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**New Jersey Schools  
Development Authority**

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**Annual Report  
2018**



# NEW JERSEY SCHOOLS DEVELOPMENT AUTHORITY

# 2018

YEAR IN REVIEW



# 4

New or Renovated  
schools opened

More than **\$198 Million**  
invested by the State of New Jersey  
in schools opened this year alone

# More than 2,000

new seats provided  
for children  
throughout  
New Jersey

# \$369 Million

value of contracts awarded

# 11

ROD Grants  
Executed



# About the Annual Report

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The 2018 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 2018.

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, 2018) at:

[https://www.njsda.gov/NJSDA/Content/public/Biannual\\_Report/2018\\_2.PDF](https://www.njsda.gov/NJSDA/Content/public/Biannual_Report/2018_2.PDF).

## Mission Statement

Our mission 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.

## SDA Executive Staff

**Manuel M. Da Silva**

Interim Chief Executive Officer

**Andrew D. Yosha**

Vice President – Program Operations and Strategic Planning

**Donald R. Guarriello, Jr.**

Vice President & Chief Financial Officer

**Jane F. Kelly, Esq.**

Vice President - Corporate Governance & Legal Affairs

# Board Members

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## Public Members

Robert Nixon  
SDA Chairman  
*Director of Government Affairs, NJ State Policeman's Benevolent Association*

Kevin Egan  
*Business Representative, I.B.E.W. Local 456*

Richard Elbert, AIA  
*General Counsel, Americas Bjarke Ingels Group*

Lester Lewis-Powder  
*Executive Director, Let's Celebrate, Inc.*

Loren Lemelle  
*Retired Executive, Johnson & Johnson*

Michael Maloney  
*Business Manager/ Financial Secretary  
Plumbers & Pipefitters Local Union No. 9  
President, Mercer County Central Labor Council*

Mario Vargas  
*Farmers Insurance*

## Ex-Officio Members

Dr. Lamont Repollet  
*Commissioner, New Jersey Department of Education*

Lieutenant Governor Sheila Oliver  
*Commissioner, New Jersey Department of Community Affairs*

Tim Sullivan  
*Chief Executive Officer, New Jersey Economic Development Authority*

Elizabeth Maher Muoio  
*State Treasurer, New Jersey Department of Treasury*

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## Message From the Interim CEO

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The New Jersey Schools Development Authority made significant contributions to the State's educational infrastructure in 2018 with the opening of four schools. The SDA's impact on the State's school facilities is widespread. In fact, since the program's inception, more than one million students have been positively impacted by completed projects in both SDA and Regular Operating Districts.

In 2018 alone, the SDA opened four new or renovated facilities in Garfield, New Brunswick, Newark and Vineland. In all of these communities, these schools will help to reduce overcrowding and ensure that students have the facilities they need to succeed. These schools represent an investment not only in New Jersey's school children, but represent our dedication to improving the quality of life and the quality of education in our State.

The SDA also continued its work to address health and safety issues in the SDA Districts through the advancement of emergent projects. In Camden, SDA completed a multi-year \$3.8 million project at the Cramer Elementary School.

In the Regular Operating Districts, the SDA executed 11 new grants and achieved final close-out on hundreds of other grant projects, disbursing millions of dollars to school districts throughout the State. These grants leverage millions of additional dollars towards the upkeep and/or renovation of existing school facilities, and/or the construction of additions and/or school facilities throughout our State.

While the SDA is proud of its successes achieved in 2018, the mission continues into 2019 and beyond, with work on 18 capital projects, 15 emergent projects and hundreds of grants ongoing. Although much has been accomplished, there remain over 20,000 students who are in facilities where there is severe overcrowding, and 7 million square-feet of schools that are more than 90 years old-- many of which do not conform to current educational standards.

The accomplishments are not possible and the need cannot be fulfilled without the hard work, cooperation and commitment of the SDA staff and our partners to improving educational opportunities for our youngsters. The SDA team is comprised of diligent professionals committed to the mission and to improving the lives of school children in New Jersey. Their efforts, professionalism and commitment is evident in all of the school projects delivered during this and past years. Our Board members are committed to the mission and the students of this State. The Members of the Legislature advocate on the behalf of their youngest constituents and future leaders of this State. We look forward to continued partnerships with our stakeholders as we work to ensure that students in New Jersey have the school facilities they need to achieve academic success.



Manuel M. Da Silva  
Interim Chief Executive Officer

# Project Accomplishments

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## SCHOOL OPENINGS

The positive impact of SDA’s work throughout the State was felt by approximately 2,500 students at four schools in 2018. The SDA opened four new or renovated facilities in September, representing a state investment of more than \$198 million toward the education of New Jersey’s youth. These schools will provide students with the state-of-the-art educational spaces they need to succeed in today’s competitive world.

The completed projects include the new James Madison Elementary School No. 10 in Garfield, the addition/renovation project at the Paul Robeson Community Theme School for the Arts in New Brunswick, the new South Street Elementary School in Newark and the new Sgt. Dominick Pilla Middle School (formerly known as the Lincoln Avenue Middle School) in Vineland.

### *Sgt. Dominick Pilla Middle School, Vineland*

In August, Governor Phil Murphy was on hand to help cut the ribbon for the new Sgt. Dominick Pilla Middle School in Vineland. At that event he commented: “I cannot think of a more important investment that we can make as a state than in the education of the next generation.” More than 600 students in Vineland now have access to the \$49.8 million, 99,000 square-foot facility that includes the spaces they need to realize their educational potential.

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*The 600-plus children who will enter this school next Thursday are the latest of the more than ONE MILLION children who have benefitted from the SDA’s efforts to ensure safe, secure and modern centers of learning for New Jersey’s kids.*

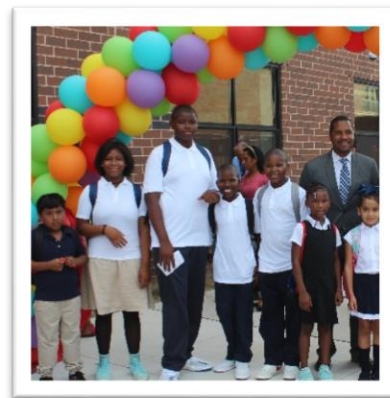
*-Governor Phil Murphy at the Vineland Ribbon Cutting Event*

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The Sgt. Dominick Pilla Middle School will help alleviate the overcrowding experienced by the Vineland School District. The school is also on track to receive LEED (United States Green Building Council – Leadership in Energy and Environmental Design) certification — a result of including features such as geothermal heating, a rain garden, and significant daylight throughout the building.

### ***Paul Robeson Community Theme School for the Arts, New Brunswick***

SDA was present to welcome students at the New Brunswick Paul Robeson Community Theme School for the Arts on the first day back at their “new” school. The 60,500 square-foot addition and numerous renovations to the original building excited the nearly 900 students in Pre-kindergarten to 8<sup>th</sup> grade., This school for the arts was already on full and festive display for the first day of school, with musicians, dancers, jugglers and stilt-walkers creating a joyful, carnival-themed atmosphere.



With many Spanish-speaking students in attendance, former Ms. Delgado Polanco welcomed the children to their new school on a more personal level, by speaking in Spanish. She encouraged them to study, learn and dream so that they can achieve whatever they want in their lives.

The three-story addition provided a new multi-purpose room, 30 new classrooms, four small group instruction rooms, and two Basic Skills/ESL classrooms. A fire sprinkler system was added and renovations/rearrangements were completed in the food service area, media center, nurse’s office, main office and student services suite. The \$48.5 million project nearly doubled the student capacity for the school. The school is LEED Gold certified.

### ***South Street Elementary School, Newark***



“South Street School! South Street School!” This was the chant heard by attendees of the ribbon-cutting for the South Street School in Newark as they walked through the student-lined halls giving high-fives to the dignitaries in attendance. Signs created by students read – “I love my school to pieces,” “I love South Street a lot because it is amazing,” and “#I love the new school.”

The new \$69.9 million, 103,000 square-foot facility can accommodate up to 657 students in Pre-Kindergarten through 8<sup>th</sup> grade. Some of the unique features of the school include a computer/technology lab, world language room and a roof-top play/reading area. Students shared that they were amazed by their new facility, a sharp contrast to the 130+ year-old facility where they were previously educated.

Mayor Ras Baraka and the State legislative delegation shared the excitement of the day with the community. Senator Theresa Ruiz encouraged the SDA to continue their work in Newark saying, “Whenever you’re thinking about creating a new initiative, start right here in the city of Newark. We need new schools.” The South Street Elementary School is the eighth new facility built by the SDA in Newark.



