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Blackhawk School District



2014-2015 Audit
April 28, 2016



Sections

- Overview of 14-15 Audit
- Historical Analysis of District Finances
- Peer Group Comparison
- Suggestions for Improvement

Overview of the 2014-2015 Audit

Independent Auditor's Report

- Expresses that the Financial Statements fairly represent the financial position of the School District as of, and for the year ended, June 30, 2015.
- It is a clean opinion, with the exception of the Activity Fund



Source of Information: Annual Audit Reports

Management's Discussion and Analysis (MD&A)



- The intent of this discussion and analysis is to look at the District's financial performance as a whole
- Specific comments regarding Blackhawk School District
- Often carries more relevance to the average Financial Statement reader than the audit report does
- We do not give an opinion on the MD&A...simply management's view point

Source of Information: Annual Audit Reports

Pennsylvania School Employees' Retirement System (PSEERS)

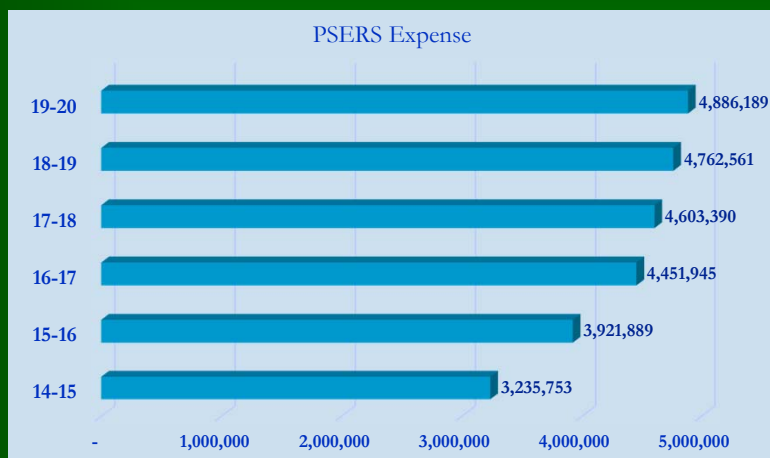


Estimated District Liability

- **PSERS State-wide Net Pension Liability at 6/30/14: \$39.6 Billion**
- **SD's % of Liability: 0.1133%**
- **SD's share of PSERS Liability at 6/30/15: \$44.845 Million**

Source of Information: Annual Audit Reports

Blackhawk Projected PSERS Expense (based on 14-15 actual payroll)



PSERS rates used in calculation of payroll expense:
<http://www.pfers.state.pa.us/content/pfr/resources/fact.pdf>

What Are the District's Funds?

➤ Governmental Funds:

- **General Fund** – The operating fund of the District and accounts for all resources except those required to be accounted for in another fund. Examples of this fund's activities include Instruction, Administration and Student Support.

Source of Information: Annual Audit Reports

What Are the District's Funds?

Proprietary Funds:

- **Food Service** – Accounts for the financial transactions of the food service operation.
- **Internal Service Funds** – Accounts for the financing of the health, vision, and dental risk management services provided to the other funds of the District. These funds allocate the cost of providing claims servicing and claims payment by charging a “premium” to the General and Food Service Funds.

Source of Information: Annual Audit Reports

Fund Statement vs. GASB 34 Statement



➤ Fund Statements:

- Report on the District at the fund level
- Use the modified accrual basis of accounting



➤ GASB 34 statements:

- Report on the District as a whole using the full accrual basis of accounting.
- Reports as if the District were a Business



Source of Information: Annual Audit Reports

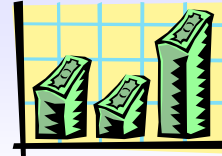
Fund Statement vs. GASB 34 Statement

➤ Summary of the progression from the Fund Balance to the GASB 34 Balance.

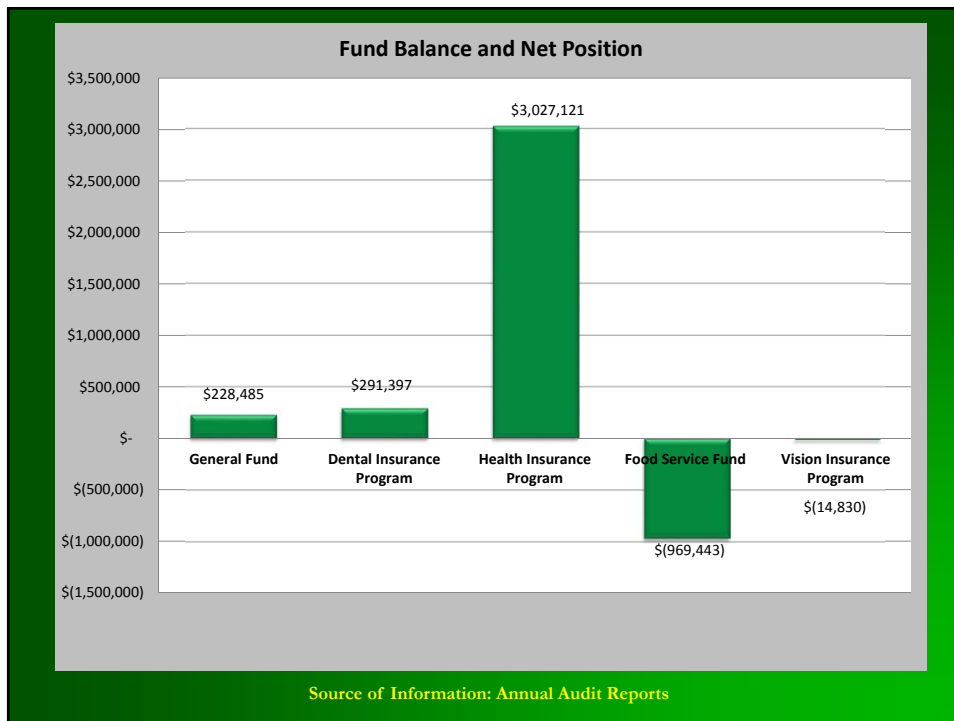
- Fund balance, fund statements - \$228,485
- Debt - $-(41,262,147)$
- Fixed Assets - \$45,663,544
- Net Pension Liability - $-(43,766,835)$
- Net Deferred Outflows/Inflows - \$716,757
- Uncollected Taxes - \$925,484
- Internal Service Funds - \$3,303,688
- Net Position, GASB 34 Statements - $-(34,191,024)$



Source of Information: Annual Audit Reports



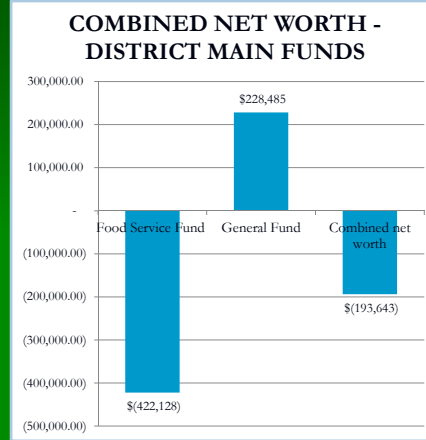
Historical Analysis of District Finances



Fund Balance and Net Position – A Closer Look

Food Service Fund Net Worth (Ignoring Fixed Assets and PSERS Liability) - \$(422,128)

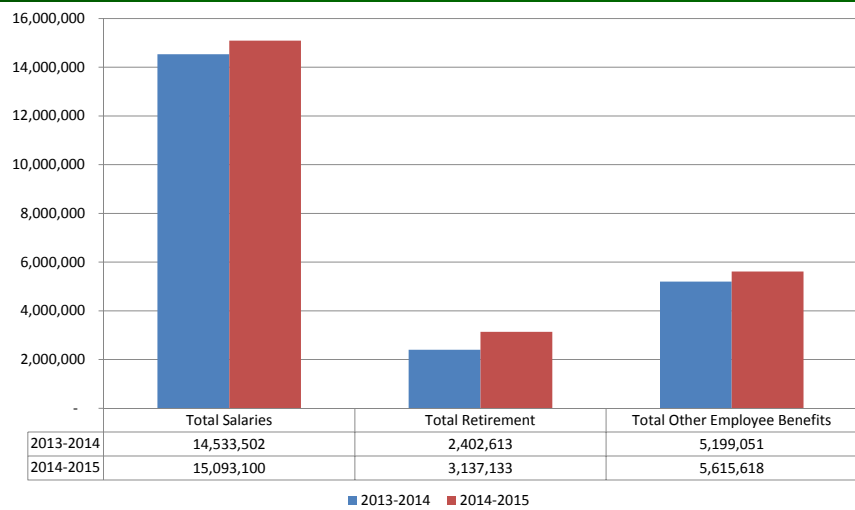
General Fund Net Worth- \$228,485

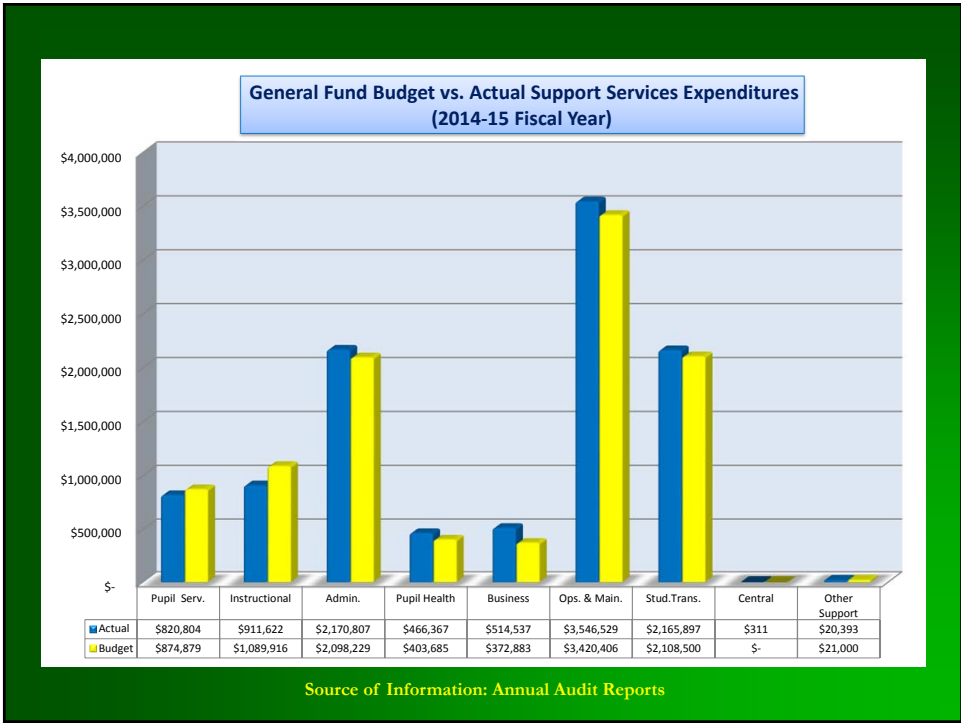
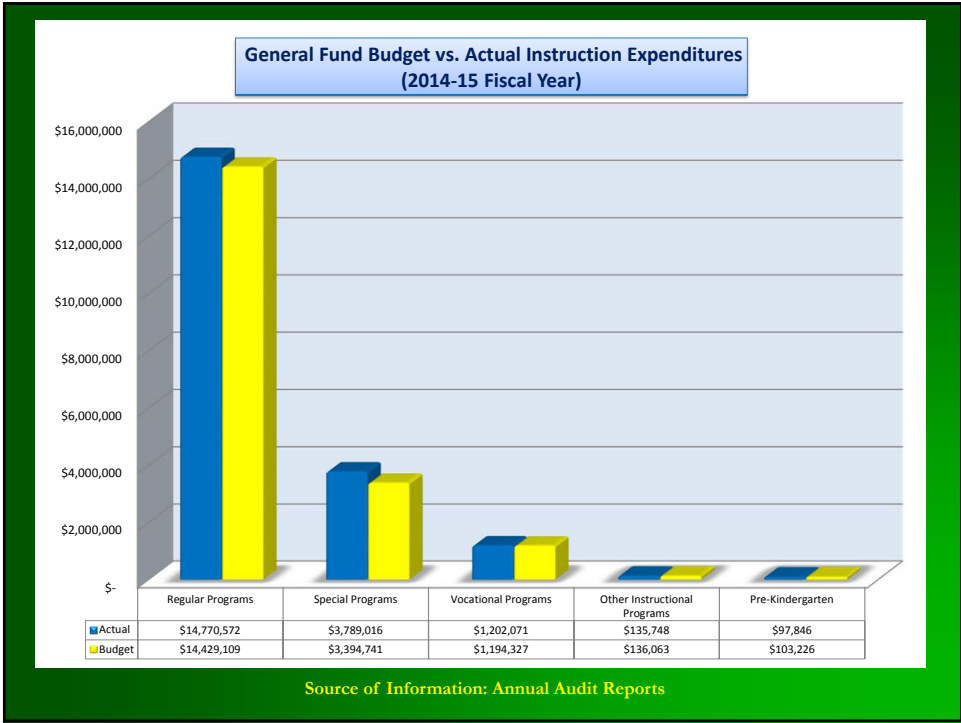


