
**New Jersey Schools
Development Authority**

**Annual Report
2019**





New Jersey Schools Development Authority

2019 Year in Review



4 New Schools
Opened

4 School
Facility Projects
Broke Ground

5 ROD Grants
Executed

3,800 New seats provided for children
throughout the State of New Jersey

\$75 Million Valued in
Contracts Awarded

\$293 Million Advertised for new Capital Construction Projects

**\$306
MILLION**

Invested by the
State of New Jersey
in schools
that were opened
this year alone

About the Annual Report

The 2019 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 2019.

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 or the most recent Biannual Report on the School Construction Program at:

<https://www.njsda.gov/NJSDA/Public/AnnualAndOtherReports>.

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
Chief Executive Officer

Andrew D. Yosha
Vice President – Program Operations and Strategic Planning

Donald R. Guarriello
Vice President and Chief Financial Officer

Jane F. Kelly
Vice President – Corporate Governance and Legal Affairs

Board Members

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

Founding Principal/Owner, Senior Health Navigators

Owner/Agent, The Vargas Group Insurance Agency

Ex-Officio Members

Kevin Dehmer

Interim 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 CEO

The State of New Jersey has consistently delivered on its commitment to provide safe and modern learning facilities for our state's most vulnerable and disadvantaged children through the work of the Schools Development Authority. The significant accomplishments of the Authority in 2019 further demonstrate the high standard set and met by the SDA in delivering much-needed school facility projects.

In 2019, the SDA opened four new schools that benefit more than 3,800 New Jersey students. Through the important investment of \$306 million, the construction of these four schools provide more than 680,000 square-feet of new, state-of-the-art educational spaces for generations of young scholars. Another four school facility projects broke ground and commenced construction activities this year and the SDA advanced several more into design and constructability reviews.

Our grant program for the Regular Operating Districts continues to provide State-share funding for important school facility work and, in so doing, serves as a vehicle to help local municipalities keep property taxes stable. This work continued throughout 2019 with the execution of new grants and the close-out of 168 grant projects that represent more than \$161 million in total project costs.

The SDA continues to advance statewide initiatives in close collaboration with our State partners. In concert with activities of the New Jersey Department of Education, the SDA advanced compliance review activities for New Jersey's School Districts to address Alyssa's Law. Secondly, exemplifying our commitment to building healthy and safe schools, SDA worked in partnership with the New Jersey Department of Health to address potential hazards presented by flooring of a certain type which may contain mercury.

Consistent with statutory requirements to update our Strategic Plan every five years, the SDA issued the 2019 Statewide Strategic Plan during this reporting period, approved by the SDA board of directors early in 2020. The 2019 Statewide Strategic Plan establishes an approach to address the entirety of the need identified in DOE's 2019 Educational Facilities Needs Assessment (EFNA). It is also noteworthy that the 2019 Statewide Strategic Plan supports the ongoing conversations regarding funding reauthorization to continue the important and necessary work of the SDA.

The accomplishments of the SDA in 2019 would not be possible without the hard-working and dedicated staff of the Authority. The New Jersey Schools Development Authority has the expertise on staff to deliver quality schools for the students of New Jersey on time and on budget. SDA staff's adaptability, attention to detail, responsibility and diligence enable the Authority's continuing success in managing the State's school construction program.

The work of the SDA has positively impacted every county and every legislative district throughout New Jersey. We expect the Authority's achievements to continue into 2020 and beyond with the support of the Administration and our partners in the Legislature, school districts, construction industry and community stakeholders. We stand ready to continue our important mission and ensure that the state moves forward with its unprecedented commitment to these districts and our students.

Manuel Da Silva
Chief Executive Officer

Project Accomplishments

SEPTEMBER SCHOOL OPENINGS

Each September, thousands of students benefit from the opening of new facilities throughout the State. The SDA opened four new schools in September 2019, delivering more than 680,000 square feet of new school construction representing a state investment of \$306 million toward the education of New Jersey’s young scholars. More than 3,800 students were able to access and utilize these four new school facilities, starting their year in modern educational spaces and with the important resources they need to help them succeed and thrive.

The completed projects included the new Madison Avenue Elementary School in Irvington, the Sonia Sotomayor School No. 22 in Passaic City, the Rose M. Lopez Elementary School in Perth Amboy and Trenton Central High School in Trenton.

In a September 2019 release, Governor Murphy said, “New Jersey is proud to offer its students the best public school system in the nation. With that privilege comes the responsibility of ensuring best-in-class educational facilities across all our communities that serve the needs of all our state’s students. With the opening of four new schools this year, our administration has made good on that promise.”

Madison Avenue Elementary School, Irvington

After celebrating at the ribbon cutting ceremony for the new Madison Avenue Elementary School in Irvington, officials had an opportunity to tour the facility. As the recess bell rang, students streamed onto the track/basketball court/playground. The smiles on their faces as they enjoyed their play spaces were representative of the smiles students had throughout the new school. Whether it was the bright and inviting classrooms, the technology available in the computer lab, the large multipurpose room or the welcoming media center, students were taking advantage of all of the spaces available to them.



The new Madison Avenue Elementary School is a 73,000-square-foot elementary school facility designed to educate approximately 500 students in grades pre-kindergarten through five. The school includes 26 general education classrooms, small group instruction rooms, a cafeteria, a multipurpose room with stage, music and art rooms, a science/computer lab, and a media center.

The \$38.6 million Madison Avenue Elementary School replaced the former facility which did not meet educational adequacy requirements. The school is on track to receive LEED (United States Green Building Council – Leadership in Energy and Environmental Design) silver certification.

Sonia Sotomayor School No. 21, Passaic City



SDA was present to welcome students on their first day at the new Sonia Sotomayor School No. 21. The new school is a 105,000 square foot facility designed to educate approximately 700 students in grades Kindergarten to 8th. It includes 30 general classrooms, five small group instruction classrooms, two science classrooms, instrumental and vocal music rooms,

an art room, a multipurpose room with a stage, a gymnasium, a cafeteria, and a media center. As a result of SDA’s commitment to building energy-efficient buildings that take the surrounding environment into consideration, this school was built to be LEED certified.

The \$55.9 million school was constructed on the SDA-acquired Leonard Place site and is located across the street from another SDA-built school. A portion of the site not needed for the school will be developed through Passaic City oversight, providing an important necessary buffer between the school site and a busy commercial thoroughfare. It will also contribute to the community’s redevelopment efforts.

Rose M. Lopez Elementary School, Perth Amboy

At the dedication ceremony for the new Rose M. Lopez Elementary School, officials and stakeholders gathered to celebrate the opening of the newest educational facility in Perth Amboy and dedicate the building to a transformative educator and former principal in the district.

The District will utilize the facility as a dual language elementary school. “Henceforth the Rose M. Lopez Elementary School Stands as an insignia etched into the imprint of the State and exemplifies how a school district

seeks to collaboratively and collegially lead vibrant educational pathways for other districts throughout the state and nation to emulate,” said Dr. David Roman, Superintendent.

The new \$56.4 million Rose M. Lopez Elementary School is a 128,000 square-foot facility designed to educate approximately 800 students and is being utilized by the district for students in grades Kindergarten through second. The 3-story building includes 38 classrooms, six Small Group Instruction Rooms, four Basic skills/ESL/Resource rooms, a Science Demonstration Room, a speech room, vocal and instrumental music rooms, a computer lab, a gymnasium, a media center, and a cafeteria, a multipurpose room with stage, as well as outdoor play and learning areas. The SDA anticipates that the new Rose Lopez Elementary School building will achieve LEED Silver certification.

Trenton Central High School, Trenton

“You want the high? You got the High!” That was the cheer in the packed gymnasium as students kicked off their school year in the new Trenton Central High School. After walking down a red carpet that ran the length of the main corridor, lined on both sides by teachers and community leaders cheering, students were welcomed to their new home!

The new Trenton Central High School is a 374,000 square-foot school designed to educate approximately 1,850 students in grades 10 through 12. The new \$155.4 million high school includes five Small Learning Communities (SLC) and provides Career Technical Education

“I believe that public education is the backbone of the middle class and the middle class is the backbone of this state and this great nation. So therefore, this school and schools like this are the backbone of the future of this great country. And today we take an important step forward for that.”

Assembly Speaker Craig Coughlin at the Ribbon Cutting Ceremony for the Rose M. Lopez Elementary School

programs related to Health Sciences, Culinary Arts, Construction, Physical Fitness, and Automotive Technology. The school is on track to receive LEED silver certification.