**James Madison School No. 10, Garfield**

“I can feel it, I’m the world’s greatest,” sang the chorus of the James Madison School No. 10 at the ceremonial ribbon cutting for their new school. Thanks to the educational spaces available to them at their new school, they will now have the resources needed to be their greatest in school.



The \$29.7 million, three-story James Madison Elementary School No. 10 is approximately 53,000 square-feet and designed to educate approximately 300 students in Kindergarten to 5th grade. The new school includes 13 general use classrooms, two special education classrooms, four small group instruction rooms, a cafeteria, a multipurpose room with stage (that will be utilized as the gymnasium and for large group assembly), a music room, an art room, a computer room and a media center.

The SDA continues to use the design-build approach with the kit of parts as the design foundation for many projects. Two of the new schools and the addition/renovation project all used design-build.

2018 SDA School Openings				
District	Project Name	Project Type	Total Estimated Project Cost	Max Student Capacity
Garfield	James Madison E.S.	New School	\$29.7 Million	305
New Brunswick	Paul Robeson E.S.	Addition/ Renovation	\$48.5 Million	893
Newark	South Street E.S.	New School	\$69.9 Million	657
Vineland	Lincoln Avenue M.S.	New School	\$49.8 Million	624

**PROJECTS STARTING CONSTRUCTION**

While four schools opened to students in 2018, another four school projects entered into the construction phase. Schools in Harrison, East Orange, Pemberton and Passaic City are now in construction. Once these schools are completed they will benefit nearly 4,900 students.

All four projects that entered construction in 2018 will advance utilizing a design-build approach. This method has proven very successful for the SDA and allows the SDA to contract with one firm for both design and construction of a school facilities project. The design-build method also allows for some

design and construction activities to proceed concurrently through phased advancement, an approach that allows for improvement upon the original overall schedule.



In **Harrison**, the SDA is constructing the new 65,500 square-foot Kennedy Elementary School to accommodate a maximum of 432 students in Pre-kindergarten through 1<sup>st</sup> grade. With the construction of this new elementary school, the SDA is working to address the overcrowding that exists in the district at the lower grade levels. The \$36 million facility will be the second new facility built by the SDA in Harrison.

In **East Orange**, the SDA broke ground on a new Elementary School in May for approximately 500 students in Pre-kindergarten through 5<sup>th</sup> grade. The SDA had previously demolished the former George Washington Carver Elementary School to make room for the new school, which was officially named the Sheila Y. Oliver Academy in December 2018. The \$41.2 Million, 77,000 square-foot facility will be the third new school built by the SDA and 9<sup>th</sup> Capital project completed.



The Denbo-Crichton Elementary School project will provide a new, 126,000 square-foot facility in the **Pemberton** School District. The school will benefit 930 students in Pre-Kindergarten through 5<sup>th</sup> grade. The new school will replace the existing Denbo and Crichton buildings in order to provide the Facilities Efficiency Standards (FES) spaces needed to educate Pemberton students. The demolition of the Crichton School was completed to allow for construction of the new school. Upon completion of the new school, the Denbo Elementary School facility will then undergo abatement and demolition. Two unique features of this \$58.7 million school are a natural turf field and outdoor planting boxes.

Finally, in **Passaic**, the SDA embarked on its largest project to date – the \$240.9 million, 448,000 square-foot Dayton Avenue Educational Campus. This educational campus in Passaic will provide a quality educational environment for approximately 2,760 students in Pre-kindergarten through 8<sup>th</sup> grade. The four-story educational campus, that includes four school facilities located in a unified structure with shared central facilities, will go a long way toward addressing the significant classroom overcrowding that exists in the Passaic School District.

The project’s history includes the \$27 million acquisition of the Beth Israel Hospital in 2003 and its demolition in 2005. Temporary classroom units (TCUs) — that were placed on the site and previously

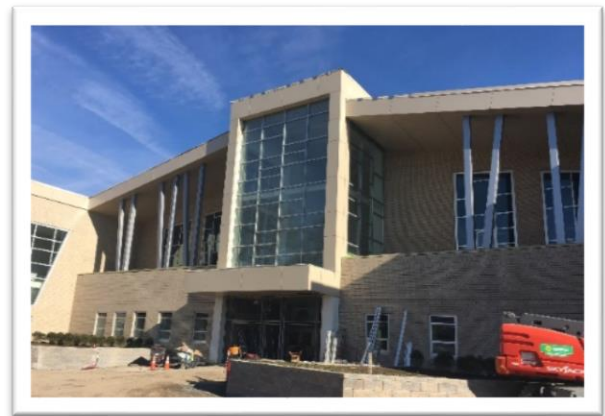
educated approximately 400 students in Pre-Kindergarten to 2<sup>nd</sup> grade — were demolished in May 2018 to ready the site for construction. Pile driving activities were initiated in November 2018.

## CAPITAL CONSTRUCTION PROGRESS

As students entered new schools and shovels broke ground to begin projects, significant construction work continued on capital construction projects throughout the State in 2018.

SDA Capital Projects in Construction (As of December 31, 2018)				
District	School	Project Type	Max Student Capacity	Total Project Costs
East Orange	Sheila Y. Oliver Academy	New Construction	512	\$41.2 Million
Harrison	Kennedy E.S.	New Construction	432	\$36.1 Million
Irvington	Madison Avenue E.S.	New Construction	504	\$38.6 Million
Millville	Millville Sr. H.S.	Addition/Renovation	2,384	\$137.5 Million
Passaic City	E.S. at Leonard Place	New Construction	698	\$55.9 Million
Passaic City	Dayton Avenue Educational Campus	New Construction	3,020	\$240.9 Million
Pemberton	Denbo-Crichton E.S.	New Construction	930	\$58.7 Million
Perth Amboy	Rose M. Lopez E.S.	New Construction	804	\$56.4 Million
Trenton	Trenton Central H.S.	New Construction	2,176	\$155.4 Million
<b>Total (9 Projects)</b>			<b>11,460</b>	<b>\$820.7 Million</b>

The new **Trenton** Central High School, the State Capital’s High School, made substantial progress throughout the year. By the end of 2018, the school had really taken shape. Many of the classrooms were in the final stages, with paint colors designating the different small learning communities throughout the building. Historic items salvaged from the old school were installed in the new facility – including the travertine marble from the auditorium, columns and entrance porticos. The swimming pool had tile installed, the gymnasium floor was about to be installed and the outdoor amphitheater looked ready for student events. The \$155.4 million, 374,000 square-foot school is on schedule to open to students in September 2019.





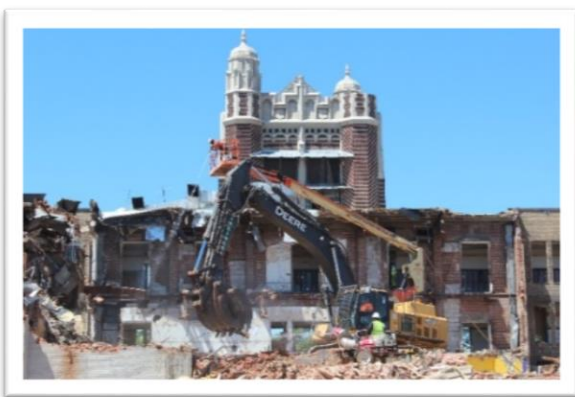
In **Irvington**, SDA joined local officials and students in February to celebrate the ceremonial beam signing for the new Madison Avenue Elementary School. This ceremony marked the end of steel erection for the new school and allowed students and stakeholders an opportunity to sign a piece of steel that will become part of their future school. The \$38.6 million Madison Avenue Elementary School is being constructed on the site of the former school, which was demolished by the SDA in 2016. The new 73,000-

square-foot elementary school is designed to educate approximately 500 students in pre-kindergarten through 5<sup>th</sup> grade. In addition to the excellent interior educational spaces that will be available to students in September 2019, the school will also have an outdoor play space that includes a basketball/volleyball court and a running track.

A similar ceremony took place in **Perth Amboy** in May 2018, when SDA was joined by Mayor Wilda Diaz, local officials and students to celebrate the construction progress of the new Rose M. Lopez Elementary School (formerly known as the Seaman Avenue Elementary School). With the steel structure nearly complete, the students and stakeholders in attendance were able to envision the educational facility that will provide generations of Perth Amboy students a 21<sup>st</sup> century education.



The \$56.4 million investment in a new 128,000 square-foot facility is designed to educate approximately 800 students in kindergarten through fifth grade and will provide students with the spaces they need to learn and fulfill their dreams.