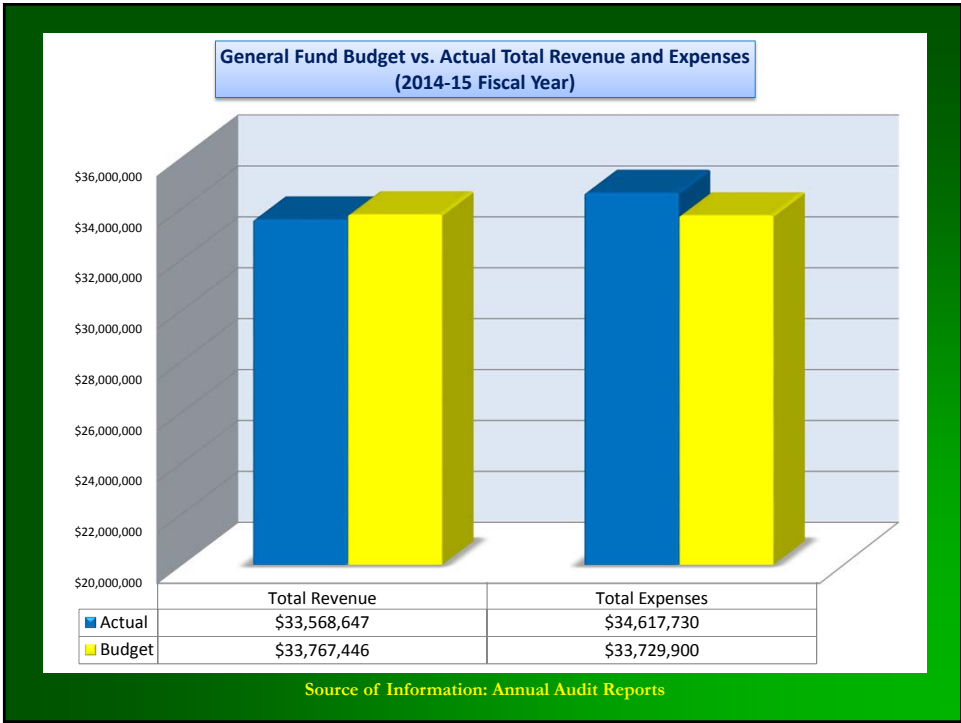
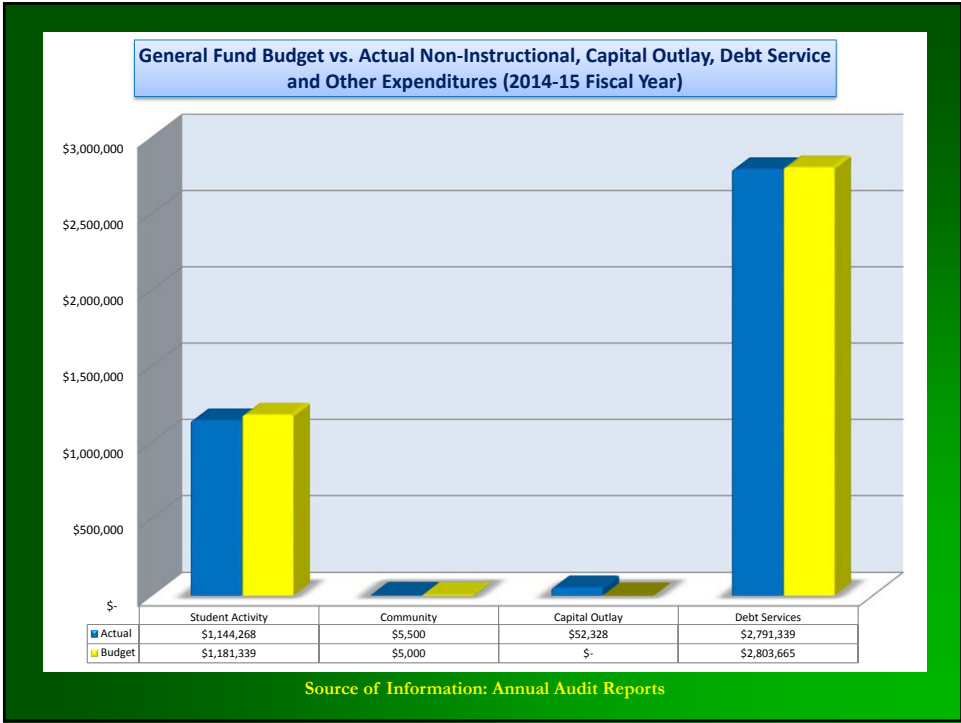
Combined Net Worth - \$(193,643)

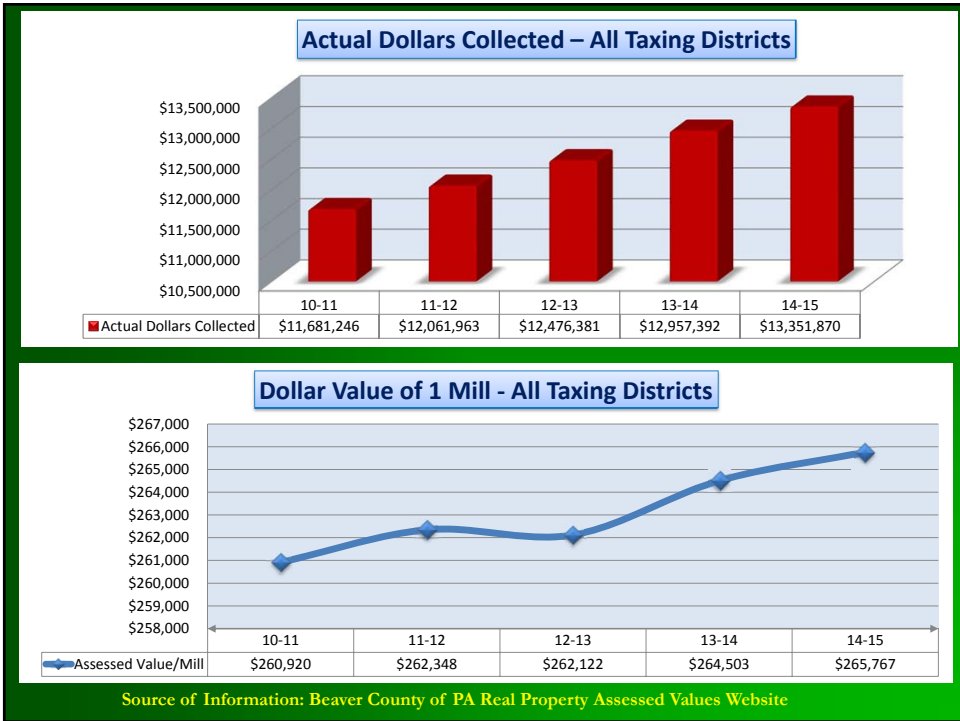
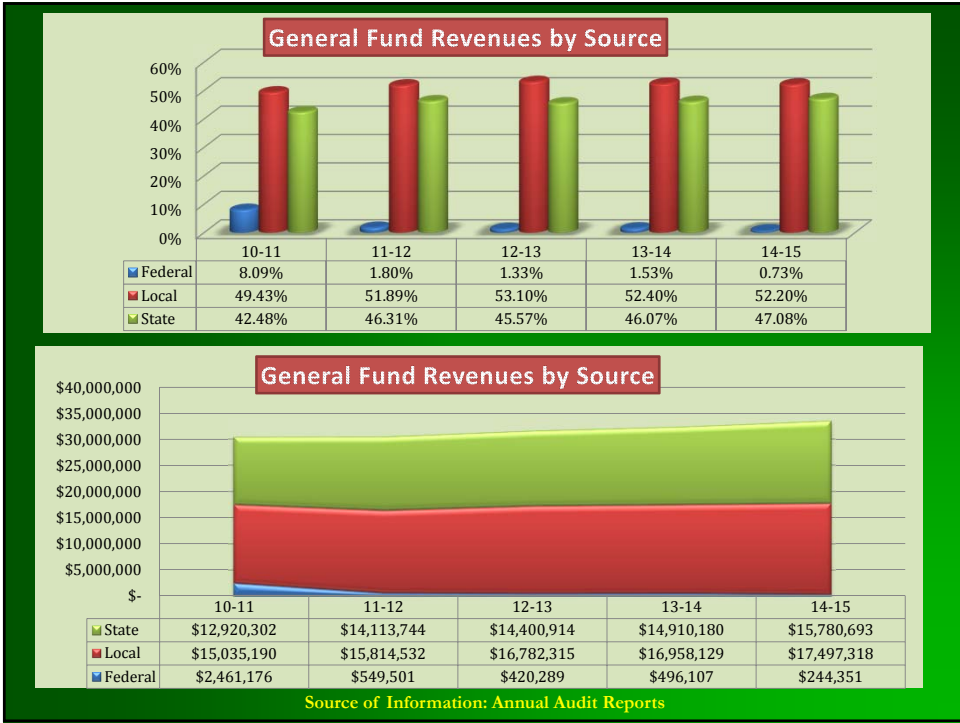
Source of Information: Annual Audit Reports