In recognition of the community's connection with the former High School facility, the new Trenton Central High School incorporates items preserved from the previous building. These include four mosaics by Monty Lewis that were in the main entranceway, Travertine marble panel from the old auditorium walls, portions of a column from the front of the building, the weathervane, a pinecone pediment, two of the auditorium chandeliers, and the concrete steps from the front of the school.



At a ceremonial ribbon cutting prior to the opening of the school, SDA joined State and local officials to celebrate the opening of the Capital City's new high school. On that day, Senator Shirley Turner said, "They say good things come to those who wait. And when you look at this facility it is all that we could have asked for."

2019 SDA School Openings				
District	Project Name	Project Type	Total Estimated Project Cost	Approx. Student Capacity
Irvington	Madison Avenue E.S.	New School	\$38.6 Million	500
Passaic City	Sonia Sotomayor School No. 21	New School	\$55.9 Million	700
Perth Amboy	Rose M. Lopez E.S.	New School	\$56.4 Million	800
Trenton	Trenton Central High School	New School	\$155.4 Million	1,850

CAPITAL PROJECTS STARTING CONSTRUCTION

The SDA and Governor Murphy advanced several new school facility projects this year. While construction on four new schools reached completion, four more projects entered into the construction phase. Schools in Camden, Millville, Passaic and Paterson initiated footings and foundations activities in 2019. Upon completion, these schools will benefit nearly 8,000 students.

All four projects that entered construction in 2019 have advanced 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 **Camden**, the SDA is constructing a new approximately 270,000 square-foot, two-story Camden High School, designed to educate approximately 1,200 students in grades 9 through 12. Through the construction of the \$132.6 million new school, SDA advanced an initiative to preserve Camden High

School's rich history, while delivering a state-of-the-art facility designed to provide Camden students with a thorough and efficient education.

In **Millville**, the SDA broke ground on the addition to the west side of Millville High School, the first of three additions to the high school. The \$137.5 million Millville High School addition/renovation project will consist of approximately 230,000 square-feet of additions and more than 55,000 square-feet of renovations



that will increase student capacity to accommodate more than 2,000 students in grades nine through 12. This approximately 82,000 square-foot west side addition will provide 32 classrooms, a cafeteria, faculty dining room, kitchen, two culinary art labs, eight small group instruction rooms, two self-contained special education classrooms and one life skills classroom.

In **Passaic City**, The Dayton Avenue Educational Campus consists of the construction of an approximately 448,000 square foot, 4-story educational campus that will include four school facilities located in a unified structure, with shared central facilities. The campus has been designed to educate a maximum of approximately 3,000 students in grades Pre-Kindergarten through eight. Each of



of the Dayton Avenue facilities will include a complement of instructional spaces, large group spaces, as well as administrative and support areas. The new \$240.9 million educational campus will go a long way toward addressing the significant overcrowding that exists in the Passaic City School District.



Finally, in **Paterson**, the SDA broke ground for the new Middle School on Union Avenue. The new Middle School at Union Avenue will be an approximately 163,000 square-foot facility designed to educate a maximum of 1,100 students in grades six to eight. The project also

included the demolition of the former Don Bosco School, a facility that served as swing space while the SDA constructed other new facilities in the District.

CAPITAL CONSTRUCTION PROJECT PROGRESS STATEWIDE

SDA Capital Projects in Construction (As of December 31, 2019)

District	School	Project Type	Max Student Capacity	Total Project Costs
Camden	Camden High School	New Construction	1,468	\$132.6 Million
East Orange	Sheila Y. Oliver Academy	New Construction	512	\$41.2 Million
Harrison	Kennedy E.S.	New Construction	432	\$36.1 Million
Millville	Millville Sr. H.S.	Addition/Renovation	2,384	\$137.5 Million
Passaic City	Dayton Avenue Educational Campus	New Construction	3,020	\$240.9 Million
Paterson	Union Avenue M.S.	New Construction	1,107	\$113.9 Million
Pemberton	Denbo-Crichton E.S.	New Construction	930	\$58.7 Million
Total (7 Projects)			9,853	\$760.9 Million

The SDA maintains a robust portfolio of active construction projects throughout the state. At the end of 2019, significant construction activities were ongoing on seven major Capital Construction projects. Another three projects initiated the Constructability Review phase at the end of December, poised to enter into construction in 2020.

In addition to the groundbreaking ceremony held earlier in the year, the SDA also celebrated the progress of the \$132.6 million **Camden** High School with a beam signing ceremony in October 2019. As the steel framework was nearly complete, community stakeholders joined to celebrate the building taking shape and the hope that the new building will bring to generations of students. Students from the three different schools that will come together in the new high school were there to pen their names to a piece of steel that was then hoisted into place in the facility.



The new Sheila Oliver Academy in **East Orange** made significant progress in 2019, with steel framing and building enclosure completed during the year and with interior mechanical, electrical and plumbing finish work ongoing. Interior finishes will proceed in 2020 to ready the building for a September 2020 opening. The \$41.2 million, 77,000 square-foot facility will

include 26 classrooms, four small group instruction rooms, a science lab, a multi-purpose room, an art room, a music room, a technology lab, a media center, and a cafeteria.

In **Harrison**, work on the new Kennedy Elementary School continued. As of the end of the year MEP rough-in and building enclosure, exterior masonry veneer construction, and roofing and window installation activities were ongoing. The new 67,800 square-foot Kennedy Elementary School will provide the Harrison School District with space to educate a maximum of approximately 430 students in Pre-Kindergarten to first grade. The school will include 20 general classrooms, two self-contained special education classrooms, as well as a cafetorium, gymnasium and necessary support spaces. The project remains on track to open to students in September 2020.



A brick signing ceremony took place in **Pemberton** in July 2019 when the SDA was joined by students and officials to celebrate the construction progress of the new \$58.7 million Denbo-Crichton Elementary School. When the school opens to students in September 2020, it will be a 126,000 square-foot facility that will accommodate approximately 900 students from

Pre-K through the fifth grade. The school will have 47 classrooms, a multi-purpose room with a stage, a gymnasium, a science demonstration room, an art room, a technology lab, a vocal music room, and a computer lab. At the end of 2019, work was ongoing on mechanical, electrical and plumbing as well as finish work on the first floor areas.

INVESTING IN NEW JERSEY'S CONSTRUCTION INDUSTRY THROUGH SCHOOL FACILITY PROJECTS

The work of the SDA continues to be an economic driver for New Jersey's construction industry while providing the State's youth with quality educational facilities that will help them reach their full academic potential. Through the State's continued investment in facilities that best serve all of its students, this Administration is delivering on its promise to both public education and the creation of infrastructure jobs.

During 2019, the SDA issued contracts for work related to seven capital and emergent projects, resulting in awards of more than \$75 million. This included construction contracts for the addition/renovation projects at the Cleveland Street Elementary School in Orange, Orange High School and Port Monmouth Road School in Keansburg. The SDA also issued construction management contracts for projects in Camden, Keansburg, Orange and Paterson.

SDA-issued design-build advertisements included those for the largest project ever undertaken by the Authority, the new Perth Amboy High School as well as the new Woodland Elementary School in Plainfield. Together, these two projects will provide another \$293 million investment in school facility projects in New Jersey.

In 2020, the SDA and Murphy Administration will continue to invest in New Jersey schools and businesses. The 2020 forecast includes advertisements for construction management services for the new Perth Amboy High School and Plainfield Woodland Elementary School.

The SDA's 2020 construction forecast is available on our website at:

<https://www.njsda.gov/NJSDA/Business/ProjectProcurementsForecast>.

EMERGENT PROJECTS IN SDA DISTRICTS

The SDA's Emergent Project Program addresses SDA District school facilities in need of repair and rehabilitation. Examples of such projects are roof repair or replacement, windows, exterior masonry, and plumbing, electrical, mechanical and security systems and water infiltration issues. At the end of 2019, the SDA was managing 13 emergent projects, with three in construction and the remainder in the planning and design phase.

Work was also completed on seven emergent projects delegated to school districts for management during 2019. These projects totaling \$11 million addressed water infiltration, structural and HVAC issues in Camden, Newark and Paterson

As of December 2019, 176 emergent projects (both SDA-managed and district-delegated) have been completed since the program's inception.

REGULAR OPERATING DISTRICT GRANTS

The SDA’s Regular Operating District (ROD) grant program continues to be a cornerstone for the improvement of learning environments across 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 2019, the SDA executed five grants to three school districts for school improvement projects. This state investment, totaling more than \$1.2 million, leverages a local contribution of an additional \$1.5 million.