Another significant project in the State is the new **Camden** High School. In 2018, the SDA completed the demolition of the former school. During demolition activities, the contractor uncovered a time capsule in the 1916 cornerstone of the building. Together with Camden School District officials, the Camden County Historical Society, Camden High School students and alumni, SDA opened the 102-year-old time capsule on site. Copies of the Camden Argus and Camden Daily Post newspapers were among the items discovered in the cornerstone.



The demolition of the former Camden High School was completed in September 2018. A design-build contract for the new Camden High School was issued in August 2018. Design activities are ongoing for the new 242,000 square-foot facility, being designed to educate approximately 1,200 students in 9th through 12th grade. The start of footings and foundation work is anticipated for the Summer of 2019.

## **SDA CONTINUES INVESTMENT IN NEW JERSEY'S CONSTRUCTION INDUSTRY**

During 2018, the SDA issued contracts for work related to 11 capital and emergent projects, resulting in awards of more than \$369 million. This included design-build contracts for the 448,000 square-foot Dayton Avenue Educational Campus in Passaic, the Denbo-Crichton Elementary School in Pemberton, the Union Avenue Middle School in Paterson and the new 242,000 square-foot Camden High School.

At the end of the year, the SDA also issued advertisements for addition/renovation projects at the Cleveland Street Elementary School and Orange High School in Orange, which combined will provide another \$55 million educational investment in the city.

The work of the SDA benefits the students of New Jersey while providing countless economic opportunities for the State's construction industry. New Jersey's vital investment in its education infrastructure creates jobs and lifts up the communities in which SDA builds.

In 2019, the SDA will continue to invest in New Jersey schools and businesses. The 2019 forecast includes advertisements for three capital projects, including the largest project ever undertaken by the SDA: the new Perth Amboy High School will have a construction cost estimate of \$210-\$230 million. There are also procurements on the horizon for a new elementary school in Plainfield and a middle school in Union City as well as several emergent projects.

The SDA's 2019 construction forecast is available on our website at:  
<https://www.njsda.gov/NJSDA/Business/ProjectProcurementsForecast>.



## EMERGENT PROJECTS

The SDA's Emergent Project Program provides assistance to SDA District school facilities in need of repair and rehabilitation. Examples of such projects are repair or replacement of roofs, windows, exterior masonry, heating and cooling stems, and plumbing, electrical, mechanical and security systems and water infiltration issues.

At the end of 2018, the SDA was managing 17 emergent projects. Two were in construction and the remainder were in the design phase. These projects will help to remedy building envelope, structural, roofing, water infiltration and HVAC conditions at SDA District schools.



In 2018, the SDA completed an emergent repair project at the Camden Cramer Elementary School. Work to address water infiltration conditions included masonry repairs, brick replacement, repair and replacement of select windows, replacement of lintels, waterproofing the courtyard area and a minor roof replacement. During performance of the original scope of approved work, additional safety and other window conditions were identified. This included improperly installed windows, protection gates attached to the windows (causing the windows to become loosened from the structure) and many inoperable windows. As a result of this finding, the SDA approved an additional scope of work to remove and replace approximately 360 windows at the school.

Work was also completed on five emergent projects delegated to school districts for management during 2018. These projects – totaling \$9.3 million – addressed water infiltration issues in schools in Asbury Park and Newark. As of December 2018, 168 emergent projects (both SDA-managed and district-delegated) have been completed since the program inception.

## REGULAR OPERATING DISTRICTS

The SDA’s Regular Operating District (ROD) grant program continues to be a cornerstone for the improvement of learning environments within the State. ROD grants fund at least 40 percent of eligible costs for projects in New Jersey’s ROD Districts, addressing health and safety issues and other critical needs. In 2018, the SDA executed 11 grants to five school districts for school improvement projects. This state investment totaling more than \$1.16 million leverages a local contribution of an additional \$1.74 million.

Examples of ROD Grant project executions in 2018 include:

- Mount Laurel School District – Countryside E.S., Fleetwood E.S., Hillside E.S., Larchmont E.S., Parkway E.S. and Springville School (Burlington County): Installation of CCTV security system. State share: \$96,496; Estimated total project costs: \$241,241.
- Red Bank School District – Red Bank Primary School (Monmouth County): HVAC replacement throughout the building. State share \$485,810; Estimated total project costs: \$1,214,526.
- Montclair School District - Montclair High School/George Inness H.S. Annex (Essex County): Roof replacement and storm drainage piping. State share: \$52,238; Estimated total project costs: \$130,595.

<b>REGULAR OPERATING DISTRICT GRANTS</b>			
<b>2018 Grant Executions</b>		<b>Grant Executions Since Inception</b>	
No. of Grants Executed	11	No. of Grants Executed	5,409
State Share	\$1,162,459	State Share	\$3,015,332,655
Local Share	\$1,743,691	Local Share	\$5,946,167,761
Total Est. Costs	\$2,906,150	Total Est. Costs	\$8,961,500,416
No. of Districts Impacted	5	No. of Districts Impacted	524
No. of Counties Impacted	4	No. of Counties Impacted	21

During the year, the SDA Grants Department also closed out over 260 grants in more than 92 districts, disbursing over \$85 million.

# Commitment to New Jersey Businesses

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## SDA TRAINS SMALL BUSINESSES

The SDA’s Small, Minority, and Women-Owned Business Enterprise Contractor Training Program remains a bright light among the SDA’s efforts to increase small business participation in the State’s school construction program. The SDA is committed to providing these firms with the training needed so that they can become a viable part of our prequalified universe of vendors.

The SDA held its eighth Contractor Training Program, beginning on March 20, 2018. In May, 31 firms successfully graduated from the program. The eight week program included speakers from the SDA, New Jersey Division of Property Management & Construction and the Department of Labor. As in previous years, participants also had an opportunity to benefit from a Finance Forum – “Finding the Funding” – to assist them with where they could find the resources to grow their businesses. At the graduation ceremony, participants also heard from guest speaker Hester Agudosi, State of New Jersey Chief Diversity Officer. It is clear that the SDA is committed to diversity within SDA and on our project sites.

To date, the SDA has trained 173 firms through this in-house SMWBE Contractor Training Program that utilizes SDA’s staff as subject matter experts. Participating firms routinely express their appreciation for the program and commend the knowledge and professionalism that is displayed by the SDA instructors.

***“The SDA’s 2018 SMWBE program was a crash course in all the areas a small business owner must focus on to succeed! From Procurement to Contract Law, Marketing to Accounting, each week brought a new area to focus on, with different presenters and educational material to help us learn each skill. Thank you for helping my company, SnD Partners, with the fundamental skills every small business needs!”***

Sarah DeAlmeida, SnD Partners

## **SMALL BUSINESS PARTICIPATION**

At the end of 2018, the SDA had 1,687 firms pre-qualified to do business on school projects in SDA and the Regular Operating Districts. The New Jersey Department of the Treasury certified 759 of these firms (or 45% of all firms) as SBE firms. With an interest in increasing the number of businesses prequalified to do business with the SDA, the SDA has refocused its efforts on making outreach to the contracting community, including small, minority, women, and veteran-owned businesses. SDA is confident that through increased proactive outreach, a greater number of new contractor applications will be forthcoming in 2019.

The SDA is committed to meeting and exceeding the State's SBE participation goal. The total SDA contract dollars awarded through December 31, 2018 was \$361,631,097. The total contract dollars awarded to all SBE contractors was \$83,385,916 (including minorities and women). This represents 23.06 percent of all SDA contracts.

## **SCHOLARSHIPS TO ENCOURAGE PARTICIPATION IN CONSTRUCTION JOBS**

In the 5<sup>th</sup> full year of the program, SDA continued to provide funding through the Governor's Industry Vocations Scholarship for Women and Minorities (NJ-GIVS). The NJ-GIVS program is in support 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. The program is administered by the New Jersey Higher Education Student Assistance Authority.

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 the 2017-2018 academic year, SDA provided \$216,731 to 119 qualifying students throughout New Jersey. Grant recipients are attending programs at schools including Morris County School of Technology, Hohokus School of Trade & Tech Sciences, Middlesex County College and Atlantic Cape Community College. Some of the programs of study include welding, electrical trades, plumbing, HVAC and engineering. The grants benefit women and minority students who are pursuing programs that will prepare them for careers in the construction industry.

# Financial Information

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<b>2018 PROJECT EXPENDITURES</b>	
SDA District Capital Projects	\$222.2 Million
SDA District Emergent Projects	\$18.1 Million
ROD Grant Projects	\$93.7 Million
Other Project Costs – Program	\$7.7 Million
<b>TOTAL PROJECT EXPENDITURES</b>	<b>\$341.7 Million</b>

## 2018 BOND SALES

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

In November 2018, EDA sold bonds that provided an additional \$350 million to SDA to support the state’s school construction program. To date, EDA has issued \$11.152 billion of School Facilities Construction Bonds and Notes to fund the program, leaving approximately \$1.348 billion remaining under the current bonding authority.