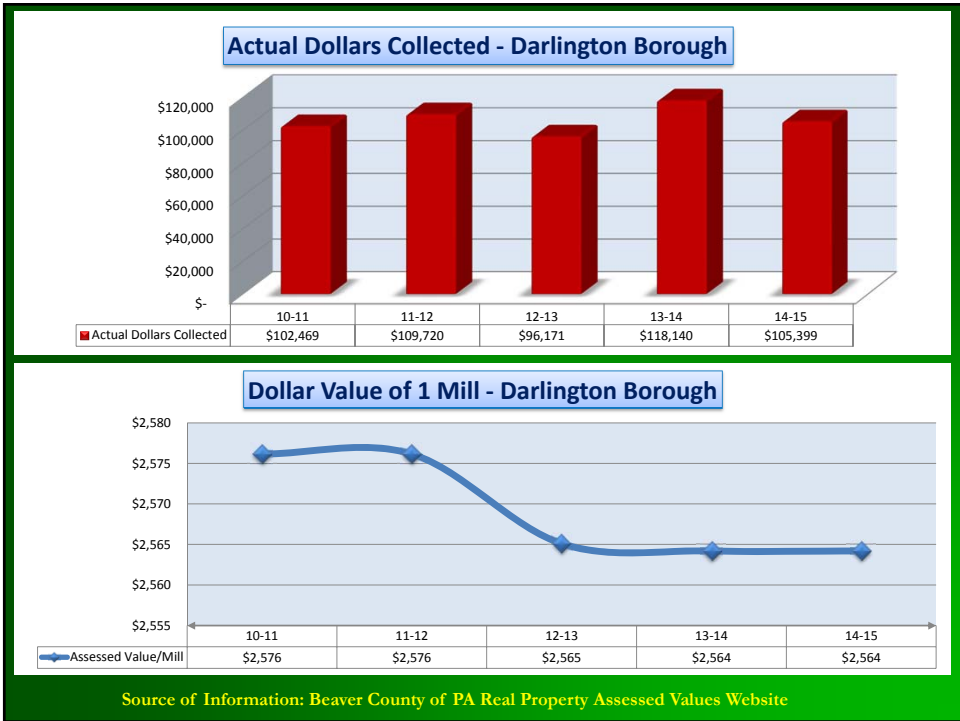
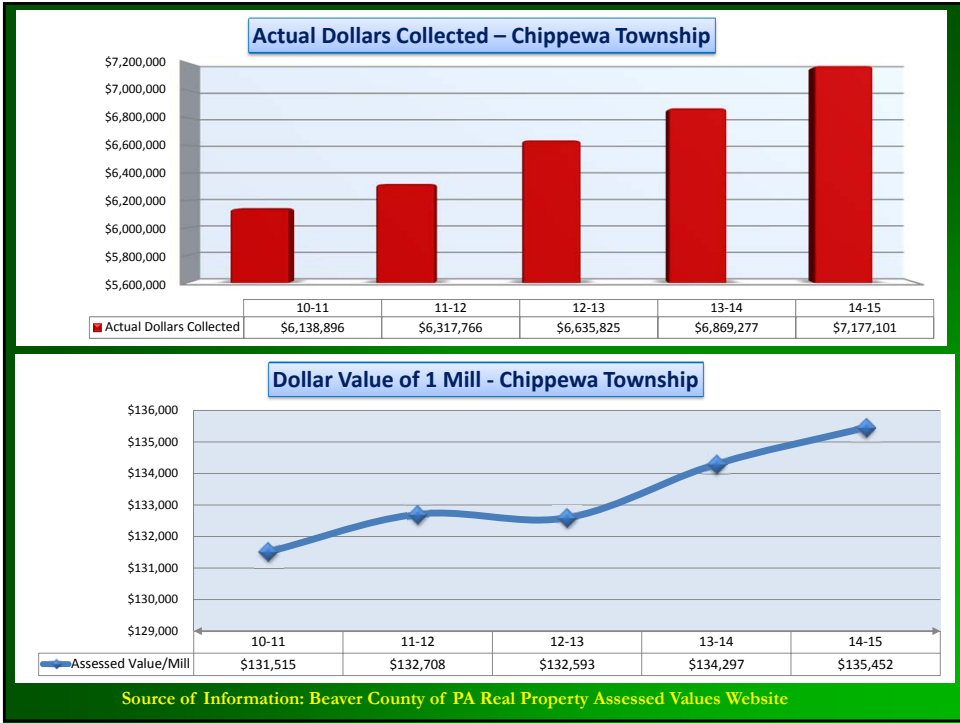
General Fund Expense Analysis

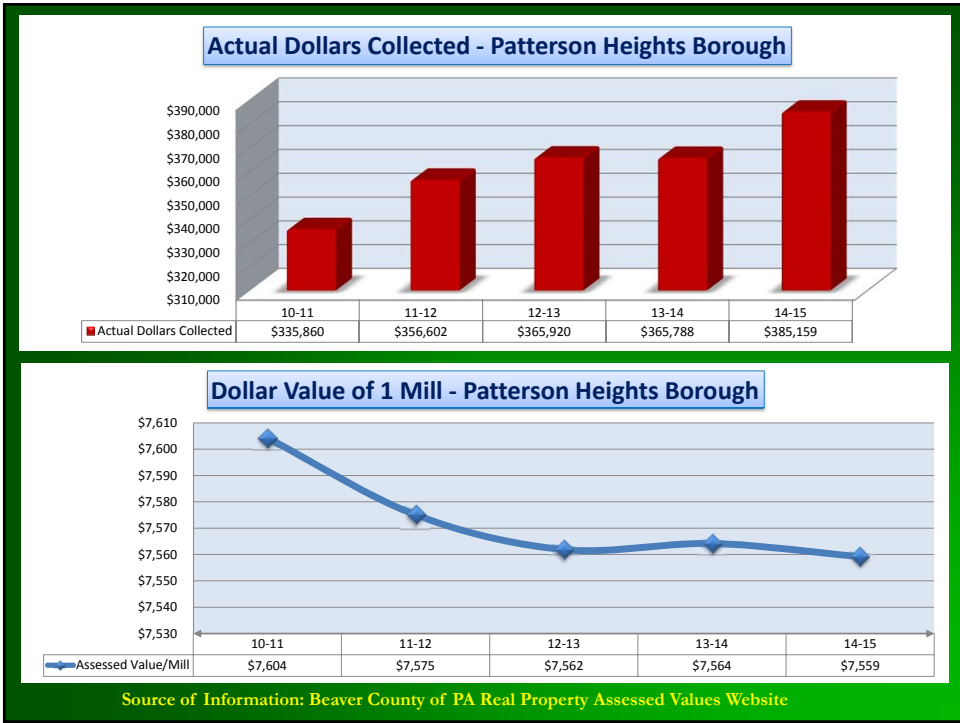
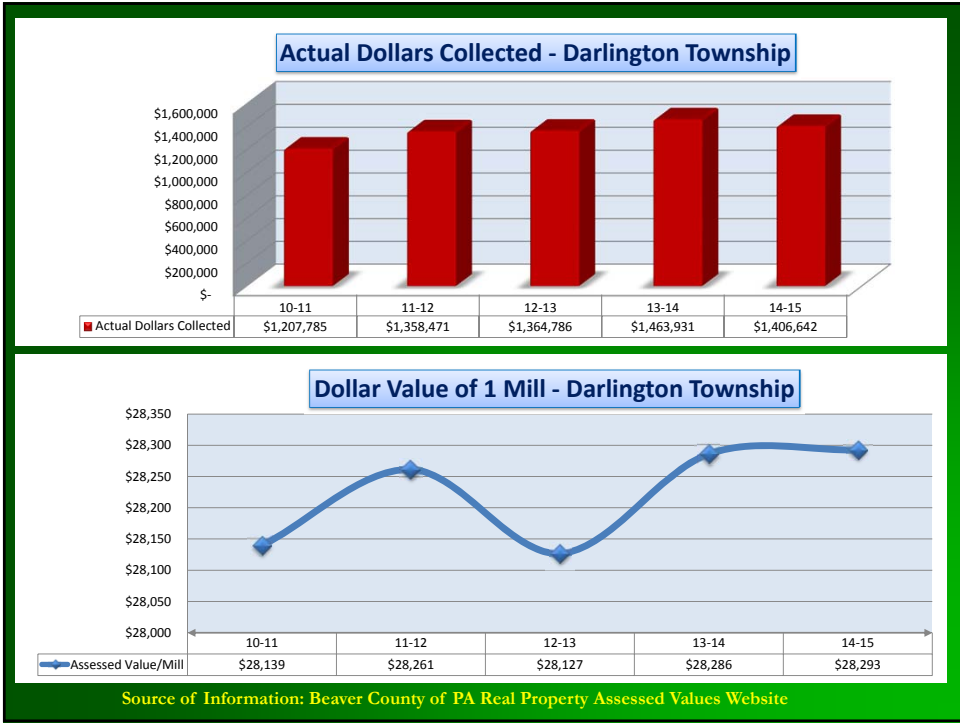


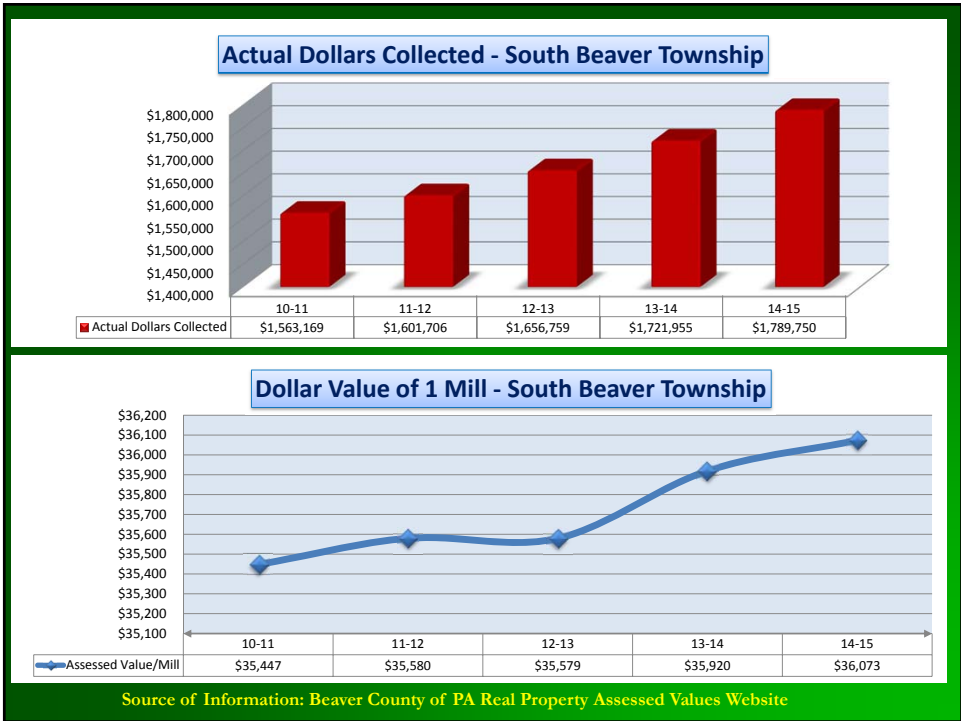
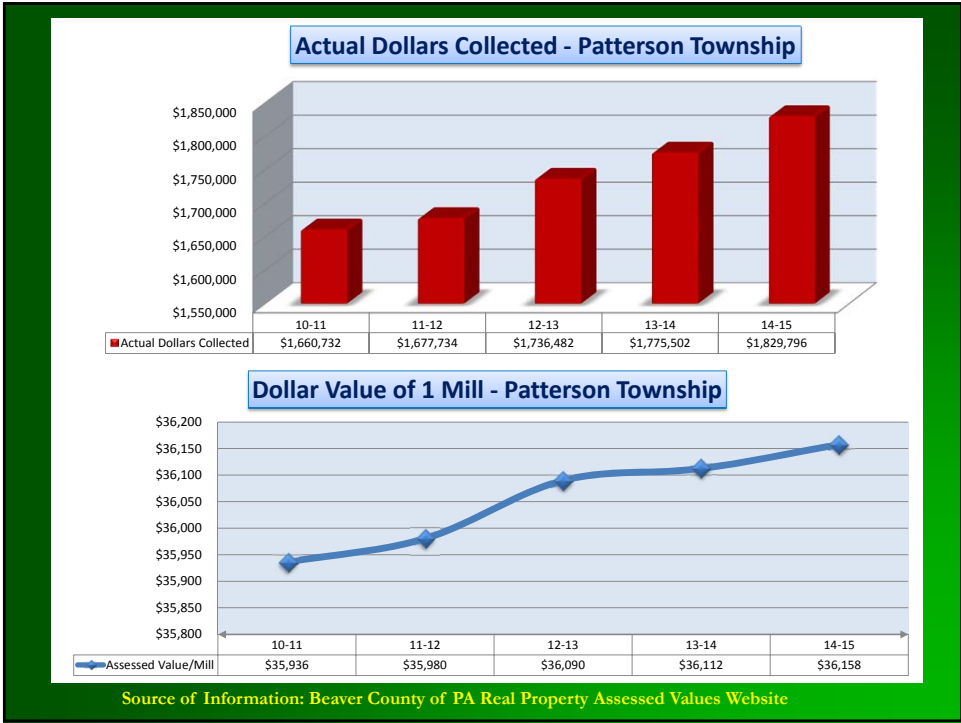