ROD Grant project executions in 2019 include:

- Bergenfield School District – Bergenfield High School (Bergen County): Toilet room renovations.
- Bergenfield School District – Bergenfield High School (Bergen County): Roof replacement and repairs.
- Montclair School District – Edgemont Elementary School (Essex County): Toilet room upgrades.
- Wharton Borough School District – Alfred C. MacKinnon Middle School (Morris County): Renovations to fire alarm system, HVAC system in gym, and locker rooms.
- Wharton Borough School District – Marie V. Duffy Elementary School (Morris County): New ceramic tile in corridors.

REGULAR OPERATING DISTRICT GRANTS			
2019 Grant Executions		Grant Executions Since Inception	
No. of Grants Executed	5	No. of Grants Executed	5,406
State Share	\$1,259,650	State Share	\$3,005,911,064
Local Share	\$1,540,275	Local Share	\$5,940,870,417
Total Est. Costs	\$2,799,925	Total Est. Costs	\$8,946,781,481
No. of Districts Impacted	3	No. of Districts Impacted	524
No. of Counties Impacted	3	No. of Counties Impacted	21

During the year, the SDA Grants Department closed out 188 grants in 64 school districts in 20 counties throughout the State. These closed-out projects represent more than \$161.8 million in total project costs.

As the SDA continues to impact Regular Operating School Districts throughout the State, SDA disbursed a total of nearly \$42 million.

ALYSSA’S LAW

Throughout 2019, significant work took place to advance compliance activities related to Alyssa’s Law. The law states that each public elementary and secondary school building in New Jersey shall be equipped with at least one panic alarm that is directly linked to local law enforcement authorities. In December 2019, the SDA adopted regulations addressing Procedures for Compliance with Alyssa’s Law and, in collaboration with NJDOE, issued Preliminary Guidance on Alyssa’s Law Compliance and School Security Grants. The School Security Grants are authorized by the Securing the Children’s Future Bond Act, P.L. 2018 c.119.

ADDRESSING POTENTIAL FLOORING CONCERNS

In 2019, the SDA worked with the New Jersey Department of Health to establish consistent and clear guidance for the identification of potential hazards presented by flooring of a certain type which may contain mercury – an issue of concern throughout the State and Country. Addressing the issue with appropriate seriousness, the SDA has implemented a requirement for certifications to ensure that all ongoing and future rubberized and/or urethane floors installed on SDA projects do not contain mercury. In addition, the SDA initiated an approach for the identification and testing of flooring in previously delivered school construction projects.

Commitment to New Jersey Businesses

CONTRACTOR TRAINING PROGRAM PROVIDES VALUABLE RESOURCES TO SMALL BUSINESSES

The SDA's Contractor Training Program is designed to provide small, minority, women and disabled veteran-owned business enterprises with valuable instruction in business basics, management practices, and knowledge on how to do business with the SDA and other State agencies. The 2019 program continued to build on the success of previous years and once again served as a valuable tool to New Jersey's small businesses.

The SDA held its ninth Contractor Training Program, beginning in October 2019. In December, 19 firms successfully graduated from the program. The eight weeks of instructional classes were largely taught by SDA employees who are subject matter experts in construction-related fields. In addition, this year's instructors included Hester Agudosi, State of New Jersey Chief Diversity Officer, representatives from the New Jersey Department of Treasury Division of Property Management and Construction and the New Jersey Department of Labor, Division of Wage and Hour Compliance. At the graduation ceremony, participants had a valuable opportunity to network with many of the firms that have obtained general contracting and design-build contracts for the State's school construction program.

This year's graduates included firms engaged in architecture, carpentry, electrical, environmental consulting, general contracting, landscaping, masonry, microbial remediation, pest control, project/construction management and telecommunication / IT. To date, the SDA has trained 192 firms through this in-house SMWBE Contractor Training Program, providing important training and opportunities that assist in connecting small, minority, women and disabled veteran-owned business enterprises with school facility work and broadening SDA's network of businesses that make our projects successful.



COMMITTED TO SMALL BUSINESS PARTICIPATION

Small Businesses are vital to New Jersey's economy and play a substantial role in the construction of school facility projects throughout the State in both SDA Districts and Regular Operating Districts. At the end of 2019, the SDA had 1,613 firms pre-qualified to do business on school projects in SDA and the Regular Operating Districts. The New Jersey Department of the Treasury certified 891 of these firms (or 55% of all firms) as SBE firms.

SDA's commitment to the participation of Small Businesses is evident in the percentage of contract dollars awarded to these firms. The SDA remains committed to meeting and exceeding the State's SBE participation goal of 25 percent. The total SDA contract dollars awarded through December 31, 2019 was \$47,762,642. The total contract dollars awarded to all SBE contractors was \$14,378,022 (including minorities and women). This represents 30.10 percent of all SDA contracts.

In May 2019, the New Jersey Department of Treasury promulgated regulations that require firms to make a good faith effort to ensure that at least 3% of the total dollar value of all publicly advertised contracts awarded by the SDA during a fiscal year go to Disabled Veteran-owned businesses. This is similar to the SBE goals for school construction projects. The SDA is committed to increasing the participation of DVOBs in the school construction program to meet the 3 percent goal in the coming years. Our partnership with the New Jersey State Veterans Chamber of Commerce is particularly meaningful in SDA's effort to meet the State goal.

SCHOLARSHIPS TO ENCOURAGE INCREASED PARTICIPATION IN CONSTRUCTION JOBS

During 2019, the SDA continued to provide funding for the Governor's Industry Vocations Scholarship for Women and Minorities (NJ-GIVS). The program supports SDA's effort to fund on-the-job or off-the-job outreach and training programs for minority groups and women in construction trade occupations or other related occupations – including engineering and management. Specifically, this scholarship benefits women and minority students pursuing a postsecondary certificate or degree program in a construction-related field. The scholarship pays up to \$2,000 per academic year to women and minority students who reside in New Jersey

and are enrolled in a NJ-GIVS eligible program at one of New Jersey’s approved county colleges, county vocational, technical or trade schools. NJ-GIVS is administered by the New Jersey Higher Education Student Assistance Authority.

During the 2018-2019 academic school year, SDA provided \$222,698 to 148 qualifying students throughout New Jersey. Grant recipients are attending programs in Atlantic Cape Community College, Bergen County Community College, Eastwick College, Essex County College, HoHoKus School of Trade & Technology Science, Hudson County Community College, Union County College, among others. Some of the programs of study include Carpentry, Construction Management Technology, Electrical, Engineering, HVAC, Mechanical Science, Plumbing, and Welding.

OUTREACH TO SMALL BUSINESSES

Throughout 2019, the SDA participated in multiple seminars, meetings and outreach activities with organizations geared toward elevating small business opportunities. Manuel Da Silva participated in a panel discussion and SDA staff networked with conference attendees at the first annual NJ Connects event at NJIT in September. In October, SDA participated in the Associated Construction Contractors of New Jersey Diversity Conference. SDA was pleased to present its upcoming procurement opportunities at the Alliance for Action’s Annual Construction Forecast. SDA was also on hand to speak with members of the Bricklayers & Allied Craftworker Locals 4 &5 in December.



The SDA welcomes opportunities to share the important work of the Authority with program stakeholders throughout the State. Through these opportunities, SDA seeks to increase the number of prequalified vendors and prospective bidders.

Operational Information

In May 2019, Governor Murphy named Manuel M. Da Silva as Interim Chief Executive Officer. The Board of Directors unanimously voted to elect Mr. Da Silva permanent CEO in December 2019. Upon his election as CEO, Governor Murphy said, "I've been thankful for Manny's able stewardship of this crucial agency over the past seven months and look forward to continuing to work with him to deliver modern, high-quality school facilities all across New Jersey." This sentiment was echoed by SDA Chairman Robert Nixon - "It has been an extraordinary year for the SDA and Manny's election as CEO is key to stabilizing this much needed Authority."

Following widely reported events that happened under previous Authority leadership, the SDA Board of Directors took significant action in 2019 to strengthen SDA's controls, processes and procedures in an effort to ensure that recent events will never reoccur. This included revisions to the Authority's Bylaws and Audit Committee Charter to strengthen hiring practices. These changes ensure that management must directly and routinely report and receive Board input regarding CEO actions relative to personnel needs, salary levels, employee promotions, salary increases, etc.