## COST RECOVERY AND AVOIDANCE

In 2018, the SDA settled \$3,885,364 in contract claims for \$1,357,605, with claim settlements equaling 35% of amounts claimed.

The SDA also reached settlement in connection with cost recovery litigation relating to the Egg Harbor Township High School Project. Under the settlement, the SDA received a total of \$750,000 from the project Design Professional and Project Management Firm arising from a defective roofing system design for the new school.



## **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; responsibilities are appropriately segregated; 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 SDA 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 SDA 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 is used to monitor the status of projects and to review and analyze costs in comparison to approved budgets. The information obtained from these sessions is summarized and presented to the Audit Committee in a monthly report.

### ***Financial Controls***

The Authority maintains effective financial controls in part with an integrated accounting and budgeting system, which enables the Authority to view, analyze and report on various financial data. The Authority utilizes separate financial reporting software 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. The Authority has implemented policies and procedures (or other analogous documents) 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 2018 financial statements is accurate, and that such information fairly presents the financial condition and operational results of the Authority as of December 31, 2018, 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 2018 financial statements is accurate, and that such information fairly presents the financial condition and operational results of the Authority as of December 31, 2018 and for the year then ended.



Manuel M. Da Silva  
Interim 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") 2018 comprehensive report of Authority operations, (the "2018 Annual Report"). This report highlights the significant actions of the Authority for the year ending December 31, 2018, 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 & Young LLP is included within the financial statements section of the 2018 Annual Report. The completion of the audit report fulfills the Authority's requirements of Executive Order 122 (2004).

### Executive Order 37 Section 2 Certification:

Management has knowledge of certain internal control deficiencies identified in internal audit or investigative reports. In regard to these known deficiencies, below is a summary of the actions to be implemented by management to enhance internal processes related to the Authority's hiring practices, policies and procedures, which were not consistently observed during the period from August 1, 2018 through December 31, 2018.

Aside from these known deficiencies that occurred prior to my appointment as Interim Chief Executive Officer on May 1, 2019, I, Manuel M. Da Silva, certify that, from January 1, 2018 to December 31, 2018, the Authority has, to the best of my knowledge, followed all of its standards, procedures and internal controls.



Manuel M. Da Silva  
Interim Chief Executive Officer

## 2018 Executive Order 37 Corrective Actions:

In compliance with Executive Order 37 (2006), the New Jersey Schools Development Authority (“SDA”) presents the following summary of actions to be implemented by management to enhance internal processes related to the Authority’s hiring practices, policies and procedures and the maintenance and appropriate organizational structure of various Human Resources files.

### **Observations:**

1. The Authority’s hiring practices, policies and procedures were not consistently observed during the period from August 1, 2018 through December 31, 2018. Changes must be made to insure that the Authority’s hiring practices, policies and procedures are adhered to and all current and prospective employees are afforded the appropriate opportunity to compete for available positions. Specific observations related to non-compliance with policies and procedures include:
  - Job Requisitions were not prepared in accordance with the Human Resources Department Recruitment Advertising/Job Position Candidate Selection Process SOP.
  - Job Descriptions and Position Description Questionnaires (PDQ) were not prepared in accordance with Human Resource Department Recruitment Advertising/Job Posting Candidate Selection Process SOP.
  - Jobs were not posted internally and externally in accordance with the Human Resources Department Recruitment Advertising/Job Position Candidate Selection Process SOP.
  - Candidates were not sourced through the Human Resources Department in accordance with the Human Resources Department Recruitment Advertising/Job Position Candidate Selection Process SOP.
  - Candidate resumes were not screened and panel interviews were not performed in accordance with the Human Resources Department Recruitment Advertising/Job Position Candidate Selection Process SOP and the SDA Policies, Programs and Benefits Manual.
  - Background checks were either not performed or were performed after the hire date.
  - New hire salaries were not in alignment with the SDA Salary Range Information document as referred to per the Human Resources Department Recruitment Advertising/Job Position Candidate Selection Process SOP.
  - New hire salaries are significantly higher than the salaries of employees previously in the same role.

### **Management Response:**

Executive Management acknowledges that the Authority’s hiring practices, policies and procedures were not routinely followed after August 1, 2018 concurrent with the appointment of its new Chief Executive Officer (“CEO”). To appropriately address the numerous concerns related to the Authority’s hiring practices, policies and procedures, the Authority is in the process of updating those policies and procedures and will also retain a Consultant to review and analyze functional responsibilities and make recommendations regarding staff job



descriptions, compensation and grade level structure. Executive Management will review the recommendations of the Consultant and implement the necessary steps to address any identified concerns or deficiencies.

Notwithstanding the audit observations, Executive Management wishes to recognize that its existing hiring practices, policies and procedures, while not perfect, served the organization very well for many years because they were routinely followed, as recognized in the Carmagnola & Ritardi, LLC investigation. In its report dated July 18, 2019, Carmagnola & Ritardi determined, based on numerous staff interviews, that prior to the appointment of a new CEO in August 2018, “Policy 410 [*Internal and External Hiring*] was generally followed when job vacancies arose. Specifically, requisition forms were completed and included job descriptions. Requests to fill positions were reviewed among the Executive Team and included a review of the budget. When approved, Human Resources would post the position (internally, externally, or both, as appropriate), screen resumes, and coordinate interviews. Applicants were interviewed by panels, and the hiring manager remained involved in the process. The Executives overseeing the positions would be given the opportunity to interview the top candidates.”

2. The Authority should adopt written policies and guidelines regarding what files are appropriate to be maintained within the Human Resources Department and how those files are to be organized to insure uniformity of practice and general consistency.

**Management Response:**

The Authority will adopt written policies and guidelines regarding what files are appropriate to be maintained within the Human Resources Department and how those files are to be organized to insure uniformity of practice and general consistency based on Human Resources best practices.

3. Although not specifically identified as a finding in any audit or investigative report, the SDA Board of Directors will adopt revisions to the Authority’s By-Laws and Audit Committee Charter in order to establish processes and reporting requirements to enhance both management transparency and Board oversight in matters involving personnel and compensation.

**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, 2018

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, 2018

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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, 2018, 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, 2018, and the changes in financial position for the year then ended in conformity with U.S. generally accepted accounting principles.

## 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*

September 18, 2019



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, 2018

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, 2018. 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, 2018, the Authority has received \$11.1 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 85.1% of the currently authorized program funding, as follows:

	<u>Bonding Cap</u>	<u>Program Funding<sup>1</sup></u>	<u>Disbursements</u>	<u>% Paid</u>
SDA Districts	\$ 8,900,000,000	\$ 9,018,405,818	\$ 7,473,814,372	82.9%
Regular Operating Districts	3,450,000,000	3,496,723,050	3,187,570,842	91.2%
Vocational Schools	150,000,000	151,867,060	117,134,943	77.1%
Totals	<u>\$ 12,500,000,000</u>	<u>\$ 12,666,995,928</u>	<u>\$ 10,778,520,157</u>	85.1%

<sup>1</sup> Program funding includes the amounts authorized under the respective bonding caps in addition to approximately \$167 million of interest income and miscellaneous revenue earned through December 31, 2018.

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 2018, the SDA celebrated the opening of four capital plan school facilities projects directly benefitting nearly 2,500 students in the SDA Districts. The total State investment in these four projects was \$198 million.

As of December 31, 2018, the SDA has 11 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 5 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, 2018, the School Construction Program has completed 691 projects in the SDA Districts. The completed projects consist of: 83 new schools, including 6 demonstration projects; 47 extensive additions, renovations and/or rehabilitations; 31 rehabilitation projects; 354 health and safety projects; and 176 Section 13 Grants for SDA District-managed projects. The demonstration projects are intended to serve as a cornerstone of revitalization efforts and were 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 partially funded and managed for the districts, including 8 new schools, and state funding was provided through Section 15 Grants for 4,699 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				
	2018	2017	2016	2015	2014
EFCFA funding received from State	\$ 350,000	\$ 350,000	\$ 342,574	\$ 500,000	\$ 585,000
Investment earnings, net	7,204	3,787	1,730	560	170
Administrative and general expenses	18,466	19,821	22,256	18,924	17,293
Capital expenditures	312	25	124	475	115
School facilities project costs	333,271	341,480	388,133	429,684	282,023
Employee count at end of year	222	211	229	230	227

### 2018 Financial Highlights

- At year end, the Authority’s net position is \$398.0 million.
- At year end, cash and cash equivalents total \$539.8 million.
- For the year, revenues total \$357.2 million, \$350.0 million of which is from EFCFA funding received from the State (or 98.0%).
- For the year, expenses total \$351.9 million, \$333.3 million (94.7%) of which is for school facilities project costs.
- For the year, general fund revenues exceed general fund expenditures by \$2.2 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 increased to \$398.0 million at year-end, primarily due to 2018 State funding under EFCFA (\$350.0 million) exceeding expenditures for school facilities projects (\$333.3 million) and administrative and general expenses (\$18.5 million).