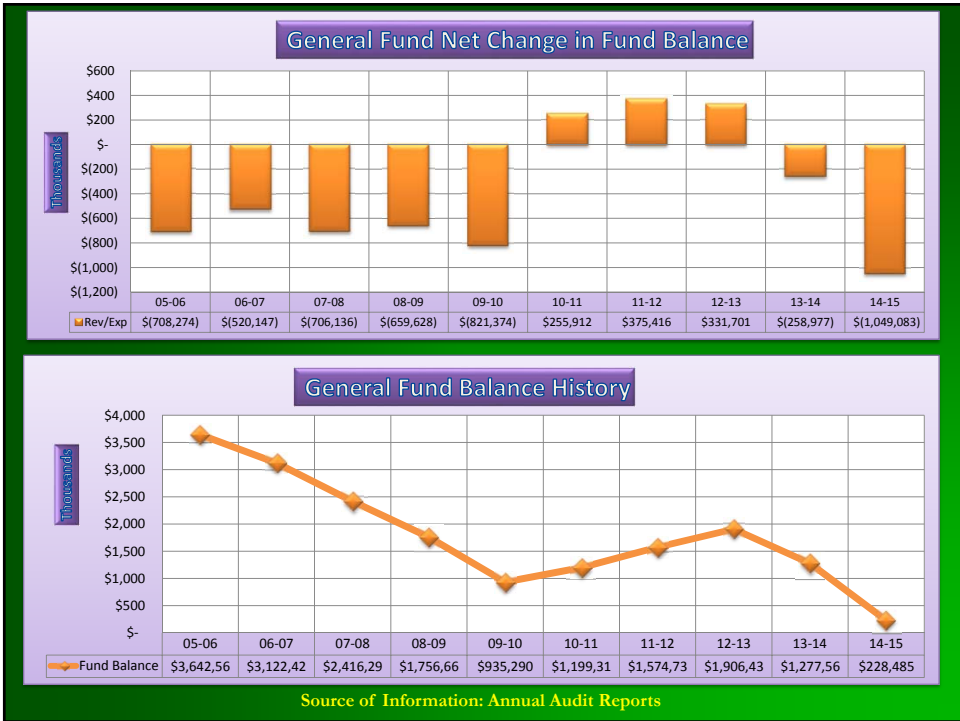
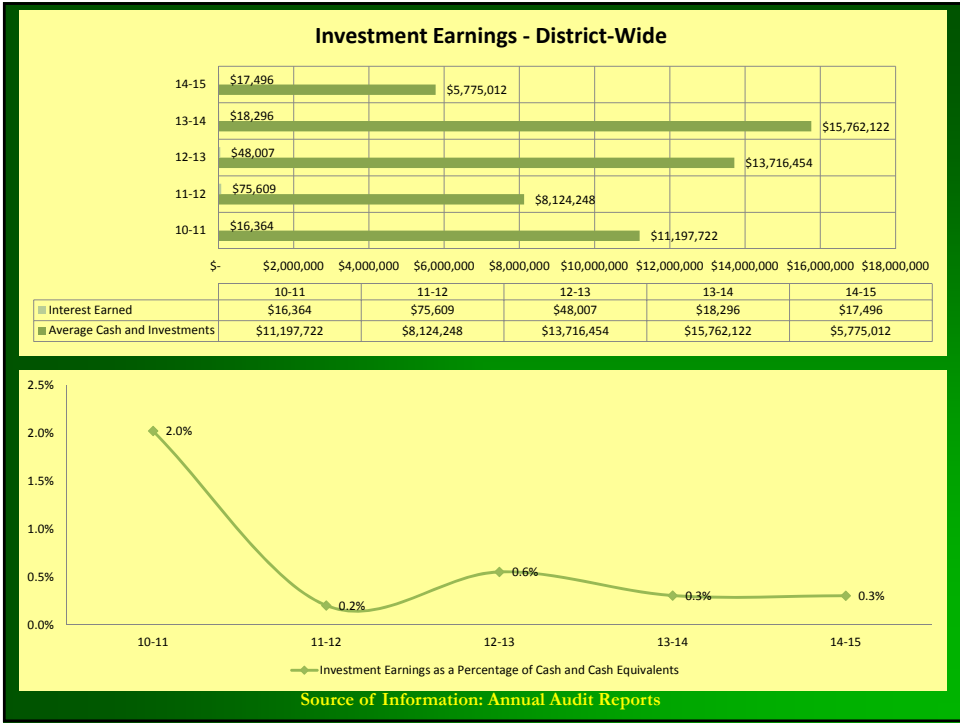


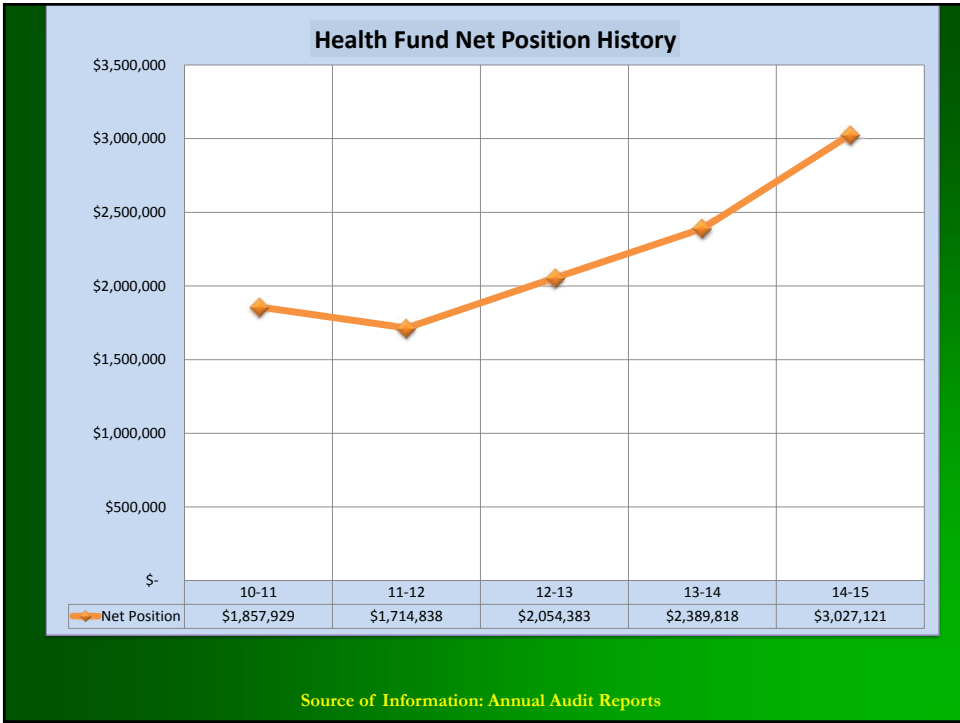
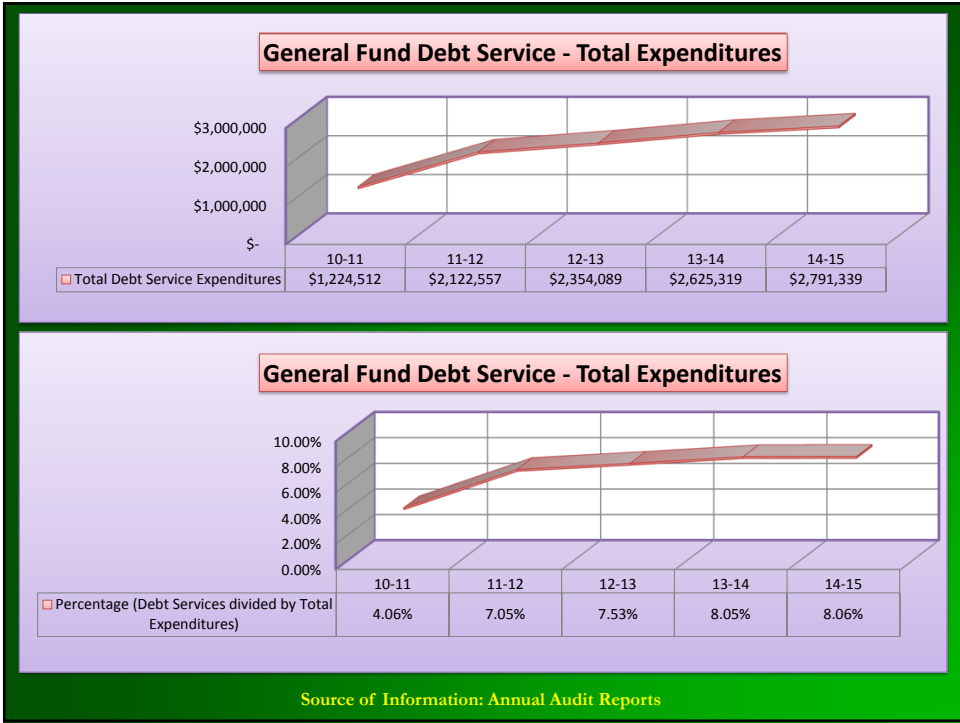