Additional changes to the SDA Policies, Program and Benefits Manual (Employee Handbook) have been and will continue to be made by management following the SDA policy revision process. Some of the changes to the SDA's employee handbook include an amendment that expressly stipulates that the Authority shall not employ relatives of any member of the Executive Team, in addition to those of the CEO and SDA Board Members.

Further, the SDA Board of Directors authorized the procurement of a consultant to further address the findings of the recent reports pertaining to the Authority's Human Resources policies and procedures. The SDA initiated this procurement in October 2019. The work of the HR consultant will be ongoing throughout the 2nd and 3rd quarter of 2020 and will comprehensively review and recommend enhancements for the SDA's Human Resources functions.

Responding to a time of extraordinary challenge for the Authority, the SDA Board of Directors and current executive leadership moved swiftly to address concerns and institute controls to

respond to the issues identified and will continue to be proactive in this regard. While this occurred, the work of the Authority continued without disruption.

Financial Information

2019 PROJECT EXPENDITURES	
SDA District Capital Projects	\$245.3 Million*
SDA District Emergent Projects	\$7.6 Million
ROD Grant Projects	\$47.8 Million
Other Project Costs – Program	\$9.7 Million
TOTAL PROJECT EXPENDITURES	\$310.4 Million

* Includes district local share contributions totaling \$0.8 million.

2019 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 total, the New Jersey State Legislature has authorized \$12.5 billion in funding for SDA projects (\$8.9 billion for SDA Districts, \$3.45 billion for RODs and \$150 million for vocational schools). In November 2019, EDA sold bonds that provided an additional \$350 million to SDA to support the state's school construction program. To date, EDA has issued \$11.502 billion of School Facilities Construction Bonds and Notes to fund the program, leaving approximately \$1 billion remaining under the current bonding authority, the amount estimated to complete SDA's current project portfolio.

COST RECOVERY AND AVOIDANCE

The SDA also reached settlements of litigation brought against design professionals relating to the Long Branch High School Project (\$2,500,000), the Newark Science Park High School Project

(\$1,387,500) and the Newark South Street and Oliver Street Elementary School Projects (\$184,000). As a result, the SDA received a total of \$4,071,500 through its cost recovery efforts during 2019.

In 2019, the SDA settled \$2,223,642 in contract claims for \$703,825, with claim settlements equaling 32% of amounts claimed.

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.

FUNDING REAUTHORIZATION

The SDA's 2019 Statewide Strategic Plan for SDA Districts provides the framework needed for further discussions regarding additional funding authorization. As detailed in the NJDOE's Educational Facilities Needs Assessment, great need still remains in SDA districts even after the current Capital Plan portfolio projects are delivered. In fact, the 2019 Statewide Strategic Plan identifies a need of an additional 18,000 new students seats and seven million square-feet of schools that are more than 90 years old in SDA Districts alone. It is anticipated that approval of additional funding for school construction to address these needs would provide over three million square feet of school facilities and support the creation of more than 40,000 job-years (one job year equals one full-time job lasting one year). SDA's current funding allocation sees through to completion everything in our existing Capital Plan portfolio with the last project delivering in 2025. Reauthorization funding the new Statewide Strategic Plan would ideally occur in late 2020 or early 2021 to prevent delays in future project delivery and to continue steady job creation. SDA is committed to ongoing conversations regarding funding reauthorization to advance the important work of the SDA.

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 2019 financial statements is accurate, and that such information fairly presents the financial condition and operational results of the Authority as of December 31, 2019 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 2019 financial statements is accurate, and that such information fairly presents the financial condition and operational results of the Authority as of December 31, 2019 and for the year then ended.



Manuel M. Da Silva
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") 2019 comprehensive report of Authority operations, (the "2019 Annual Report"). This report highlights the significant actions of the Authority for the year ending December 31, 2019, 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 2019 Annual Report. With the issuance of the audit report, the Authority is in compliance with the 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 that have been implemented or will 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 approximately August 1, 2018 through approximately April 30, 2019.

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, 2019 to December 31, 2019, the Authority has, to the best of my knowledge, followed all of its standards, procedures and internal controls.



Manuel M. Da Silva
Chief Executive Officer

2018-2019 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 that have been implemented or will 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. The first of these actions was the Governor’s appointment of Manuel Da Silva as interim Chief Executive Officer in May 2019.

Observations:

1. The Authority’s hiring practices, policies and procedures were not consistently observed during the period from approximately August 1, 2018 through April 30, 2019. 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 were 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 for a period of up to approximately nine months beginning in August of 2018. To appropriately address the numerous concerns related to the Authority's hiring practices, policies and procedures, the Authority is in the process of reviewing and updating, as appropriate, its policies and procedures as set forth in the SDA Employee Handbook, and has also retained a reputable Human Resources 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 is committed to implementing the necessary steps to address any identified concerns or deficiencies.

Notwithstanding the audit observations, Executive Management wishes to recognize that its hiring practices, policies and procedures that were formally in place during the nine-month period in question, while not perfect, had 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 has undertaken a full updating of employment policies inclusive of maintenance of personnel files and the promulgation of procedures for Human Resource staff.

3. Although not specifically identified as a finding in any audit or investigative report, the SDA Board of Directors has adopted 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.

STATE OF 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, 2019

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, 2019

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Ernst & Young LLP
99 Wood Avenue South
Metropark
P.O. Box 751
Iselin, NJ 08830-0471

Tel: +1 732 516 4200
Fax: +1 732 516 4429
ey.com

Report of Independent Auditors

Management and Members of the Authority
New Jersey Schools Development Authority

Report on the Financial Statements

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, 2019, 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 and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of 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, 2019, 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.

Other Reporting Required by *Government Auditing Standards*

In accordance with *Government Auditing Standards*, we also have issued our report dated July 15, 2020 on our consideration of the Authority's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the Authority's internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Authority's internal control over financial reporting and compliance.

Ernst + Young LLP

July 15, 2020

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, 2019

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, 2019. 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, 2019, the Authority has received \$11.5 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 87.6% of the currently authorized program funding, as follows:

	<u>Bonding Cap</u>	<u>Program Funding</u> ¹	<u>Disbursements</u>	<u>% Paid</u>
SDA Districts	\$ 8,900,000,000	\$ 9,024,961,156	\$ 7,746,902,538	85.8%
Regular Operating Districts	3,450,000,000	3,499,438,424	3,237,384,351	92.5%
Vocational Schools	150,000,000	151,975,676	121,605,451	80.0%
Totals	<u>\$ 12,500,000,000</u>	<u>\$ 12,676,375,256</u>	<u>\$ 11,105,892,340</u>	87.6%

¹ Program funding includes the amounts authorized under the respective bonding caps in addition to approximately \$176 million of interest income and miscellaneous revenue earned through December 31, 2019.

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 2019, the SDA celebrated the opening of four capital plan school facilities projects directly benefitting more than 3,800 students in the SDA Districts. The total State investment in these four projects was more than \$306 million.

As of December 31, 2019, the SDA has 9 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 6 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, 2019, the School Construction Program has completed 695 projects in the SDA Districts. The completed projects consist of: 87 new schools, including 6 demonstration projects; 47 extensive addition, renovation and/or rehabilitation projects; 31 rehabilitation projects; 354 health and safety projects; and 176 Section 13 Grants for SDA District-managed projects. The demonstration projects 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. Also, state funding was provided through Section 15 Grants for 4,998 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				
	2019	2018	2017	2016	2015
EFCFA funding received from State	\$ 350,000	\$ 350,000	\$ 350,000	\$ 342,574	\$ 500,000
Investment earnings, net	9,341	7,204	3,787	1,730	560
Administrative and general expenses	15,910	18,466	19,821	22,256	18,924
Capital expenditures	628	312	25	124	475
School facilities project costs	306,967	333,271	341,480	388,133	429,684
Employee count at end of year	183	222	211	229	230

2019 Financial Highlights

- At year end, the Authority’s net position is \$434.3 million.
- At year end, cash and cash equivalents total \$570.9 million.
- For the year, revenues total \$359.4 million, \$350.0 million of which is from EFCFA funding received from the State (or 97.4%).
- For the year, expenses total \$323.1 million, \$307.0 million (95.0%) of which is for school facilities project costs.
- For the year, general fund revenues exceed general fund expenditures by \$34.6 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 \$434.3 million at year-end, primarily due to 2019 State funding under EFCFA (\$350.0 million) exceeding expenditures for school facilities projects (\$307.0 million) and administrative and general expenses (\$15.9 million).

The following table summarizes the Authority's net position at December 31, 2019 and 2018.