The following table summarizes the Authority's net position at December 31, 2018 and 2017.

	<b>\$ In thousands</b>			
	<b>2018</b>	<b>2017</b>	<b>\$ Increase/ (Decrease)</b>	<b>% Increase/ (Decrease)</b>
Current assets	\$ 539,912	\$ 540,143	\$ (231)	(0.0)%
Capital assets-net	635	523	112	21.4%
Total assets	<u>540,547</u>	<u>540,666</u>	<u>(119)</u>	<u>(0.0)%</u>
Deferred outflows of resources	<u>14,327</u>	<u>19,537</u>	<u>(5,210)</u>	<u>(26.7)%</u>
<b>Total assets and deferred outflows of resources</b>	<b><u>\$ 554,874</u></b>	<b><u>\$ 560,203</u></b>	<b><u>\$ (5,329)</u></b>	<b><u>(1.0)%</u></b>
Current liabilities	\$ 50,536	\$ 53,000	\$ (2,464)	(4.6)%
Non-current liabilities	82,116	98,667	(16,551)	(16.8)%
Total liabilities	<u>132,652</u>	<u>151,667</u>	<u>(19,015)</u>	<u>(12.5)%</u>
Deferred inflows of resources	<u>24,206</u>	<u>15,795</u>	<u>8,411</u>	<u>53.2%</u>
Net position:				
Net investment in capital assets	635	523	112	21.4%
Restricted for schools construction	397,381	392,218	5,163	1.3%
Total net position	<u>398,016</u>	<u>392,741</u>	<u>5,275</u>	<u>1.3%</u>
<b>Total liabilities, deferred inflows of resources and net position</b>	<b><u>\$ 554,874</u></b>	<b><u>\$ 560,203</u></b>	<b><u>\$ (5,329)</u></b>	<b><u>(1.0)%</u></b>

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

#### *Significant Account Variances for Net Position*

*Current assets:* The decrease is due to reductions in cash and cash equivalents, prepaid expenses and receivables.

*Capital assets-net:* The increase is due to new capital asset purchases, slightly offset by depreciation expense for assets in service during the year.

*Deferred outflows of resources:* The decrease is due mainly to lower deferred outflows of resources associated with pensions.

*Current liabilities:* The decrease is due mostly to the reduction in accrued school facilities project costs for amounts billed but not paid for services rendered in 2018.

*Non-current liabilities:* The decrease is due primarily to the lower net pension liability and lower accrued school facilities project costs related to contractor claims.

*Deferred inflows of resources:* The increase is due mainly to higher deferred inflows of resources associated with pensions.

The following table summarizes the change in net position for the years ended December 31, 2018 and 2017.

	<b>\$ In thousands</b>			
	<b>2018</b>	<b>2017</b>	<b>\$ Increase/ (Decrease)</b>	<b>% Increase/ (Decrease)</b>
<b>Revenues</b>				
EFCFA funding received from State	\$ 350,000	\$ 350,000	\$ -	0.0%
Investment earnings	7,204	3,787	3,417	90.3%
Rental property income	6	41	(35)	(86.2)%
Other revenue	2	16	(14)	(83.7)%
Total revenues	<u>357,212</u>	<u>353,844</u>	<u>3,368</u>	<u>1.0%</u>
<b>Expenses</b>				
Administrative and general expenses	18,466	19,821	(1,355)	(6.8)%
Depreciation	200	209	(9)	(4.4)%
School facilities project costs	333,271	341,480	(8,209)	(2.4)%
Total expenses	<u>351,937</u>	<u>361,510</u>	<u>(9,573)</u>	<u>(2.6)%</u>
Change in net position	<u>5,275</u>	<u>(7,666)</u>	<u>12,941</u>	<u>168.8%</u>
Beginning net position	<u>392,741</u>	<u>400,407</u>	<u>(7,666)</u>	<u>(1.9)%</u>
Ending net position	<u>\$ 398,016</u>	<u>\$ 392,741</u>	<u>\$ 5,275</u>	<u>1.3%</u>

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

#### *Significant Account Variances for the Change in Net Position*

*Investment earnings:* 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.

The increase is due to higher investment return rates during 2018.

*Rental property income:* The decrease is due mainly to the expiration of a cell tower land lease.

*Other revenue:* The decrease is due mostly to lower forfeited flexible spending account balances.

*Administrative and general expenses:* The decrease is due primarily to lower employee salaries and benefit costs, with the largest reduction being in pension expense. Also contributing to the decrease are lower spending for information systems and insurance. These decreases are partially offset by increases in spending for facilities and general office expenses.

*School facilities project costs:* The decrease is due mainly to lower spending in construction, partially offset by an increase in project insurance expense.



## **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, 2018

	<b>General Fund Total</b>	<b>Adjustments (Note 8)</b>	<b>Statement of Net Position</b>
<b>Assets</b>			
Cash and cash equivalents	\$ 539,794,555	\$ -	\$ 539,794,555
Receivables	29,828	-	29,828
Prepaid expenses	87,623	-	87,623
Capital assets-net	-	634,982	634,982
Total assets	<u>539,912,006</u>	<u>634,982</u>	<u>540,546,988</u>
<b>Deferred Outflows of Resources</b>			
Deferred amount for pensions	-	13,840,493	13,840,493
Deferred amount for other postemployment Benefits	-	486,464	486,464
Total deferred outflows of resources	<u>-</u>	<u>14,326,957</u>	<u>14,326,957</u>
<b>Total Assets and Deferred Outflows of Resources</b>	<b><u>\$ 539,912,006</u></b>	<b><u>\$ 14,961,939</u></b>	<b><u>\$ 554,873,945</u></b>
<b>Current Liabilities</b>			
Accrued school facilities project costs	\$ 45,906,381	\$ -	\$ 45,906,381
Other accrued liabilities	1,013,742	-	1,013,742
Escrow deposits	3,616,136	-	3,616,136
Total current liabilities	<u>50,536,259</u>	<u>-</u>	<u>50,536,259</u>
<b>Non-Current Liabilities</b>			
Accrued school facilities project costs	-	4,415,103	4,415,103
Net pension liability	-	49,778,974	49,778,974
Total postemployment benefits liability	-	23,738,116	23,738,116
Other accrued liabilities	-	4,183,138	4,183,138
Total non-current liabilities	<u>-</u>	<u>82,115,331</u>	<u>82,115,331</u>
<b>Deferred Inflows of Resources</b>			
Deferred amount for pensions	-	19,275,093	19,275,093
Deferred amount for other postemployment Benefits	-	4,930,862	4,930,862
Total deferred inflows of resources	<u>-</u>	<u>24,205,955</u>	<u>24,205,955</u>
<b>Fund Balance/Net Position</b>			
Net investment in capital assets	-	634,982	634,982
Nonspendable:			
Prepaid expenses	87,623	(87,623)	-
Restricted for schools construction	489,288,124	(91,906,706)	397,381,418
Total fund balance/net position	<u>489,375,747</u>	<u>(91,359,347)</u>	<u>398,016,400</u>
<b>Total Liabilities, Deferred Inflows of Resources and Fund Balance/Net Position</b>	<b><u>\$ 539,912,006</u></b>	<b><u>\$ 14,961,939</u></b>	<b><u>\$ 554,873,945</u></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, 2018

	<b>General Fund Total</b>	<b>Adjustments (Note 8)</b>	<b>Statement of Activities</b>
<b>Revenues</b>			
School Construction Program:			
EFCFA funding received from State	\$ 350,000,000	\$ -	\$ 350,000,000
General:			
Investment earnings	7,204,224	-	7,204,224
Rental property income	5,678	-	5,678
Other revenue	2,602	-	2,602
Total revenues	357,212,504	-	357,212,504
<b>Expenditures/Expenses</b>			
Administrative and general expenses	16,528,163	1,938,319	18,466,482
Capital expenditures	311,832	(311,832)	-
Capital depreciation	-	199,765	199,765
School facilities project costs	338,140,570	(4,869,979)	333,270,591
Total expenditures/expenses	354,980,565	(3,043,727)	351,936,838
Excess of revenues over expenditures/Change in net position	2,231,939	3,043,727	5,275,666
<b>Fund Balance/Net Position</b>			
Beginning of year, January 1, 2018	487,143,808	(94,403,074)	392,740,734
End of year, December 31, 2018	\$ 489,375,747	\$ (91,359,347)	\$ 398,016,400

*See accompanying notes.*

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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.