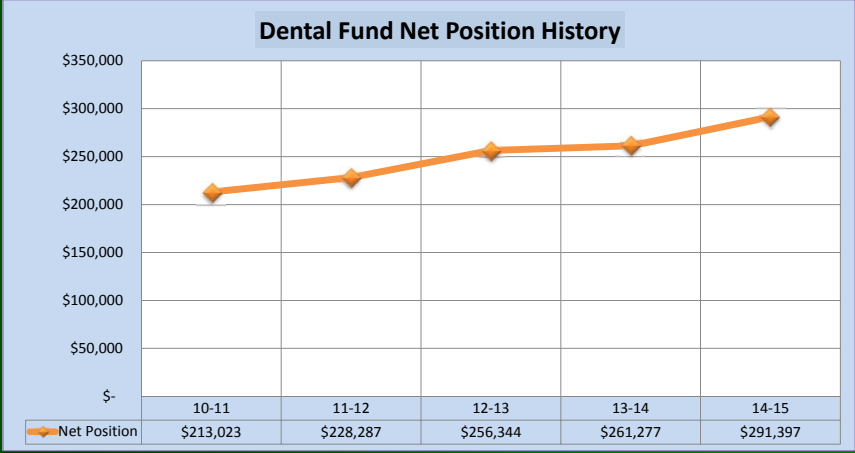




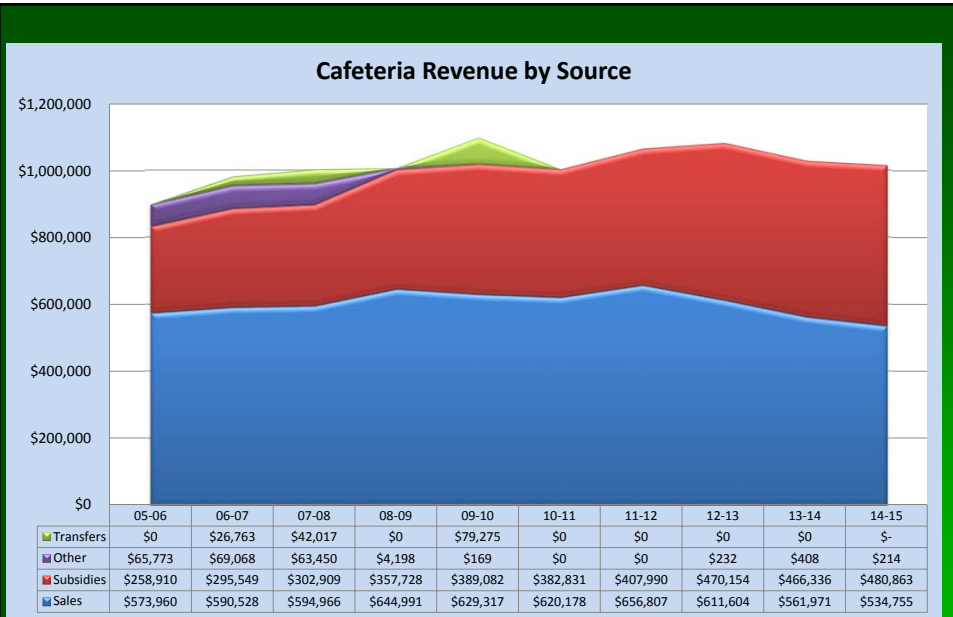




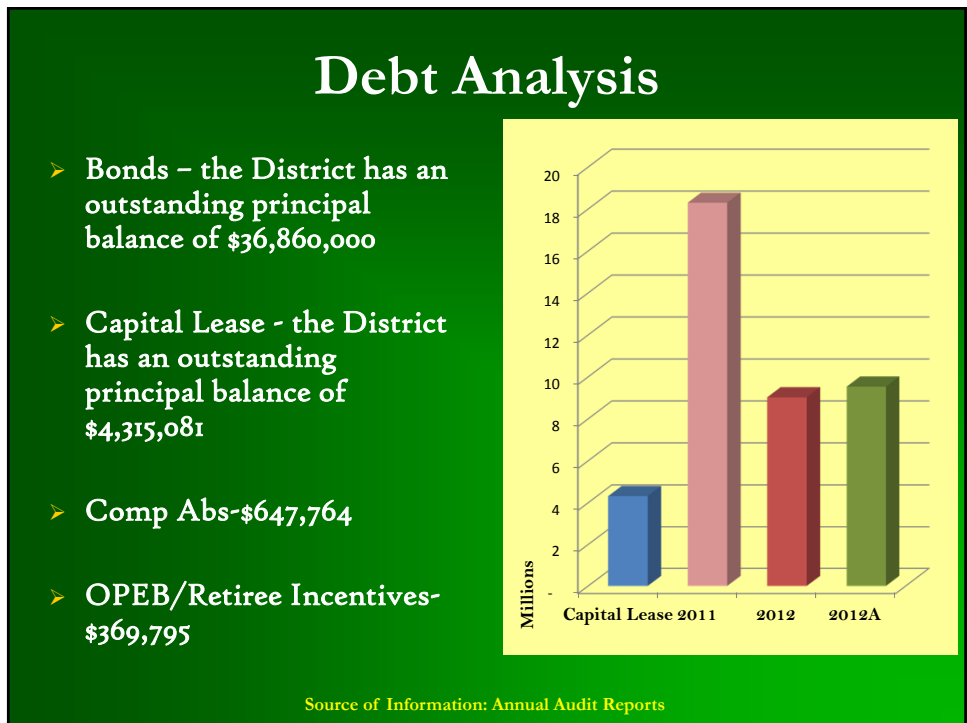
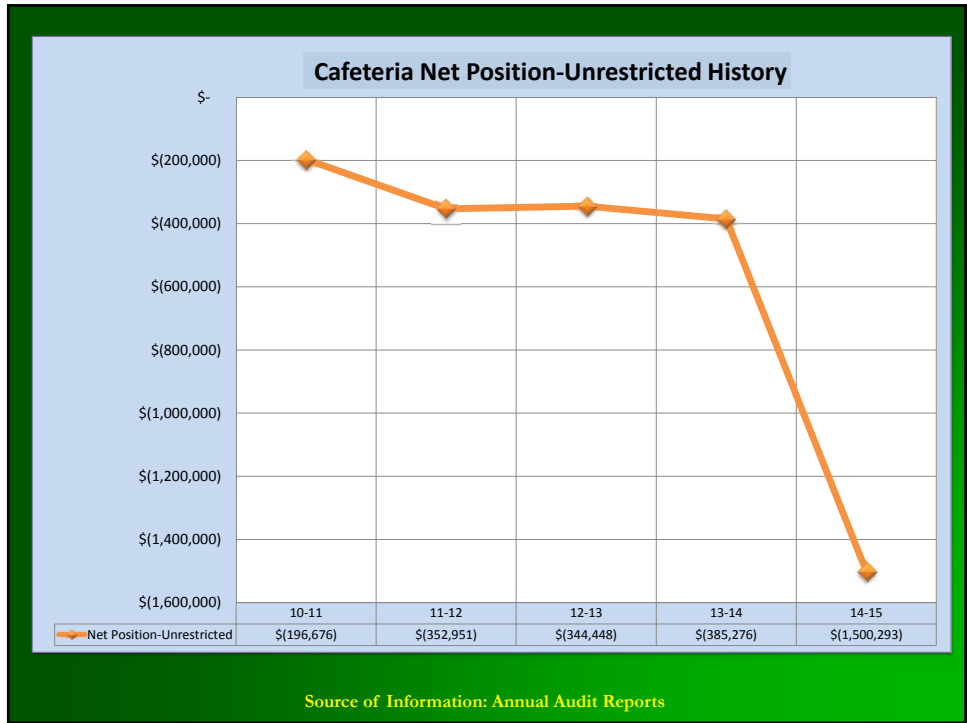




Source of Information: Annual Audit Reports



Source of Information: Annual Audit Reports



Peer Group Comparison Data

***DOES NOT INCLUDE 2014-2015 DATA AS IT IS UNAVAILABLE UNTIL THE SPRING**



Peer Group Comparison Data

WE AT COTTRILL ARBUTINA, CERTIFIED PUBLIC ACCOUNTANTS, ARE PLEASED TO PROVIDE YOU WITH THIS INFORMATIONAL DOCUMENT CONTAINING A REGIONAL PEER GROUP ANALYSIS FOR YOUR SCHOOL DISTRICT. THE INFORMATION IN THIS REPORT WAS OBTAINED FROM THE PENNSYLVANIA DEPARTMENT OF EDUCATION'S WEBSITE AND WE MAKE NO REPRESENTATION WITH REGARDS TO THE ACCURACY OR SUFFICIENCY OF THE DATA PROVIDED.

WE DETERMINED YOUR PEER GROUP BASED ON THE MARKET VALUE PERSONAL INCOME RATIO (MVPI RATIO) AND TOTAL EXPENDITURES OF EACH DISTRICT IN YOUR PEER GROUP AS OF JUNE 30, 2013. THIS PEER GROUP WAS CARRIED FORWARD TO THE NEXT YEAR AND UPDATED WITH THE JUNE 30, 2014 AFR DATA.

ALTHOUGH WE PROVIDE THIS ANALYSIS, THE USE OF PEER ANALYSIS REMAINS A VERY CONTROVERSIAL SUBJECT. IN PARTICULAR, NOT EVERY SCHOOL DISTRICT REFLECTED IN THIS ANALYSIS OFFERS THE EDUCATIONAL PRODUCTS, SERVICES, OR LEVEL OF SERVICES THAT YOU PROVIDE TO YOUR STUDENTS, NOR HAS THE SAME NUMBER OF BUILDINGS, ETC. SUCH DIFFERENCES, ALONG WITH DIFFERENCES IN STRATEGIC OBJECTIVES AND OVERALL MANAGEMENT PHILOSOPHIES MUST BE TAKEN INTO ACCOUNT WHEN MAKING ANY PEER COMPARISONS.

THIS DOCUMENT IS PROVIDED FOR INFORMATIONAL PURPOSES ONLY FOR THE USE OF THE SCHOOL BOARD AND BLACKHAWK SCHOOL DISTRICT.

Blackhawk's Peer Group-Total Expenditures and MVPI Ratio*

* The Market Value Personal Income Ratio (MVPI Ratio) represents the combined market value and income wealth for each pupil in a district. A low MVPI ratio would indicate that a district was affluent.