	\$ In thousands			
	2019	2018	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Current assets	\$ 571,633	\$ 539,912	\$ 31,721	5.9%
Capital assets-net	1,083	635	448	70.5%
Total assets	<u>572,716</u>	<u>540,547</u>	<u>32,169</u>	<u>6.0%</u>
Deferred outflows of resources	<u>9,153</u>	<u>14,327</u>	<u>(5,174)</u>	<u>(36.1)%</u>
Total assets and deferred outflows of resources	<u>\$ 581,869</u>	<u>\$ 554,874</u>	<u>\$ 26,995</u>	<u>4.9%</u>
Current liabilities	\$ 47,643	\$ 50,536	\$ (2,893)	(5.7)%
Non-current liabilities	72,914	82,116	(9,202)	(11.2)%
Total liabilities	<u>120,557</u>	<u>132,652</u>	<u>(12,095)</u>	<u>(9.1)%</u>
Deferred inflows of resources	<u>26,973</u>	<u>24,206</u>	<u>2,767</u>	<u>11.4%</u>
Net position:				
Net investment in capital assets	1,083	635	448	70.5%
Restricted for schools construction	433,256	397,381	35,875	9.0%
Total net position	<u>434,339</u>	<u>398,016</u>	<u>36,323</u>	<u>9.1%</u>
Total liabilities, deferred inflows of resources and net position	<u>\$ 581,869</u>	<u>\$ 554,874</u>	<u>\$ 26,995</u>	<u>4.9%</u>

Note: All percentages are calculated using unrounded figures.

Significant Account Variances for Net Position

Current assets: The increase is due to higher cash and cash equivalents, and prepaid expenses.

Capital assets-net: The increase is due to capital asset additions for computer software in development, 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 2019, and lower local share deposits.

Non-current liabilities: The decrease is due primarily to the lower net pension liability and total other postemployment benefits liability.

Deferred inflows of resources: The increase is due mainly to higher deferred inflows of resources associated with other postemployment benefits.

The following table summarizes the change in net position for the years ended December 31, 2019 and 2018.

	\$ In thousands			
	2019	2018	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Revenues				
EFCFA funding received from State	\$ 350,000	\$ 350,000	\$ -	0.0%
Investment earnings	9,341	7,204	2,137	29.7%
Rental property income	36	6	30	531.9%
Other revenue	3	2	1	(1.6)%
Total revenues	<u>359,380</u>	<u>357,212</u>	<u>2,168</u>	<u>0.6%</u>
Expenses				
Administrative and general expenses	15,910	18,466	(2,556)	(13.8)%
Depreciation	180	200	(20)	(9.9)%
School facilities project costs	306,967	333,271	(26,304)	(7.9)%
Total expenses	<u>323,057</u>	<u>351,937</u>	<u>(28,880)</u>	<u>(8.2)%</u>
Change in net position	<u>36,323</u>	<u>5,275</u>	<u>31,048</u>	<u>588.5%</u>
Beginning net position	<u>398,016</u>	<u>392,741</u>	<u>5,275</u>	<u>1.3%</u>
Ending net position	<u>\$ 434,339</u>	<u>\$ 398,016</u>	<u>\$ 36,323</u>	<u>9.1%</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 the 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 2019.

Rental property income: The increase is due to the rental of an SDA-owned property not currently being used for a school facilities project.

Administrative and general expenses: The decrease is due primarily to lower employee salaries and benefit costs. Also contributing to the decrease are lower spending for temporary staffing services, and facilities and general office expenses. This decrease is partially offset by an increase in outside legal services.

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

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**.

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, 2019

	General Fund Total	Adjustments (Note 8)	Statement of Net Position
Assets			
Cash and cash equivalents	\$ 570,947,546	\$ -	\$ 570,947,546
Receivables	26,957	-	26,957
Prepaid expenses	659,130	-	659,130
Capital assets-net	-	1,082,884	1,082,884
Total assets	571,633,633	1,082,884	572,716,517
Deferred Outflows of Resources			
Deferred amount for pensions	-	9,026,833	9,026,833
Deferred amount for other postemployment benefits	-	125,967	125,967
Total deferred outflows of resources	-	9,152,800	9,152,800
Total Assets and Deferred Outflows of Resources	\$ 571,633,633	\$ 10,235,684	\$ 581,869,317
Current Liabilities			
Accrued school facilities project costs	\$ 43,922,086	\$ -	\$ 43,922,086
Other accrued liabilities	959,322	-	959,322
Escrow deposits	2,761,982	-	2,761,982
Total current liabilities	47,643,390	-	47,643,390
Non-Current Liabilities			
Accrued school facilities project costs	-	3,809,730	3,809,730
Net pension liability	-	44,045,377	44,045,377
Total postemployment benefits liability	-	21,461,300	21,461,300
Other accrued liabilities	-	3,597,808	3,597,808
Total non-current liabilities	-	72,914,215	72,914,215
Deferred Inflows of Resources			
Deferred amount for pensions	-	19,423,097	19,423,097
Deferred amount for other postemployment benefits	-	7,549,942	7,549,942
Total deferred inflows of resources	-	26,973,039	26,973,039
Fund Balance/Net Position			
Net investment in capital assets	-	1,082,884	1,082,884
Nonspendable:			
Prepaid expenses	659,130	(659,130)	-
Restricted for schools construction	523,331,113	(90,075,324)	433,255,789
Total fund balance/net position	523,990,243	(89,651,570)	434,338,673
Total Liabilities, Deferred Inflows of Resources and Fund Balance/Net Position	\$ 571,633,633	\$ 10,235,684	\$ 581,869,317

See accompanying notes.

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

For the Year Ended December 31, 2019

	General Fund Total	Adjustments (Note 8)	Statement of Activities
Revenues			
School Construction Program:			
EFCFA funding received from State	\$ 350,000,000	\$ -	\$ 350,000,000
General:			
Investment earnings	9,340,889	-	9,340,889
Rental property income	35,879	-	35,879
Other revenue	2,560	-	2,560
Total revenues	359,379,328	-	359,379,328
 Expenditures/Expenses			
Administrative and general expenses	16,564,833	(654,502)	15,910,331
Capital expenditures	627,916	(627,916)	-
Depreciation expense	-	180,014	180,014
School facilities project costs	307,572,083	(605,373)	306,966,710
Total expenditures/expenses	324,764,832	(1,707,777)	323,057,055
Excess of revenues over expenditures/Change in net position	34,614,496	1,707,777	36,322,273
 Fund Balance/Net Position			
Beginning of year, January 1, 2019	489,375,747	(91,359,347)	398,016,400
End of year, December 31, 2019	\$ 523,990,243	\$ (89,651,570)	\$ 434,338,673

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) EFCFA funding received from the State which monies are restricted to meeting either the operational or capital requirements of the School Construction Program, and (2) charges to customers or applicants who purchase, use, or directly benefit from goods, services, or privileges provided by a given function or segment.

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 by the Authority under various lease occupancy agreements. Additionally, properties acquired for the construction of school facilities projects may 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 2019 is 40.35%.

For the year ended December 31, 2019, employee salary and benefit costs are allocated as follows:

Employee salary and fringe benefits costs:	
Charged to administrative and general expenses	\$ 11,364,010
Charged to school facilities project costs	<u>13,220,772</u>
Total employee salary and benefits costs	<u>\$ 24,584,782</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 2019 Series JJJ. As of December 31, 2019, 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 the 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 as follows: \$5,000 for equipment; \$30,000 for vehicles; \$100,000 for software; and \$50,000 for leasehold improvements for individual items meeting all other capitalization criterion. As of December

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Notes to Financial Statements (Continued)

31, 2019, the Authority's capital assets consist of leasehold improvements, automobiles, equipment, computer software 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) Accounting Standards Issued But Not Yet Adopted

GASB Statement No. 84, *Fiduciary Activities*, was issued in January 2017. The primary objective of this statement is to improve guidance regarding the identification of fiduciary activities for accounting and financial reporting purposes and how those activities should be reported. The statement establishes criteria for identifying activities of all state and local governments. The focus of the criteria generally is on (1) whether a government is controlling the assets of the fiduciary activity and (2) the beneficiaries with whom a fiduciary relationship exists. Separate criteria are included to identify fiduciary component units and postemployment benefit arrangements that are fiduciary activities.

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Notes to Financial Statements (Continued)

This statement describes four fiduciary funds that should be reported, if applicable: (1) pension (and other employee benefit) trust funds, (2) investment trust funds, (3) private-purpose trust funds, and (4) custodial funds. Custodial funds generally should report fiduciary activities that are not held in a trust or equivalent arrangement that meets specific criteria.