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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 2018 is 40.36%.

For the year ended December 31, 2018, employee salary and benefit costs are allocated as follows:

Employee salary and fringe benefits costs:	
Charged to administrative and general expenses	\$ 14,111,469
Charged to school facilities project costs	<u>13,585,731</u>
Total employee salary and benefits costs	<u>\$ 27,697,200</u>

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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 2018 Series FFF. As of December 31, 2018, 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. The fair value is measured based on net asset value (“NAV”) which approximates \$1 per share.

**(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, 2018, the Authority’s capital assets consist of leasehold improvements, automobiles, equipment, computer software



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and furniture 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 under Internal Revenue Code Section 115.

**(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. Plan asset investments are reported at fair value.

**(l) New Accounting Standards Adopted**

Government Accounting Standards Board ("GASB") Statement No. 85, *Omnibus 2017*, was issued in March 2017. The primary objective of this statement is to address practice issues that have been identified during implementation and application of certain GASB Statements. This statement addresses a variety of topics including issues related to blending component units, goodwill, fair value measurement and application, and other postemployment benefits ("OPEB"). Among the various topics that may pertain to the Authority's financial reporting include; blending a component unit in circumstances in which the primary government is a business-type activity that reports in a single column for financial statement presentation, measuring certain money market investments and participating interest-earning investment contracts at amortized cost, timing of the measurement of pension or OPEB liabilities and expenditures recognized in financial

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statements prepared using the current financial resources measurement focus, and classifying employer-paid member contributions for OPEB. The Authority adopted this statement in fiscal year 2018 and there was no significant impact on the Authority's financial statements.

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

GASB Statement No. 87, *Leases*, was issued in June 2017. The primary objective of this statement is to better meet the information needs of financial statement users by improving accounting and financial reporting for leases by governments. This statement increases the usefulness of governments' financial statements by requiring recognition of certain lease assets and liabilities for leases that previously were classified as operating leases and recognized as inflows of resources or outflows of resources based on the payment provisions of the contract. It establishes a single model for lease accounting based on the foundational principle that leases are financings of the right to use an underlying asset. Under this statement, a lessee is required to recognize a lease liability and an intangible right-to-use lease asset, and a lessor is required to recognize a lease receivable and a deferred inflow of resources, thereby enhancing the relevance and consistency of information about governments' leasing activities.

The statement is effective for fiscal years beginning after December 15, 2019. The Authority is in the process of evaluating the impact of its adoption on the financial statements.

GASB Statement No. 88, *Certain Disclosures Related to Debt, Including Direct Borrowings and Direct Placements*, was issued in April 2018. The primary objective of this statement is to improve the information that is disclosed in notes to government financial statements related to debt, including direct borrowings and direct placements. It also clarifies which liabilities governments should include when disclosing information related to debt.

This statement defines debt for purposes of disclosure in notes to financial statements as a liability that arises from a contractual obligation to pay cash (or other assets that may be used in lieu of cash) in one or more payments to settle an amount that is fixed at the date the contractual obligation is established.

This statement requires that additional essential information related to debt be disclosed in notes to financial statements, including unused lines of credit; assets pledged as collateral for the debt; and terms specified in debt agreements related to significant events of default with finance-related consequences, significant termination events with finance-related consequences, and significant subjective acceleration clauses.

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Notes to Financial Statements (Continued)

The statement is effective for fiscal years beginning after June 15, 2018. The Authority is in the process of evaluating the impact of its adoption on the financial statements.

GASB Statement No. 89, *Accounting for Interest Cost Incurred before the End of a Construction Period*, was issued in June 2018. The primary objectives of this statement are (1) to enhance the relevance and comparability of information about capital assets and the cost of borrowing for a reporting period and (2) to simplify accounting for interest cost incurred before the end of a construction period.

This statement establishes accounting requirements for interest cost incurred before the end of a construction period. Such interest cost includes all interest that previously was accounted for in accordance with the requirements of paragraph 5-22 of Statement No. 62, *Codification of Accounting and Financial Reporting Guidance Contained in Pre-November 30, 1980 FASB and AICPA Pronouncements*, which are superseded by this statement. This statement requires that interest cost incurred before the end of a construction period be recognized as an expense in the period in which the cost is incurred for financial statements prepared using the economic resources measurement focus. As a result, interest cost incurred before the end of a construction period will not be included in the historical cost of a capital asset reported in a business-type activity or enterprise fund.

The statement is effective for fiscal years beginning after December 15, 2019. The Authority is in the process of evaluating the impact of its adoption on the financial statements.

GASB Statement No. 90, *Majority Equity Interests – An Amendment of GASB Statements No. 14 and No. 61*, was issued in August 2018. The primary objectives of this statement are to improve the consistency and comparability of reporting a government's majority equity interest in a legally separate organization and to improve the relevance of financial statement information for certain component units. It defines a majority equity interest and specifies that a majority equity interest in a legally separate organization should be reported as an investment if a government's holding of the equity interest meets the definition of an investment. A majority equity interest that meets the definition of an investment should be measured using the equity method, unless it is held by a special-purpose government engaged only in fiduciary activities, a fiduciary fund, or an endowment (including permanent and term endowments) or permanent fund. Those governments and funds should measure the majority equity interest at fair value.

For all other holdings of a majority equity interest in a legally separate organization, a government should report the legally separate organization as a component unit, and the government or fund that holds the equity interest should report an asset related to the majority equity interest using the equity method. This statement establishes that ownership of a majority equity interest in a legally separate organization results in the government

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Notes to Financial Statements (Continued)

being financially accountable for the legally separate organization and, therefore, the government should report that organization as a component unit.

This statement also requires that a component unit in which a government has a 100 percent equity interest account for its assets, deferred outflows of resources, liabilities, and deferred inflows of resources at acquisition value at the date the government acquired a 100 percent equity interest in the component unit. Transactions presented in flows statements of the component unit in that circumstance should include only transactions that occurred subsequent to the acquisition.

The statement is effective for fiscal years beginning after December 15, 2018. The Authority is in the process of evaluating the impact of its adoption on the financial statements.

**3. Deposits and Investments**

**(a) Cash Flows**

Cash and cash equivalents decreased during the year by \$45,068 to \$539.8 million as follows:

Cash and cash equivalents, beginning of year	\$ 539,839,623
Changes in cash:	
EFCFA funding received from State	350,000,000
Investment and interest income	7,204,224
Miscellaneous revenue	8,280
School facilities project costs	(341,112,915)
Administrative and general expenses	(16,146,615)
Capital expenditures	(216,540)
Escrow deposits	218,498
Cash and cash equivalents, end of year	<u>\$ 539,794,555</u>

**(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, 2018, the carrying amount of operating cash is \$2,889,231 and the bank balance is \$3,224,200. Deposits of up to \$250,000 at each commercial banking institution are 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

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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, 2018, 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. Treasury Notes and Bills; 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, 2018, the Authority's investments in the NJCMF total \$536,905,324. Of this amount, \$3,616,136 relates to district local share funding requirements (see Note 5).

*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.

*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. Prepaid Expenses**

As of December 31, 2018, the Authority's prepaid expenses are as follows:

Service contracts	\$ 86,718
Other	905
Total prepaid expenses	<u>\$ 87,623</u>

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Notes to Financial Statements (Continued)

**5. 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, 2018, deposits held in SDA bank accounts, inclusive of interest earned but not yet refunded to the district, are as follows:

Harrison	\$ 20,286
Millville	966
Newark	507,720
Passaic City	24,780
Pemberton	197,638
Perth Amboy	2,819,746
Other	45,000
Total escrow deposits	<u>\$ 3,616,136</u>

**6. 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 are 5 years. Total rental expense for the year ended December 31, 2018 amounted to \$1,618,492.