Peer Group

School District	Total Expenditures	MV / PI Aid Ratio	2013-14 ADM
1 Harbor Creek SD	28,373,483	0.5695	2,064
2 General McLane SD	30,457,968	0.5771	2,189
3 Wyoming Area SD	30,923,783	0.6183	2,467
4 Blackhawk SD	32,623,393	0.5575	2,576
5 South Butler County SD	32,841,021	0.5081	2,619
6 West Perry SD	33,567,522	0.5836	2,651
7 Juniata County SD	34,859,452	0.5697	3,052
8 Hopewell Area SD	34,926,496	0.5994	2,355
9 Grove City Area SD	34,969,913	0.5998	2,148
10 Lehigh Area SD	36,673,928	0.5940	2,484

County Group

School District	Total Expenditures	MV / PI Aid	2013-14 ADM
1 Midland Borough SD	5,616,571	0.8267	436
2 Western Beaver County SD	13,990,916	0.6557	749
3 Rochester Area SD	14,743,446	0.7117	860
4 Freedom Area SD	19,933,006	0.6421	1,571
5 Aliquippa SD	20,785,774	0.7689	1,304
6 New Brighton Area SD	21,677,846	0.7686	1,569
7 Riverside Beaver County SD	21,944,164	0.6536	1,566
8 Big Beaver Falls Area SD	25,292,555	0.7667	1,761
9 Beaver Area SD	26,526,053	0.5448	2,087
10 South Side Area SD	28,789,911	0.5951	1,185
11 Central Valley SD	30,330,914	0.5032	2,465
12 Blackhawk SD	32,623,393	0.5575	2,576
13 Hopewell Area SD	34,926,496	0.5994	2,355
14 Ambridge Area SD	40,913,007	0.6008	2,914

Source of Information: Pennsylvania Department of Education Website – Annual Financial Report Data

Blackhawk-Total Expenditures Per Average Daily Membership

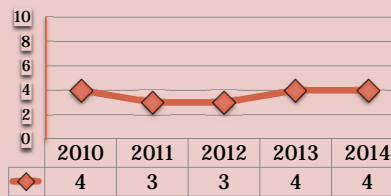
2014 Detail

School District	TE Per ADM
1 Juniata County SD	11,421
2 Wyoming Area SD	12,537
3 South Butler County SD	12,542
4 Blackhawk SD	12,662
5 West Perry SD	12,664
6 Harbor Creek SD	13,747
7 General McLane SD	13,912
8 Lehigh Area SD	14,763
9 Hopewell Area SD	14,830
10 Grove City Area SD	16,283

Peer Group

5-Year Comparison

Total Expenditures per Average Daily Membership



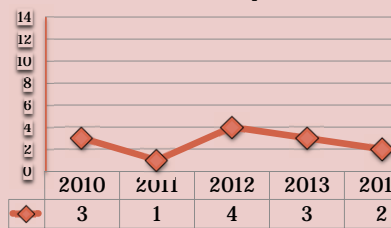
2014 Detail

School District	TE Per ADM
1 Central Valley SD	12,306
2 Blackhawk SD	12,662
3 Beaver Area SD	12,672
4 Freedom Area SD	12,689
5 Midland Borough SD	12,880
6 New Brighton Area SD	13,756
7 Riverside Beaver County SD	14,017
8 Ambridge Area SD	14,042
9 Big Beaver Falls Area SD	14,364
10 Hopewell Area SD	14,830
11 Western Beaver County SD	15,279
12 Aliquippa SD	15,937
13 Rochester Area SD	17,149
14 South Side Area SD	18,806

County Group

5-Year Comparison

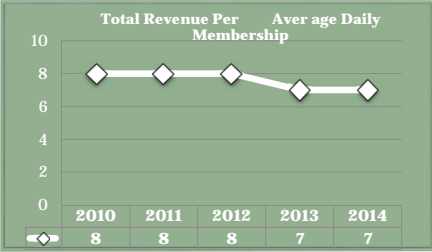
Total Expenditures per Average Daily Membership



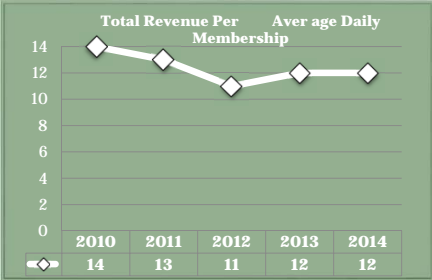
Source of Information: Pennsylvania Department of Education Website – Annual Financial Report Data

Blackhawk-Total Revenue Per Average Daily Membership

2014 Detail		Peer Group	5-Year Comparison	
School District	Total Rev Per ADM		2010	2011
1 Grove City Area SD	16,288		8	8
2 Hopewell Area SD	14,960		8	8
3 Harbor Creek SD	14,500		8	8
4 Lehigh Area SD	14,322		8	8
5 General McLane SD	13,727		8	8
6 West Perry SD	13,280		8	8
7 Blackhawk SD	12,581		8	8
8 South Butler County SD	12,492		8	8
9 Wyoming Area SD	12,383		8	8
10 Juniata County SD	10,788		8	8



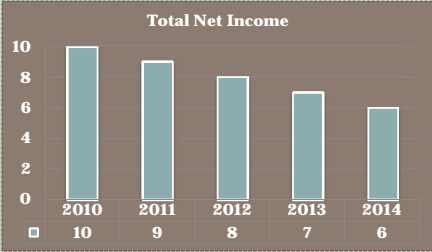
2014 Detail		County Group	5-Year Comparison	
School District	Total Rev Per ADM		2010	2011
1 South Side Area SD	18,035		14	13
2 Rochester Area SD	17,697		14	13
3 Aliquippa SD	15,961		14	13
4 Western Beaver County SD	15,450		14	13
5 Hopewell Area SD	14,960		14	13
6 Big Beaver Falls Area SD	14,522		14	13
7 Ambridge Area SD	14,357		14	13
8 Riverside Beaver County SD	13,939		14	13
9 New Brighton Area SD	13,653		14	13
10 Beaver Area SD	13,108		14	13
11 Freedom Area SD	12,616		14	13
12 Blackhawk SD	12,581		14	13
13 Midland Borough SD	12,374		14	13
14 Central Valley SD	12,335		14	13



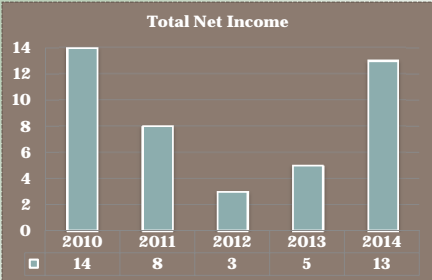
Source of Information: Pennsylvania Department of Education Website – Annual Financial Report Data

Blackhawk-Total Net Income

2014 Detail		Peer Group	5-Year Comparison	
School District	Net Income		2010	2011
1 West Perry SD	1,634,702		10	9
2 Harbor Creek SD	1,553,278		10	9
3 Hopewell Area SD	305,628		10	9
4 Grove City Area SD	12,184		10	9
5 South Butler County SD	(130,367)		10	9
6 Blackhawk SD	(258,977)		10	9
7 Wyoming Area SD	(380,827)		10	9
8 General McLane SD	(406,488)		10	9
9 Lehigh Area SD	(1,094,693)		10	9
10 Juniata County SD	(1,929,871)		10	9

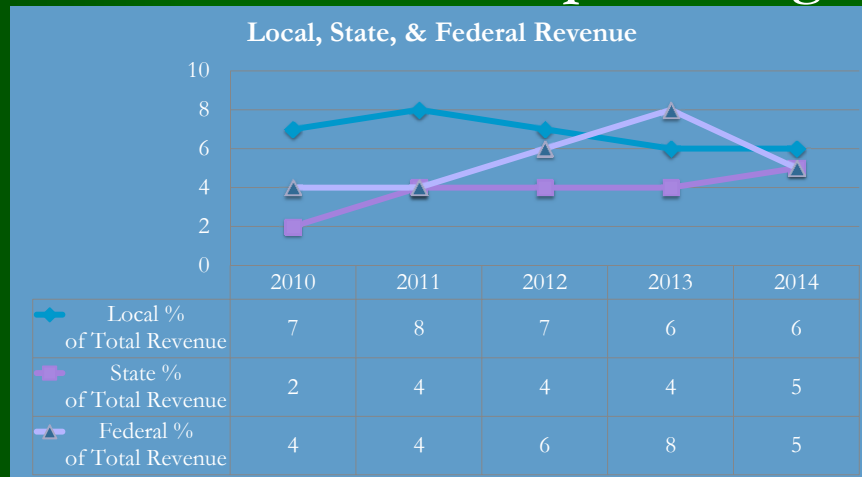


2014 Detail		County Group	5-Year Comparison	
School District	Net Income		2010	2011
1 Ambridge Area SD	918,275		14	8
2 Beaver Area SD	833,948		14	8
3 Rochester Area SD	470,865		14	8
4 Hopewell Area SD	305,628		14	8
5 Big Beaver Falls Area SD	278,916		14	8
6 Western Beaver County SD	128,487		14	8
7 Central Valley SD	70,854		14	8
8 Aliquippa SD	31,419		14	8
9 Freedom Area SD	(115,092)		14	8
10 Riverside Beaver County SD	(122,532)		14	8
11 Midland Borough SD	(220,411)		14	8
12 New Brighton Area SD	(257,933)		14	8
13 Blackhawk SD	(258,977)		14	8
14 South Side Area SD	(7,423,176)		14	8



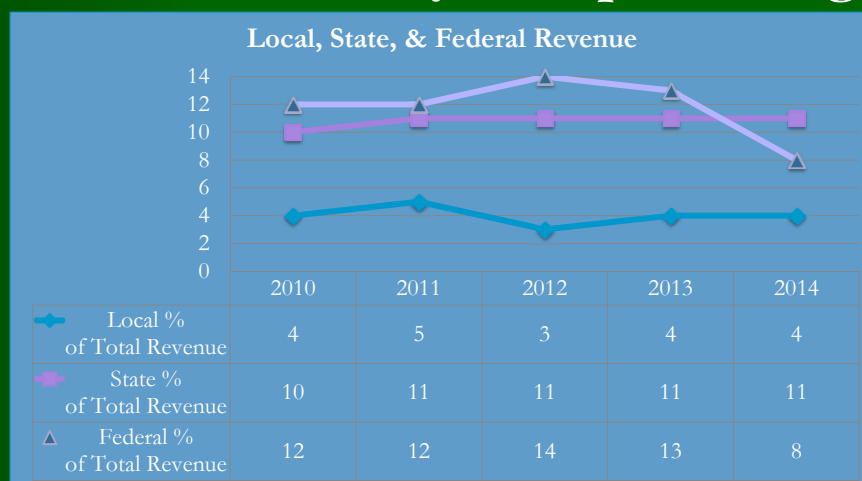
Source of Information: Pennsylvania Department of Education Website – Annual Financial Report Data

Blackhawk-Local, State, & Federal Revenue-Peer Group Ranking



Source of Information: Pennsylvania Department of Education Website – Annual Financial Report Data

Blackhawk-Local, State, & Federal Revenue-County Group Ranking

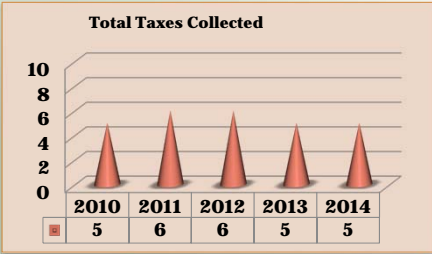


Source of Information: Pennsylvania Department of Education Website – Annual Financial Report Data

Blackhawk- Total Taxes Collected

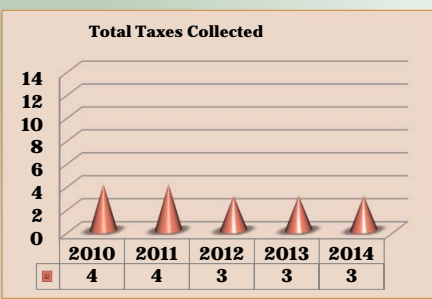
2014 Detail Peer Group 5-Year Comparison