The statement, as amended by GASB Statement No. 95, *Postponement of the Effective Dates of Certain Authoritative Guidance* (GASB 95) 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. 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 lease 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, as amended by GASB 95, is effective for fiscal years beginning after June 15, 2021. 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 2019. 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

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Notes to Financial Statements (Continued)

with finance-related consequences, significant termination events with finance-related consequences, and significant subjective acceleration clauses.

The statement, as amended by GASB 95, is effective for fiscal years beginning after June 15, 2020. 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 2019. 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, as amended by GASB 95, is effective for fiscal years beginning after December 15, 2020. 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

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Notes to Financial Statements (Continued)

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 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, as amended by GASB 95, 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. 91, *Conduit Debt Obligations*, was issued in May 2019. The primary objectives of this statement are to provide a single method of reporting conduit debt obligations by issuers and eliminate diversity in practice associated with (1) commitments extended by issuers, (2) arrangements associated with conduit debt obligations, and (3) related note disclosures. This statement achieves those objectives by clarifying the existing definition of a conduit debt obligation; establishing that a conduit debt obligation is not a liability of the issuer; establishing standards for accounting and financial reporting of additional commitments and voluntary commitments extended by issuers and arrangements associated with conduit debt obligations; and improving required note disclosures. The statement, as amended by GASB 95, is effective for reporting periods beginning after December 15, 2021. The Authority is in the process of evaluating the impact of its adoption on the financial statements.

GASB Statement No. 92, *Omnibus 2020*, was issued in January 2020. The objectives of this statement are to enhance comparability in accounting and financial reporting and to improve the consistency of authoritative literature by addressing practice issues that have been identified during implementation and application of certain GASB Statements. This statement addresses a variety of topics and includes specific provisions about the following:

- The effective date of Statement No. 87, *Leases*, and Implementation Guide No. 2019-3, *Leases*, for interim financial reports
- Reporting of intra-entity transfers of assets between a primary government employer and a component unit defined benefit pension plan or defined benefit other postemployment benefit (OPEB) plan
- The applicability of Statements No. 73, *Accounting and Financial Reporting for Pensions and Related Assets That Are Not within the Scope of GASB Statement 68, and Amendments to Certain Provisions of GASB Statements 67 and 68*, as amended,

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Notes to Financial Statements (Continued)

- and No. 74, *Financial Reporting for Postemployment Benefit Plans Other Than Pension Plans*, as amended, to reporting assets accumulated for postemployment benefits
- The applicability of certain requirements of Statement No. 84, *Fiduciary Activities*, to postemployment benefit arrangements
 - Measurement of liabilities (and assets, if any) related to asset retirement obligations (AROs) in a government acquisition
 - Reporting by public entity risk pools for amounts that are recoverable from reinsurers or excess insurers
 - Reference to nonrecurring fair value measurements of assets or liabilities in authoritative literature
 - Terminology used to refer to derivative instruments.

The requirements related to the effective date of Statement 87 and Implementation Guide 2019-3, reinsurance recoveries, and terminology used to refer to derivative instruments are effective upon issuance. The requirements related to all other items, as amended by GASB 95, are effective for fiscal years beginning after June 15, 2021. The Authority is in the process of evaluating the impact of its adoption on the financial statements.

GASB Statement No. 93, *Replacement of Interbank Offered Rates*, was issued in March 2020. Some governments have entered into agreements in which variable payments made or received depend on an interbank offered rate (IBOR)—most notably, the London Interbank Offered Rate (LIBOR). As a result of global reference rate reform, LIBOR is expected to cease to exist in its current form at the end of 2021, prompting governments to amend or replace financial instruments for the purpose of replacing LIBOR with other reference rates, by either changing the reference rate or adding or changing fallback provisions related to the reference rate. The objective of this statement is to address those and other accounting and financial reporting implications that result from the replacement of an IBOR. The removal of LIBOR as an appropriate benchmark interest rate is effective for reporting periods ending after December 31, 2021. All other requirements of this statement, as amended by GASB 95, are effective for reporting periods beginning after June 15, 2021.

GASB Statement No. 94, *Public-Private and Public-Public Partnerships and Availability Payment Arrangements*, was issued in March 2020. The primary objective of this Statement is to improve financial reporting by addressing issues related to public-private and public-public partnership arrangements (PPPs). As used in this Statement, a PPP is an arrangement in which a government (the transferor) contracts with an operator (a governmental or nongovernmental entity) to provide public services by conveying control of the right to operate or use a nonfinancial asset, such as infrastructure or other capital asset (the underlying PPP asset), for a period of time in an exchange or exchange-like transaction. Some PPPs meet the definition of a service concession arrangement (SCA), which the Board defines in this Statement as a PPP in which (1) the operator collects and is compensated by fees from third parties; (2) the transferor determines or has the ability to modify or approve which services the

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Notes to Financial Statements (Continued)

operator is required to provide, to whom the operator is required to provide the services, and the prices or rates that can be charged for the services; and (3) the transferor is entitled to significant residual interest in the service utility of the underlying PPP asset at the end of the arrangement.

This statement also provides guidance for accounting and financial reporting for availability payment arrangements (APAs). As defined in this statement, an APA is an arrangement in which a government compensates an operator for services that may include designing, constructing, financing, maintaining, or operating an underlying nonfinancial asset for a period of time in an exchange or exchange-like transaction. The requirements of this Statement are effective for fiscal years beginning after June 15, 2022, and all reporting periods thereafter.

GASB Statement No. 95, *Postponement of the Effective Dates of Certain Authoritative Guidance*, was issued in May 2020. The primary objective of this statement is to provide temporary relief to governments and other stakeholders in light of the COVID-19 pandemic. That objective is accomplished by postponing the effective dates of certain provisions in GASB Statements and Implementation Guides that first became effective or are scheduled to become effective for periods beginning after June 15, 2018, and later. The effective dates of certain provisions contained in the previous pronouncements are postponed by one year. The effective date for GASB 87 is postponed by 18 months.

GASB Statement No. 96, *Subscription-Based Information Technology Arrangements*, was issued in May 2020. This statement provides guidance on the accounting and financial reporting for subscription-based information technology arrangements (SBITAs) for government end users (governments). This statement (1) defines a SBITA; (2) establishes that a SBITA results in a right-to-use subscription asset—an intangible asset—and a corresponding subscription liability; (3) provides the capitalization criteria for outlays other than subscription payments, including implementation costs of a SBITA; and (4) requires note disclosures regarding a SBITA. To the extent relevant, the standards for SBITAs are based on the standards established in Statement No. 87, *Leases*, as amended. The requirements of this Statement are effective for fiscal years beginning after June 15, 2022, and all reporting periods thereafter.

3. Deposits and Investments

(a) Cash Flows

Cash and cash equivalents increased during the year by \$31.1 million to \$570.9 million as follows:

Cash and cash equivalents, beginning of year	\$ 539,794,555
Changes in cash:	
EFCFA funding received from State	350,000,000
Investment and interest income	9,340,889
Miscellaneous revenue	38,439

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Notes to Financial Statements (Continued)

School facilities project costs	(309,614,143)
Administrative and general expenses	(17,044,605)
Capital expenditures	(713,435)
Escrow deposits	(854,154)
Cash and cash equivalents, end of year	<u>\$ 570,947,546</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, 2019, the carrying amount of operating cash is \$1,495,279 and the bank balance is \$1,630,993. 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 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, 2019, 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 the 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, 2019, the Authority’s investments in the NJCMF total \$569,452,267. Of this amount, \$2,761,982 relates mainly 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.

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Notes to Financial Statements (Continued)

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, 2019, the Authority's prepaid expenses are as follows:

Insurance	\$ 466,796
Office rents	124,152
Service contracts	37,744
Other	30,438
Total prepaid expenses	<u>\$ 659,130</u>

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, 2019, deposits held in SDA bank accounts, inclusive of interest earned but not yet refunded to the district, are as follows:

Harrison	\$ 368,627
Millville	987
Newark	476,876
Orange	6,958
Passaic City	304,216
Pemberton	121,798
Perth Amboy	1,467,520
Other	15,000
Total escrow deposits	<u>\$ 2,761,982</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 4 years. Total rental expense for the year ended December 31, 2019 amounted to \$1,535,217.

