733,819	\$ (2,514,780)
Percent Change	-26.9%	27.9%	40.3%	20.4%	15.2%	-19.2%

Proprietary						
Assets	\$1,402,126	\$1,301,513	\$2,146,486	\$3,286,478	\$4,011,294	\$ 5,529,772
Change Prior Yr	-\$120,920	-\$100,613	\$844,973	\$1,139,992	\$724,816	\$ 1,518,478
Percent Change	-7.9%	-7.2%	64.9%	53.1%	22.1%	37.9%
Liabilities	\$109,506	\$204,360	\$1,710,520	\$1,814,594	\$2,204,605	\$ 2,917,918
Change Prior Yr	-\$3,445	\$94,854	\$1,506,160	\$104,074	\$390,011	\$ 713,313
Percent Change	-3.0%	86.6%	737.0%	6.1%	21.5%	32.4%
Fund Balance	\$1,292,620	\$1,097,153	\$740,954	\$1,880,180	\$2,469,213	\$ 3,272,719
Change Prior Yr	-\$117,475	-\$195,467	-\$356,199	\$1,139,226	\$589,033	\$ 803,506
Percent Change	-8.3%	-15.1%	-32.5%	153.8%	31.3%	32.5%
Revenue	\$3,908,535	\$4,277,721	\$6,380,994	\$6,380,994	\$7,095,910	\$ 7,428,669
Change Prior Yr	\$199,131	\$369,186	\$2,103,273	\$0	\$714,915	\$ 332,759
Percent Change	5.4%	9.4%	49.2%	0.0%	11.2%	4.7%
Expenditures	\$4,026,010	\$4,478,598	\$6,737,192	\$6,737,192	\$6,506,877	\$ 6,625,163
Change Prior Yr	\$271,152	\$452,588	\$2,258,594	\$0	-\$230,315	\$ 118,286
Percent Change	7.2%	11.2%	50.4%	0.0%	-3.4%	1.8%
Cash & Investments	\$1,145,244	\$1,035,701	\$1,836,314	\$2,927,395	\$3,533,973	\$ 4,705,446
Change Prior Yr	-\$81,271	-\$109,543	\$800,613	\$1,091,080	\$606,578	\$ 1,171,473
Percent Change	-6.6%	-9.6%	77.3%	59.4%	20.7%	33.1%

Agency						
Assets	\$449,928	\$488,883	\$595,042	\$666,112	\$751,887	\$ 829,515
Change Prior Yr	-\$293,717	\$38,955	\$106,159	\$71,070	\$85,775	\$ 77,627
Percent Change	-39.5%	8.7%	21.7%	11.9%	12.9%	10.3%
Liabilities	\$449,928	\$488,883	\$595,042	\$666,112	\$696,379	\$ 755,713
Change Prior Yr	-\$293,717	\$38,955	\$106,159	\$71,070	\$30,267	\$ 59,334
Percent Change	-39.5%	8.7%	21.7%	11.9%	4.5%	8.5%