School District	Total Taxes Collected
1 Lehigh Area SD	20,186,653
2 South Butler County SD	18,230,884
3 Hopewell Area SD	17,798,438
4 West Perry SD	17,235,255
5 Blackhawk SD	16,426,854
6 Wyoming Area SD	16,205,867
7 Harbor Creek SD	14,822,715
8 Juniata County SD	14,771,461
9 General McLane SD	12,345,179
10 Grove City Area SD	11,962,960



2014 Detail County Group 5-Year Comparison

School District	Total Taxes Collected
1 Ambridge Area SD	22,028,287
2 Hopewell Area SD	17,798,438
3 Blackhawk SD	16,426,854
4 Beaver Area SD	15,998,844
5 Central Valley SD	15,970,773
6 Riverside Beaver County SD	8,775,127
7 Big Beaver Falls Area SD	7,573,318
8 South Side Area SD	7,572,683
9 Freedom Area SD	7,216,678
10 New Brighton Area SD	5,734,407
11 Aliquippa SD	5,579,476
12 Rochester Area SD	4,912,011
13 Western Beaver County SD	3,631,596
14 Midland Borough SD	808,347

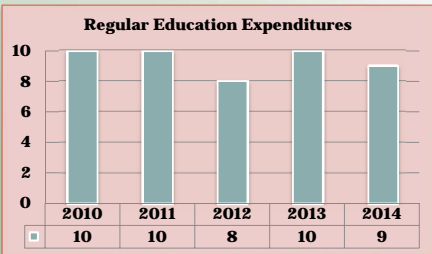


Source of Information: Pennsylvania Department of Education Website – Annual Financial Report Data

Blackhawk- Regular Education Expenditures

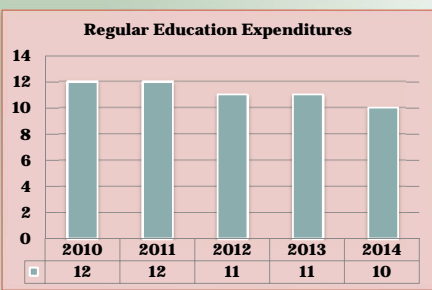
2014 Detail Peer Group 5-Year Comparison

School District	Regular Education	% of Exp.
1 Grove City Area SD	13,357,853	38.2%
2 General McLane SD	11,736,668	38.5%
3 Juniata County SD	13,467,297	38.6%
4 West Perry SD	13,249,719	39.5%
5 Hopewell Area SD	14,073,512	40.3%
6 South Butler County SD	13,352,364	40.7%
7 Harbor Creek SD	11,953,396	42.1%
8 Lehigh Area SD	15,551,271	42.4%
9 Blackhawk SD	13,972,509	42.8%
10 Wyoming Area SD	13,787,807	44.6%



2014 Detail County Group 5-Year Comparison

School District	Regular Education	% of Exp.
1 Western Beaver County SD	3,889,826	27.8%
2 South Side Area SD	9,631,696	33.5%
3 Aliquippa SD	7,605,060	36.6%
4 Beaver Area SD	10,606,359	40.0%
5 Hopewell Area SD	14,073,512	40.3%
6 Rochester Area SD	5,966,246	40.5%
7 Ambridge Area SD	16,801,847	41.1%
8 Big Beaver Falls Area SD	10,482,422	41.4%
9 New Brighton Area SD	9,028,756	41.6%
10 Blackhawk SD	13,972,509	42.8%
11 Riverside Beaver County SD	9,424,609	42.9%
12 Freedom Area SD	8,756,361	43.9%
13 Central Valley SD	14,092,823	46.5%
14 Midland Borough SD	2,929,725	52.2%

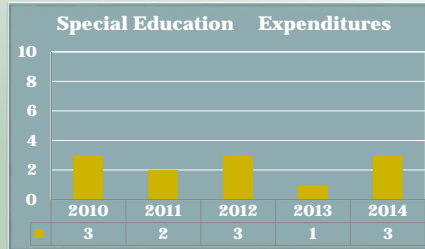


Source of Information: Pennsylvania Department of Education Website – Annual Financial Report Data

Blackhawk- Special Education Expenditures

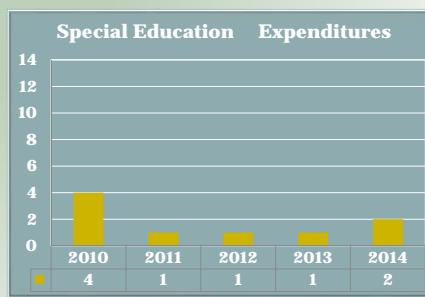
2014 Detail Peer Group 5-Year Comparison

School District	Special Education	% of Exp.
1 General McLane SD	2,575,684	8.5%
2 South Butler County SD	3,221,152	9.8%
3 Blackhawk SD	3,281,968	10.1%
4 Harbor Creek SD	2,991,229	10.5%
5 Juniata County SD	3,688,597	10.6%
6 West Perry SD	4,135,263	12.3%
7 Wyoming Area SD	3,822,515	12.4%
8 Hopewell Area SD	4,575,694	13.1%
9 Lehigh Area SD	6,055,520	16.5%
10 Grove City Area SD	7,089,776	20.3%



2014 Detail County Group 5-Year Comparison

School District	Special Education	% of Exp.
1 South Side Area SD	2,376,439	8.3%
2 Blackhawk SD	3,281,968	10.1%
3 Central Valley SD	3,251,250	10.7%
4 Beaver Area SD	2,854,888	10.8%
5 Riverside Beaver County SD	2,467,215	11.2%
6 Western Beaver County SD	1,584,242	11.3%
7 Big Beaver Falls Area SD	2,967,966	11.7%
8 New Brighton Area SD	2,575,154	11.9%
9 Freedom Area SD	2,523,414	12.7%
10 Ambridge Area SD	5,297,717	12.9%
11 Hopewell Area SD	4,575,694	13.1%
12 Aliquippa SD	3,138,143	15.1%
13 Midland Borough SD	868,068	15.5%
14 Rochester Area SD	2,407,832	16.3%



Source of Information: Pennsylvania Department of Education Website – Annual Financial Report Data

Blackhawk- Vocational Education Expenditures

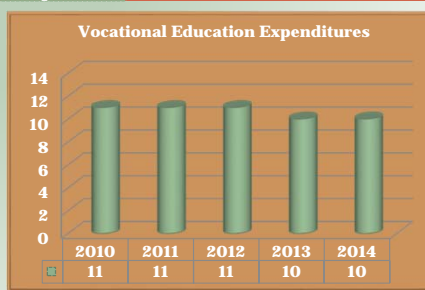
2014 Detail Peer Group 5-Year Comparison

School District	Vocational Education	% of Exp.
1 Harbor Creek SD	277,495	1.0%
2 Wyoming Area SD	785,107	2.5%
3 Blackhawk SD	1,064,054	3.3%
4 Hopewell Area SD	1,247,364	3.6%
5 West Perry SD	1,211,222	3.6%
6 General McLane SD	1,141,112	3.7%
7 South Butler County SD	1,261,381	3.8%
8 Juniata County SD	1,481,937	4.3%
9 Lehigh Area SD	1,600,641	4.4%
10 Grove City Area SD	1,965,956	5.6%



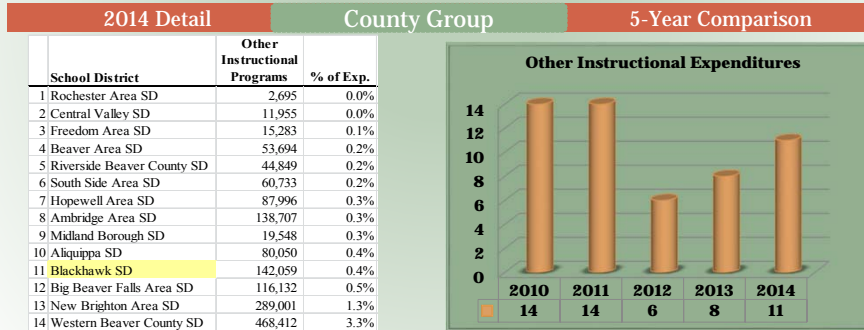
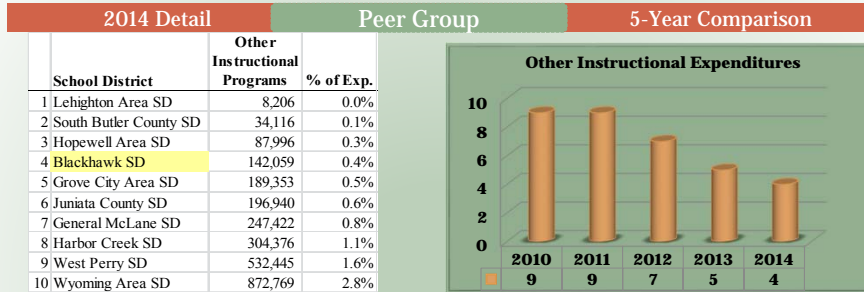
2014 Detail County Group 5-Year Comparison

School District	Vocational Education	% of Exp.
1 Midland Borough SD	-	0.0%
2 South Side Area SD	243,824	0.8%
3 Central Valley SD	400,518	1.3%
4 Big Beaver Falls Area SD	514,972	2.0%
5 Beaver Area SD	544,147	2.1%
6 Freedom Area SD	425,350	2.1%
7 Aliquippa SD	511,488	2.5%
8 Riverside Beaver County SD	619,604	2.8%
9 Ambridge Area SD	1,316,147	3.2%
10 Blackhawk SD	1,064,054	3.3%
11 Hopewell Area SD	1,247,364	3.6%
12 New Brighton Area SD	920,617	4.2%
13 Western Beaver County SD	595,559	4.3%
14 Rochester Area SD	659,752	4.5%



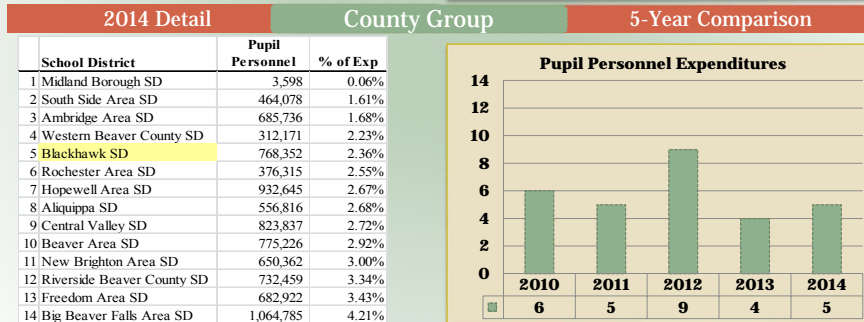
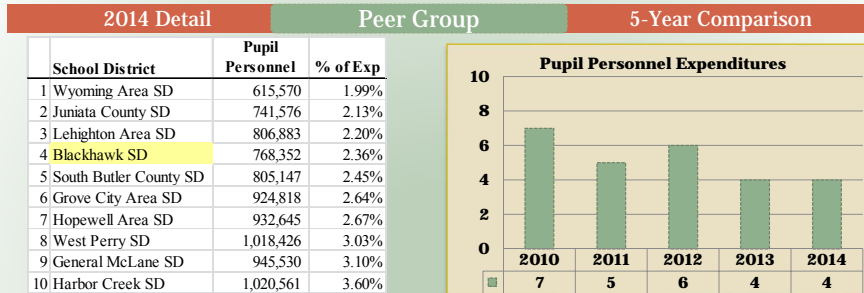
Source of Information: Pennsylvania Department of Education Website – Annual Financial Report Data