Future rent commitments under operating leases as of December 31, 2018 are as follows:

2019	\$ 1,205,487
2020	1,234,460
2021	1,250,629
2022	1,267,041
2023	1,283,699
Total future rent expense	<u>\$ 6,241,316</u>



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Notes to Financial Statements (Continued)

**7. Capital Assets**

Capital asset activity for the year ended December 31, 2018 is as follows:

	<b>Beginning Balance</b>	<b>Additions</b>	<b>Retirements</b>	<b>Ending Balance</b>
Depreciable capital assets:				
Leasehold improvements	\$ 502,679	\$ 51,499	\$ (420,029)	\$ 134,149
Office furniture and Equipment	5,926,803	43,793	-	5,970,596
Computer software	568,993	-	-	568,993
Automobiles	321,658	53,996	-	375,654
Construction in progress	-	162,544	-	162,544
Capital assets-gross	7,320,133	311,832	(420,029)	7,211,936
Less: accumulated Depreciation	(6,797,218)	(199,765)	420,029	(6,576,954)
Capital assets-net	<u>\$ 522,915</u>	<u>\$ 112,067</u>	<u>\$ -</u>	<u>\$ 634,982</u>

**8. 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 (\$489,375,747) differs from the “net position” reported on the statement of net position (\$398,016,400). 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 payment and non-current other postemployment benefits and compensated absences are not recorded in the fund financial statements until paid.

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Notes to Financial Statements (Continued)

A summary of these differences at December 31, 2018 is as follows:

Fund balances	\$ 489,375,747
Capital assets, net of accumulated depreciation of \$(6,576,954)	634,982
Deferred outflows of resources for pensions and other postemployment benefits	14,326,957
Accrued school facilities project costs	(4,415,103)
Net pension liability	(49,778,974)
Total other postemployment benefits liability	(23,738,116)
Accrued compensated absences	(1,318,397)
OPEB payable	(350,000)
Accrued pension payable	(2,514,741)
Deferred inflows of resources for pensions and other postemployment benefits	<u>(24,205,955)</u>
Net position	<u><u>\$ 398,016,400</u></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, 2018 is as follows:

Excess of revenues over expenditures	\$ 2,231,939
School facilities project costs	4,869,979
Pension expense (GASB 68)	(35,633)
Other postemployment benefits expense (GASB 75)	(1,871,648)
Compensated absences expense	(31,038)
Capital asset acquisitions	311,832
Depreciation expense	<u>(199,765)</u>
Changes in net position	<u><u>\$ 5,275,666</u></u>

**9. 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

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Notes to Financial Statements (Continued)

a pollution remediation obligation (“PRO”) liability (net of environmental cost recoveries not yet realized) in the amount of \$1,307,138 as of December 31, 2018. This liability is included in accrued school facilities project costs reported on the statement of net position. 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 12-31-2018</b>
Pre-cleanup activities	\$ 1,347,345	\$ 1,233,930	\$ 113,415
Site remediation work	15,399,052	12,705,247	2,693,805
Post-remediation monitoring	244,948	53,643	191,305
Asbestos and lead based paint removal	4,309,774	4,309,774	-
Sub-total	21,301,119	18,302,594	2,998,525
Less: Estimated environmental cost recoveries (ECR) not yet realized	1,691,387	-	1,691,387
Liability for pollution remediation Obligations	<u>\$ 19,609,732</u>	<u>\$ 18,302,594</u>	<u>\$ 1,307,138</u>

The following table summarizes the changes in the Authority’s PRO liability during the year ended December 31, 2018:

<b>PRO at 12-31-2017</b>	<b>Decrease in Expected Cash Outlays</b>	<b>PRO Payments</b>	<b>Decrease in ECR Not Yet Realized</b>	<b>PRO at 12-31-2018</b>
\$1,999,849	\$(579,492)	\$(434,404)	\$321,185	\$1,307,138

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Notes to Financial Statements (Continued)

**10. Commitments and Contingencies**

**(a) Contractual Commitments**

At December 31, 2018, the Authority has approximately \$734 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, 2018, the Authority's potential loss from all claims has been estimated at approximately \$3.1 million, which represents a decrease of \$4.2 million from the prior year end accrual. Accordingly, as of December 31, 2018, an accrued liability of \$3.1 million is reflected in the statement of net position as a component of accrued school facilities project costs and, for the year then ended, \$4.2 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, 2018, 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 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 for claims that arise after the completion of construction.

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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 and an OCIP IV with an effective date of March 1, 2018. Similar to OCIP I, policy limits for OCIP II, III and IV 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 “clash” deductible in the event that both a workers’ compensation and general liability claim occur from the same incident. Additionally, OCIPs II, III and IV each provide 10 years of completed operations coverage for claims that arise after the completion of construction. Premiums for each OCIP 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 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. Likewise, the purchase of OCIP IV with a new insurer required the Authority to partially fund a new LRF in the amount of \$4,455,000 with a maximum obligation of \$10.9 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.

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As of December 31, 2018, the Authority has open reserves for general liability and workers' compensation claims totaling approximately \$101,000, \$441,000, \$1,031,292 and \$2,000, under OCIPs I, II III and IV, respectively. All monies deposited in the LRF and not used to pay claims will be refunded to the Authority along with accrued interest, as applicable. 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 is 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.

## **11. 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, 2018, employees are required to contribute 7.50% (up from 7.34%) of their annual



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Notes to Financial Statements (Continued)

compensation to the Plan. 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 22, 2010; Tier 4 includes those members enrolled in the PERS after May 22, 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 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.

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**(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, 2018, the Authority reported a liability of \$49.8 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, 2018, and the total pension liability used to calculate the net pension liability was determined by an actuarial valuation as of July 1, 2017. The actuarial valuation was rolled forward to June 30, 2018 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, 2018, the Authority’s proportionate share was estimated to be 0.25282%. The change in proportion since the prior measurement date was a decrease of 0.00529%.

In accordance with GASB 68, for the year ended December 31, 2018, the Authority recognized pension expense of \$2,426,738, of which \$2,391,105 (the amount of the Authority’s 2018 contractually required pension contribution to the PERS) was recorded in the General Fund Revenues, Expenditures and Changes in Fund Balance. The amount of the Authority’s pension contribution due on April 1, 2019 is \$2,514,741. Pension expense is reported in the Authority’s financial statements as a component of administrative and general expenses.

The Authority’s contractually required contribution to the PERS for the year ended December 31, 2018 was \$2,391,105, which is 13.7% of annual covered payroll. Based on the recommendation of the State of New Jersey Department of the Treasury, the investment rate of return used to calculate the actuarially determined contribution effective with the July 1, 2018 valuation was 7.50% per annum. The Department of the Treasury recommendation also calls for the rate to be reduced further to 7.30% per annum effective with the July 1, 2019 valuation, and to 7.00% per annum effective with the July 1, 2021 valuation. The actuarially determined employer contribution amount, 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.

At December 31, 2018, the Authority’s reported deferred outflows of resources and deferred inflows of resources related to pensions from the following sources:

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	<b>Deferred Outflows of Resources</b>	<b>Deferred Inflows of Resources</b>
Net difference between projected and actual earnings on pension plan investments	\$ -	\$ 466,929
Differences between expected and actual experience	949,292	256,677
Changes in assumptions or other inputs	8,202,750	15,916,669
Changes in proportion	2,173,710	2,634,818
Contributions subsequent to the measurement date	2,514,741	-
Total deferred outflows and inflows of resources	\$ 13,840,493	\$ 19,275,093

Deferred outflows of resources of \$2,514,741 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, 2018. 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 (2019)	\$ (468,966)
Year 2 (2020)	(568,875)
Year 3 (2021)	(3,059,567)
Year 4 (2022)	(2,891,512)
Year 5 (2023)	(960,421)
Total	\$ (7,949,341)

***Actuarial methods and assumptions***

The collective total pension liability in the June 30, 2018 measurement date was determined by an actuarial valuation as of July 1, 2017, which was rolled forward to June 30, 2018. The key actuarial assumptions are summarized as follows:

Rate of inflation	2.25%
Salary increase:	
Through 2026	1.65% – 4.15% (based on age)
Thereafter	2.65% – 5.15% (based on age)
Investment rate of return	7.00%
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 future mortality improvements based on Scale AA.