Future rent commitments under operating leases as of December 31, 2019 are as follows:

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Notes to Financial Statements (Continued)

2020	\$ 1,234,460
2021	1,250,629
2022	1,267,041
2023	<u>1,283,699</u>
Total future rent expense	<u>\$ 5,035,829</u>

7. Capital Assets

Capital asset activity for the year ended December 31, 2019 is as follows:

	Beginning Balance	Additions	Retirements	Ending Balance
Depreciable capital assets:				
Leasehold improvements	\$ 134,149	\$ -	\$ -	\$ 134,149
Office furniture and Equipment	5,970,596	-	-	5,970,596
Computer software	568,993	-	-	568,993
Automobiles	375,654	-	(45,779)	329,875
Computer software in development	162,544	627,916	-	790,460
Capital assets-gross	7,211,936	627,916	(45,779)	7,794,073
Less: accumulated Depreciation	(6,576,954)	(180,014)	45,779	(6,711,189)
Capital assets-net	\$ 634,982	\$ 447,902	\$ -	\$ 1,082,884

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 (\$523,990,243) differs from the “net position” reported on the statement of net position (\$434,338,673). 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.

A summary of these differences at December 31, 2019 is as follows:

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Notes to Financial Statements (Continued)

Fund balances	\$ 523,990,243
Capital assets, net of accumulated depreciation of \$(6,711,189)	1,082,884
Deferred outflows of resources for pensions and other postemployment benefits	9,152,800
Accrued school facilities project costs	(3,809,730)
Net pension liability	(44,045,377)
Total other postemployment benefits liability	(21,461,300)
Accrued compensated absences	(1,220,073)
Accrued pension payable	(2,377,735)
Deferred inflows of resources for pensions and other postemployment benefits	(26,973,039)
Net position	<u>\$ 434,338,673</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, 2019 is as follows:

Excess of revenues over expenditures	\$ 34,614,496
School facilities project (costs)/credits	605,373
Pension (expense)/credit (GASB 68)	908,939
Other postemployment benefits expense (GASB 75)	(352,761)
Compensated absences (expense)/credit	98,324
Capital expenditures	627,916
Depreciation expense	(180,014)
Changes in net position	<u>\$ 36,322,273</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 a pollution remediation obligation (“PRO”) liability (net of environmental cost recoveries not yet realized) in the amount of \$1,414,460 as of December 31, 2019. This liability is included in accrued school facilities project costs reported on the statement of net position. The

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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.

	Estimated Cost	Payments to Date	PRO at 12-31-2019
Pre-cleanup activities	\$ 1,347,345	\$ 1,233,930	\$ 113,415
Site remediation work	15,389,802	12,771,293	2,618,509
Post-remediation monitoring	224,199	55,409	168,790
Asbestos and lead based paint removal	4,190,142	4,190,142	-
Sub-total	21,151,488	18,250,774	2,900,714
Less: Estimated environmental cost recoveries (ECR) not yet realized	1,486,254	-	1,486,254
Liability for pollution remediation Obligations	<u>\$ 19,665,234</u>	<u>\$ 18,250,774</u>	<u>\$ 1,414,460</u>

The following table summarizes the changes in the Authority's PRO liability during the year ended December 31, 2019:

PRO at 12-31-2018	Increase in Expected Cash Outlays	PRO Payments	Decrease in ECR Not Yet Realized	PRO at 12-31-2019
\$1,307,138	\$22,878	\$(120,689)	\$205,133	\$1,414,460

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10. Commitments and Contingencies

(a) Contractual Commitments

At December 31, 2019, the Authority has approximately \$538 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, 2019, the Authority's potential loss from all claims has been estimated at approximately \$2.4 million, which represents a decrease of \$0.7 million from the prior year end accrual. Accordingly, as of December 31, 2019, an accrued liability of \$2.4 million is reflected in the statement of net position as a component of accrued school facilities project costs and, for the year then ended, \$0.7 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, 2019, 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, 2019. 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 \$4.5 million 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, 2019, the Authority has open reserves for general liability and workers' compensation claims totaling approximately \$87,400, \$303,600, \$617,900 and \$51,900, 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. This policy was extended to expire June 30, 2025 to allow for all projects in the Authority's current portfolio to reach substantial completion.

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

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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, 2019, employees are required to contribute 7.50% of their annual 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, 2019, the Authority reported a liability of \$44.0 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, 2019, and the total pension liability used to calculate the net pension liability was determined by an actuarial valuation as of July 1, 2018. The actuarial valuation was rolled forward to June 30, 2019 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, 2019, the Authority’s proportionate share was estimated to be 0.24445%. The change in proportion since the prior measurement date was a decrease of 0.01366%.

In accordance with GASB 68, for the year ended December 31, 2019, the Authority recognized pension expense of \$1,605,802, of which \$2,514,741 (the amount of the Authority’s 2019 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, 2020 is \$2,377,735. 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, 2019 was \$2,514,741, 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, 2019 valuation was 7.30% per annum. The Department of the Treasury recommendation also calls for the rate to be reduced further 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, 2019, the Authority’s reported deferred outflows of resources and deferred inflows of resources related to pensions from the following sources:

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	Deferred Outflows of Resources	Deferred Inflows of Resources
Net difference between projected and actual earnings on pension plan investments	\$ -	\$ 695,273
Differences between expected and actual experience	790,557	194,573
Changes in assumptions or other inputs	4,398,093	15,288,011
Changes in proportion	1,460,448	3,245,240
Contributions subsequent to the measurement date	2,377,735	-
Total deferred outflows and inflows of resources	\$ 9,026,833	\$ 19,423,097

Deferred outflows of resources of \$2,377,735 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, 2019. 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 (2020)	\$ (1,828,705)
Year 2 (2021)	(4,319,397)
Year 3 (2022)	(4,151,342)
Year 4 (2023)	(2,220,251)
Year 5 (2024)	(254,304)
Total	\$ (12,773,999)

Actuarial methods and assumptions

The collective total pension liability in the June 30, 2019 measurement date was determined by an actuarial valuation as of July 1, 2018, which was rolled forward to June 30, 2019. The key actuarial assumptions are summarized as follows:

Rate of inflation	
Price	2.75%
Wage	3.25%
Salary increase:	
Through 2026	2.00% - 6.00% (based on years of service)
Thereafter	3.00% - 7.00% (based on years of service)
Investment rate of return	7.00%
Cost of living adjustment	None assumed

Mortality rates were based on the SOA's Scale MP-2019 mortality improvement scale.

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Discount rate

The discount rate used to measure the total pension liability was 6.28% as of June 30, 2019. This single blended discount rate was based on the long-term expected rate of return on pension plan investments of 7.00% and a municipal bond rate of 3.50% as of June 30, 2019, 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 2057. Accordingly, the long-term expected rate on Plan investments was applied to projected benefit payments through 2057 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:

Asset Class	Target Allocation	Long-Term Expected Real Rate of Return
Risk mitigation strategies	3.00%	4.67%
Cash equivalents	5.00%	2.00%
U.S. Treasuries	5.00%	2.68%
Investment grade credit	10.00%	4.25%
High yield	2.00%	5.37%
Private credit	6.00%	7.92%
Real assets	2.50%	9.31%
Real estate	7.50%	8.33%
U.S. equity	28.00%	8.26%
Non-U.S. developed markets equity	12.50%	9.00%
Emerging markets equity	6.50%	11.37%
Private equity	12.00%	10.85%

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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 6.28% as well as the proportionate share of the net pension liability using a 1.00% increase or decrease from the current discount rate:

	1% Point Decrease	Discount Rate Assumption	1% Point Increase
PERS (5.28%, 6.28%, 7.28%)	\$56,023,514	\$44,045,377	\$34,516,704

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 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, 2019, the Authority had 6 active employees enrolled in the DCRP and made matching contributions totaling \$3,896. Employer matching contributions relating to 2018, 2017 and 2016 totaled \$5,837, \$9,705, and \$12,019, 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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Retirees and employees covered by OPEB Plan

At December 31, 2019, the following employees were covered by the benefit terms:

Retired employees and/or beneficiaries currently receiving benefit payments	27
Active employees	183
Total	210

Total OPEB liability

The Authority's total OPEB liability of \$21,461,300 was measured as of January 1, 2019, and was based upon an actuarial valuation as of January 1, 2019. The Authority has fully recognized this liability in the statement of net position as of December 31, 2019 in accordance with GASB 75.

Actuarial methods and assumptions

The total OPEB liability in the January 1, 2019 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		4.50%
Annual salary increases		3.00%
Discount rate		3.81%
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 Bond Buyer 20 Bond GO, S&P Municipal Bond 20 Year High Grade and Fidelity GA AA-20 Year published yields.

The mortality tables used for this valuation is based on the Society of Actuaries Pub-2010 Public Retirement Plans Healthy Male and Female Total Dataset Headcount-Weighted Mortality tables using Employee and Healthy Annuitant Tables for both pre and post retirement projected with mortality improvements using the most current Society of Actuaries Mortality Improvement Scale MP-2019.

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The annual healthcare cost inflation (trend) rate for all retiree health benefits is 7% beginning in 2021 for both pre-65 retirees (pre-Medicare) and post-65 retirees (integrated with Medicare). The trend increase assumption will decrease by 0.25% per year until an ultimate annual trend rate increase assumption of 4.5% in 2031 and later.

This valuation excludes the Cadillac tax in its entirety based on recent legislation signed into law by President Trump on December 20, 2019, HR 1865 “Further Consolidated Appropriations Act, 2020” repealing the “Cadillac Tax”.

The decrement assumptions (i.e., retirement, turnover and disability) and age-based costs for the Authority were estimated using information from the New Jersey Public Employees Retirement System (“PERS”). Decrement tables are based on the July 1, 2018 Annual Report of the Actuary for PERS.

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	\$ 449,157
Interest cost	762,995
Changes in assumptions	(3,257,030)
Benefit payments	<u>(231,938)</u>
Net change in total OPEB liability	(2,276,816)
Total OPEB liability – beginning of year	<u>23,738,116</u>
Total OPEB liability – end of year	<u><u>\$ 21,461,300</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.

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:

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	1% Point Decrease	Discount Rate Assumption	1% Point Increase
Total OPEB liability (2.81%, 3.81%, 4.81%)	\$26,964,503	\$21,461,300	\$17,369,240

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:

	1% Point Decrease	Healthcare Cost Trend Assumption	1% Point Increase
Total OPEB liability (3.5%, 4.5%, 5.5%)	\$17,098,508	\$21,461,300	\$27,244,134

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

For the year ended December 31, 2019, the Authority recognized OPEB expense of \$548,249, of which \$195,489 (the amount of contributions for retiree health insurance in 2019) 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:

	Deferred Outflows of Resources	Deferred Inflows of Resources
Differences between expected and actual Experience	\$ 125,967	\$ -
Changes in assumptions	-	7,549,942
Total deferred outflows and inflows of resources	\$ 125,967	\$ 7,549,942

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

Year 1 (2020)	\$ (627,453)
Year 2 (2021)	(627,453)
Year 3 (2022)	(627,453)
Year 4 (2023)	(627,453)
Year 5 (2024)	(627,453)
Year 6 (2025) and thereafter	(4,286,710)
Total	\$ (7,423,975)

New Jersey Schools Development Authority
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Notes to Financial Statements (Continued)

12. Compensated Absences

In accordance with GASB Statement No. 16, *Accounting for Compensated Absences*, the Authority has recorded a liability in the amount of \$1,220,073 as of December 31, 2019 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:

	Beginning Balance	Additions	Deductions	Ending Balance
Accrued school facilities project costs	\$ 4,415,103	\$ 205,133	\$ (810,506)	\$ 3,809,730
Net pension liability	49,778,974	-	(5,733,597)	44,045,377
Total other postemployment benefits liability	23,738,116	-	(2,276,816)	21,461,300
Accrued OPEB payable	350,000	-	(350,000)	-
Accrued pension payable	2,514,741	2,377,735	(2,514,741)	2,377,735
Compensated absences	1,318,397	-	(98,324)	1,220,073
Total long-term liabilities	<u>\$ 82,115,331</u>	<u>\$ 2,582,868</u>	<u>\$ (11,783,984)</u>	<u>\$ 72,914,215</u>

For further information, see Notes 11 and 12.

14. Net Position

The Authority’s net position is categorized as either invested in capital assets or restricted for schools construction. At December 31, 2019, the Authority’s net position is \$434.3 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 2018 and 2019 are as follows:

New Jersey Schools Development Authority
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Notes to Financial Statements (Continued)

	Net Investment in Capital Assets	Restricted for Schools Construction	Totals
Net position, January 1, 2018	\$ 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 expenditures	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
(Loss)/excess before receipt of EFCFA funding and transfers	(180,014)	(6,531,003)	(6,711,017)
Capital expenditures	627,916	(627,916)	-
EFCFA funding received from State	-	350,000,000	350,000,000
School facilities project costs	-	(306,966,710)	(306,966,710)
Net position, December 31, 2019	<u>\$ 1,082,884</u>	<u>\$ 433,255,789</u>	<u>\$ 434,338,673</u>

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

REQUIRED SUPPLEMENTARY INFORMATION

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

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

	2019 *	2018	2017	2016	2015
Authority's proportion of the net pension liability	0.24445%	0.25282%	0.25811%	0.24459%	0.26024%
Authority's proportionate share of the net pension liability	\$ 44,045,377	\$ 49,778,974	\$ 60,083,669	\$ 72,439,355	\$ 58,417,776
Authority's covered payroll	\$ 19,098,021	\$ 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 payroll	230.6%	278.9%	323.5%	390.0%	323.2%
Plan fiduciary net position as a percentage of the total pension liability	42.0%	40.4%	36.8%	31.2%	38.2%

Notes to Schedule:

* The amounts presented in the table above were determined as of June 30, 2019.

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

New Jersey Schools Development Authority
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Schedule of Authority's Contributions
to the Public Employees' Retirement System (Continued)

Mortality

Pre-retirement mortality rates were based on the Pub-2010 General Below-Median Income Employee mortality table with an 82.2% adjustment for males and 101.4% adjustment for females, and with future improvement from the base year of 2010 on a generational basis.

New Jersey Schools Development Authority
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Schedule of Changes in the Total Postemployment Benefits
Other Than Pensions (OPEB) Liability and Related Ratios

	2019	2018	2017	2016
Service cost	\$ 449,157	\$ 1,606,120	\$ 1,634,702	\$ 1,578,355
Interest cost	762,995	1,004,490	927,740	849,309
Changes in benefit terms	-	-	-	-
Differences between actual and expected experience	-	146,961	-	-
Changes in assumptions	(3,257,030)	(3,947,479)	(1,476,238)	
Benefit payments	(231,938)	(362,050)	(297,093)	(277,001)
Net change in total OPEB liability	(2,276,816)	(1,551,958)	789,111	2,150,663
Total OPEB liability – beginning of year	23,738,116	25,290,074	24,500,963	22,350,300
Total OPEB liability – end of year	\$ 21,461,300	\$ 23,738,116	\$ 25,290,074	\$ 24,500,963
Covered payroll	\$ 15,838,600	\$ 18,487,788	\$ 18,451,700	\$ 17,954,600
Total OPEB liability as a percentage of covered payroll	135.50%	128.40%	137.06%	136.64%

Notes to Schedule:

For 2019, the increase in the total OPEB liability is driven by the following: 1) changes in the discount rate from 3.23% to 3.81%, and 2) changes in the mortality table and mortality improvement scale.

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

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



Ernst & Young LLP
99 Wood Avenue South
Metropark
P.O. Box 751
Iselin, NJ 08830-0471

Tel: +1 732 516 4200
Fax: +1 732 516 4429
ey.com

Report of Independent Auditors on Internal Control Over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance with *Government Auditing Standards*

Management and Members of the Authority
New Jersey Schools Development Authority

We have audited, in accordance with auditing standards generally accepted in the United States and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of the New Jersey Schools Development Authority (the “Authority”), a component unit of the State of New Jersey, which comprise the statement of net position and general fund balance sheet as of December 31, 2019, and the related statement of activities and general fund revenues, expenditures and changes in fund balance for the year then ended, and the related notes to the financial statements, and have issued our report thereon dated July 15, 2020.

Internal Control Over Financial Reporting

In planning and performing our audit of the financial statements, we considered the Authority’s internal control over financial reporting (internal control) to determine the audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Authority’s internal control. Accordingly, we do not express an opinion on the effectiveness of the Authority’s internal control.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct misstatements on a timely basis. A *material weakness* is a deficiency, or combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity’s financial statements will not be prevented, or detected and corrected on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies and therefore, material weaknesses or significant deficiencies may exist, that were not identified. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

Compliance and Other Matters

As part of obtaining reasonable assurance about whether the Authority’s financial statements are free of material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.



Purpose of this Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the entity's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the entity's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

Ernst + Young LLP

July 15, 2020