***Discount rate***

The discount rate used to measure the total pension liability was 5.66% as of June 30, 2018. This single blended discount rate was based on the long-term expected rate of return on pension

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Notes to Financial Statements (Continued)

plan investments of 7.00% and a municipal bond rate of 3.87% as of June 30, 2018, 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 June 30, 2046. Accordingly, the long-term expected rate on Plan investments was applied to projected benefit payments through June 30, 2046 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>
Risk mitigation strategies	5.00%	5.51%
Cash equivalents	5.50%	1.00%
U.S. Treasuries	3.00%	1.87%
Investment grade credit	10.00%	3.78%
High yield	2.50%	6.82%
Global diversified credit	5.00%	7.10%
Credit oriented hedge funds	1.00%	6.60%
Debt related private equity	2.00%	10.63%
Debt related real estate	1.00%	6.61%
Private real asset	2.50%	11.83%
Equity related real estate	6.25%	9.23%
U.S. equity	30.00%	8.19%
Non-U.S. developed markets equity	11.50%	9.00%
Emerging markets equity	6.50%	11.64%
Buyouts/venture capital	8.25%	13.08%

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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 5.66% as well as the proportionate share of the net pension liability using a 1.00% increase or decrease from the current discount rate:

	<b>1% Point Decrease</b>	<b>Discount Rate Assumption</b>	<b>1% Point Increase</b>
PERS (4.66%, 5.66%, 6.66%)	\$62,591,325	\$49,778,974	\$39,030,232

***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, 2018, the Authority had 9 active employees enrolled in the DCRP and made matching contributions totaling \$5,837. Employer matching contributions relating to 2017, 2016 and 2015 totaled \$9,705, \$12,019 and \$11,485, 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)

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

At December 31, 2018, the following employees were covered by the benefit terms:

Retired employees and/or beneficiaries currently receiving benefit payments	27
Active employees	222
Total	249

***Total OPEB liability***

The Authority’s total OPEB liability of \$23,738,116 was measured as of January 1, 2018, and was based upon an actuarial valuation as of January 1, 2018. The Authority has fully recognized this liability in the statement of net position as of December 31, 2018 in accordance with GASB 75.

***Actuarial methods and assumptions***

The total OPEB liability in the January 1, 2018 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		3.23%
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 average of the S&P Municipal Bond 20 Year High Grade and Fidelity GO AA-20 Year published yields.

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-2018 full generational improvement.

The annual healthcare cost inflation rate for retiree benefits is 8% for prescription drug and 5.8% for Medical-Pre Medicare for 2018. The trend on prescription drug costs is assumed



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Notes to Financial Statements (Continued)

to reach an ultimate rate of 6% in 2026. The trend on medical-pre Medicare costs is assumed to reach an ultimate rate of 5% in 2027. 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, 2017. 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.

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	\$ 1,606,120
Interest cost	1,004,490
Changes in benefit terms	-
Differences between actual and expected experience	146,961
Changes in assumptions	(3,947,479)
Benefit payments	<u>(362,050)</u>
Net change in total OPEB liability	(1,551,958)
Total OPEB liability – beginning of year	<u>25,290,074</u>
Total OPEB liability – end of year	<u><u>\$ 23,738,116</u></u>

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.

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Notes to Financial Statements (Continued)

***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:

	<b>1% Point Decrease</b>	<b>Discount Rate Assumption</b>	<b>1% Point Increase</b>
Total OPEB liability (2.23%, 3.23%, 4.23%)	\$29,034,057	\$23,738,116	\$19,634,843

***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:

	<b>1% Point Decrease</b>	<b>Healthcare Cost Trend Assumption</b>	<b>1% Point Increase</b>
Total OPEB liability (3.5%, 4.5%, 5.5%)	\$18,978,574	\$23,738,116	\$30,141,397

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

For the year ended December 31, 2018, the Authority recognized OPEB expense of \$2,160,031, of which \$288,383 (the amount of contributions for retiree health insurance in 2018) was recorded in the General Fund Revenues, Expenditures and Changes in Fund Balance. The accumulated amount of deferred outflows of resources and deferred inflows of resources are as follows:

	<b>Deferred Outflows of Resources</b>	<b>Deferred Inflows of Resources</b>
Differences between expected and actual		
Experience	\$ 136,464	\$ -
Changes in assumptions	-	4,930,862
Contributions subsequent to the measurement date and prior to reporting date	350,000	-
Total deferred outflows and inflows of resources	\$ 486,464	\$ 4,930,862

Deferred inflows and outflows of resources related to OPEB will be recognized in OPEB expense as follows:

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Notes to Financial Statements (Continued)

Year 1 (2019)	\$ (376,912)
Year 2 (2020)	(376,912)
Year 3 (2021)	(376,912)
Year 4 (2022)	(376,912)
Year 5 (2023)	(376,912)
Year 6 (2024) and thereafter	<u>(2,909,838)</u>
Total	<u>\$ (4,794,398)</u>

### 12. Compensated Absences

In accordance with GASB Statement No. 16, *Accounting for Compensated Absences*, the Authority has recorded a liability in the amount of \$1,318,397 as of December 31, 2018 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.

### 13. Long-Term Liabilities

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

	<b>Beginning Balance</b>	<b>Additions</b>	<b>Deductions</b>	<b>Ending Balance</b>
Accrued school facilities				
project costs	\$ 9,285,082	\$ 321,185	\$ (5,191,164)	\$ 4,415,103
Net pension liability	60,083,669	-	(10,304,695)	49,778,974
Total other postemployment				
benefits liability	25,290,074	(1,551,958)	-	23,738,116
Accrued OPEB payable	330,000	350,000	(330,000)	350,000
Accrued pension payable	2,391,105	2,514,741	(2,391,105)	2,514,741
Compensated absences	1,287,359	33,021	(1,983)	1,318,397
Total long-term liabilities	<u>\$ 98,667,289</u>	<u>\$ 1,666,989</u>	<u>\$ (18,218,947)</u>	<u>\$ 82,115,331</u>

For further information, see Notes 11 and 12.

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Notes to Financial Statements (Continued)

**14. Net Position**

The Authority's net position is categorized as either invested in capital assets, or restricted for schools construction. At December 31, 2018, the Authority's net position is \$398.0 million. Net investment in capital assets includes leasehold improvements, automobiles, furniture and fixtures, equipment and computer software used in the Authority's operations, net of accumulated depreciation.

The changes in net position during 2017 and 2018 are as follows:

	Net Investment in Capital Assets	Restricted for Schools Construction	Totals
Net position, January 1, 2017	\$ 707,104	\$ 399,699,740	\$ 400,406,844
(Loss)/excess before receipt of EFCFA funding and transfers	(208,888)	(15,977,531)	(16,186,419)
Capital assets acquired	24,699	(24,699)	-
EFCFA funding received from State	-	350,000,000	350,000,000
School facilities project costs	-	(341,479,691)	(341,479,691)
Net position, December 31, 2017	522,915	392,217,819	392,740,734
(Loss)/excess before receipt of EFCFA funding and transfers	(199,765)	(11,253,978)	(11,453,743)
Capital assets acquired	311,832	(311,832)	-
EFCFA funding received from State	-	350,000,000	350,000,000
School facilities project costs	-	(333,270,591)	(333,270,591)
Net position, December 31, 2018	\$ 634,982	\$ 397,381,418	\$ 398,016,400

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

**REQUIRED SUPPLEMENTARY INFORMATION**

New Jersey Schools Development Authority  
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Schedule of Authority's Proportionate  
Share of the Net Pension Liability

	2018 *	2017	2016	2015
Authority's proportion of the net pension liability	0.25282%	0.25811%	0.24459%	0.26024%
Authority's proportionate share of the net pension liability	\$ 49,778,974	\$ 60,083,669	\$ 72,439,355	\$ 58,417,776
Authority's covered employee payroll	\$ 17,849,263	\$ 18,573,489	\$ 18,574,888	\$ 18,072,739
Authority's proportionate share of the net pension liability as a percentage of covered employee payroll	278.9%	323.5%	390.0%	323.2%
Plan fiduciary net position as a percentage of the total pension liability	40.4%	36.8%	31.2%	38.2%

\* The amounts presented in the table above were determined as of June 30, 2018.

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





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

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 2017 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.

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

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

	<u>2018</u>	<u>2017</u>	<u>2016</u>
Service cost	\$ 1,606,120	\$ 1,634,702	\$ 1,578,355
Interest cost	1,004,490	927,740	849,309
Changes in benefit terms	-	-	-
Differences between actual and expected experience	146,961	-	-
Changes in assumptions	(3,947,479)	(1,476,238)	-
Benefit payments	(362,050)	(297,093)	(277,001)
Net change in total OPEB liability	(1,551,958)	789,111	2,150,663
Total OPEB liability – beginning of year	25,290,074	24,500,963	22,350,300
Total OPEB liability – end of year	<u>\$ 23,738,116</u>	<u>\$ 25,290,074</u>	<u>\$ 24,500,963</u>
Covered employee payroll	\$ 18,487,788	\$ 18,451,700	\$ 17,954,600
Total OPEB liability as a percentage of covered employee payroll	128.40%	137.06%	136.64%

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

**Notes to Schedule:**

For 2018, there is a deferred inflow of resources resulting from a change in the discount rate from 3.76% to 3.23%.

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