Blackhawk-Other Instructional Program Expenditures



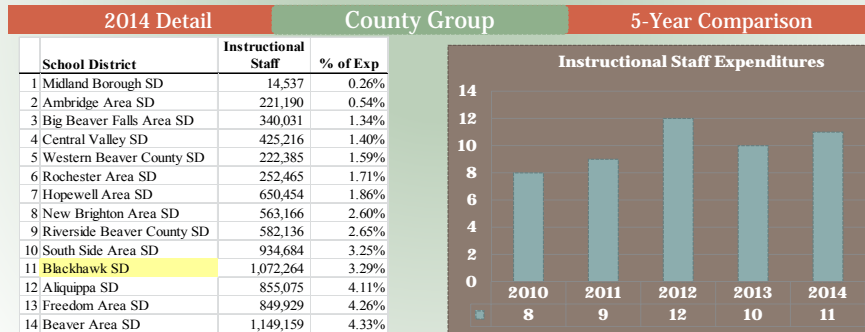
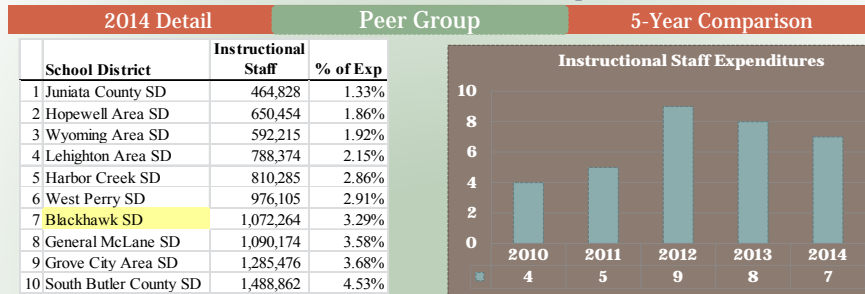
Source of Information: Pennsylvania Department of Education Website – Annual Financial Report Data

Blackhawk-Pupil Personnel Expenditures



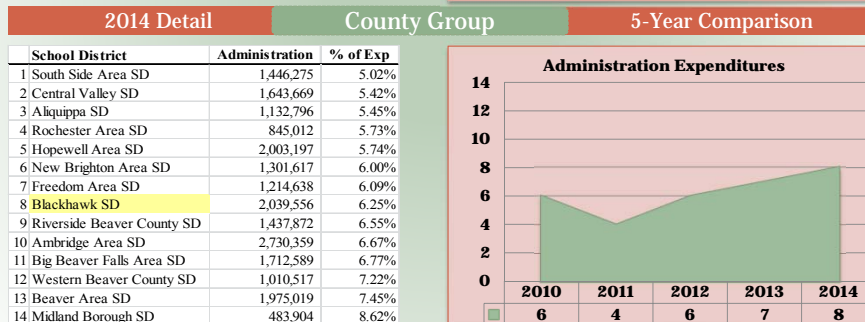
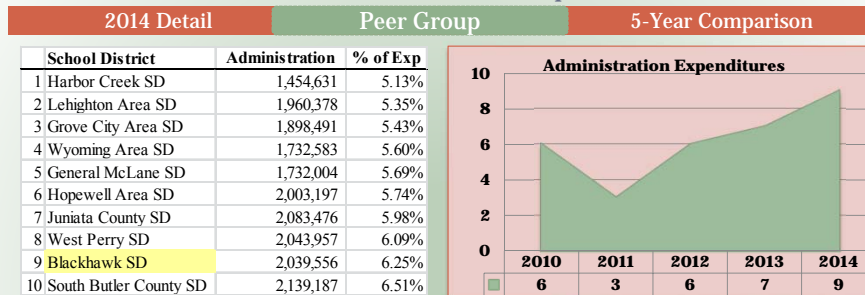
Source of Information: Pennsylvania Department of Education Website – Annual Financial Report Data

Blackhawk- Instructional Staff Expenditures



Source of Information: Pennsylvania Department of Education Website – Annual Financial Report Data

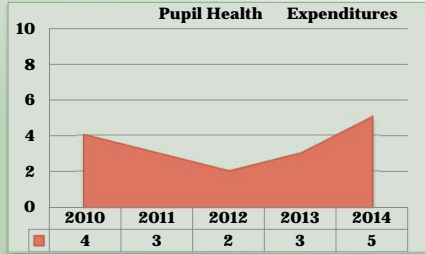
Blackhawk-Administration Expenditures



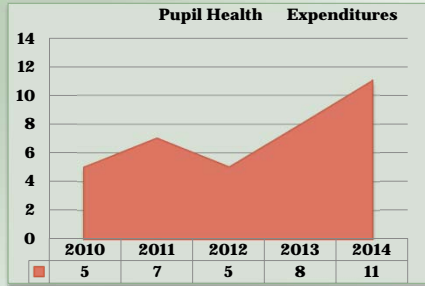
Source of Information: Pennsylvania Department of Education Website – Annual Financial Report Data

Blackhawk- Pupil Health Expenditures

2014 Detail			Peer Group		5-Year Comparison				
School District	Pupil Health	% of Exp			2010	2011	2012	2013	2014
1 Grove City Area SD	265,104	0.76%							
2 Harbor Creek SD	295,367	1.04%							
3 West Perry SD	355,042	1.06%							
4 South Butler County SD	358,046	1.09%							
5 Blackhawk SD	381,155	1.17%							
6 General McLane SD	377,546	1.24%							
7 Lehigh Area SD	495,858	1.35%							
8 Juniata County SD	490,255	1.41%							
9 Hopewell Area SD	538,208	1.54%							
10 Wyoming Area SD	571,917	1.85%							



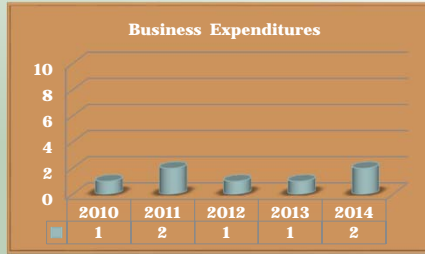
2014 Detail			County Group		5-Year Comparison				
School District	Pupil Health	% of Exp			2010	2011	2012	2013	2014
1 South Side Area SD	187,931	0.65%							
2 Western Beaver County SD	117,660	0.84%							
3 Beaver Area SD	235,783	0.89%							
4 Big Beaver Falls Area SD	226,251	0.89%							
5 Ambridge Area SD	374,065	0.91%							
6 Rochester Area SD	151,631	1.03%							
7 New Brighton Area SD	229,937	1.06%							
8 Freedom Area SD	221,418	1.11%							
9 Aliquippa SD	233,197	1.12%							
10 Central Valley SD	345,471	1.14%							
11 Blackhawk SD	381,155	1.17%							
12 Riverside Beaver County SD	289,232	1.32%							
13 Hopewell Area SD	538,208	1.54%							
14 Midland Borough SD	133,228	2.37%							



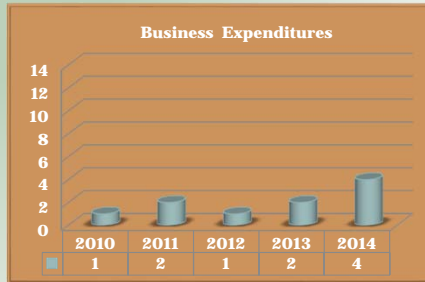
Source of Information: Pennsylvania Department of Education Website – Annual Financial Report Data

Blackhawk-Business Expenditures

2014 Detail			Peer Group		5-Year Comparison				
School District	Business	% of Exp			2010	2011	2012	2013	2014
1 Grove City Area SD	363,392	1.04%							
2 Blackhawk SD	345,622	1.06%							
3 Juniata County SD	390,657	1.12%							
4 General McLane SD	361,941	1.19%							
5 Wyoming Area SD	367,511	1.19%							
6 South Butler County SD	420,729	1.28%							
7 Harbor Creek SD	379,318	1.34%							
8 Hopewell Area SD	651,865	1.87%							
9 West Perry SD	637,821	1.90%							
10 Lehigh Area SD	706,556	1.93%							



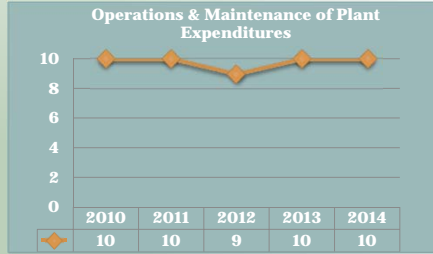
2014 Detail			County Group		5-Year Comparison				
School District	Business	% of Exp			2010	2011	2012	2013	2014
1 Ambridge Area SD	316,676	0.77%							
2 Western Beaver County SD	137,980	0.99%							
3 Aliquippa SD	215,030	1.03%							
4 Blackhawk SD	345,622	1.06%							
5 New Brighton Area SD	258,047	1.19%							
6 South Side Area SD	348,497	1.21%							
7 Central Valley SD	402,004	1.33%							
8 Freedom Area SD	293,256	1.47%							
9 Big Beaver Falls Area SD	381,020	1.51%							
10 Beaver Area SD	449,820	1.70%							
11 Hopewell Area SD	651,865	1.87%							
12 Rochester Area SD	305,192	2.07%							
13 Riverside Beaver County SD	513,901	2.34%							
14 Midland Borough SD	151,353	2.69%							



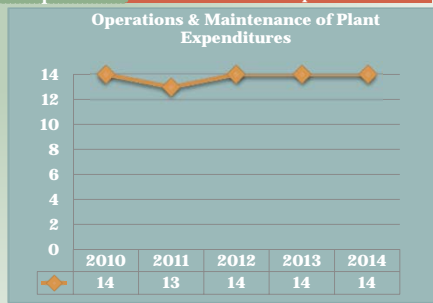
Source of Information: Pennsylvania Department of Education Website – Annual Financial Report Data

Blackhawk- Operations & Maintenance of Plant Expenditures

2014 Detail			Peer Group		5-Year Comparison	
School District	Operation & Maintenance of Plant	% of Exp				
1 Grove City Area SD	2,329,655	6.66%				
2 Harbor Creek SD	2,095,656	7.39%				
3 West Perry SD	2,542,706	7.57%				
4 Juniata County SD	2,649,683	7.60%				
5 General McLane SD	2,375,147	7.80%				
6 South Butler County SD	2,817,457	8.58%				
7 Wyoming Area SD	2,818,515	9.11%				
8 Hopewell Area SD	3,351,243	9.60%				
9 Lehigh Area SD	3,565,395	9.72%				
10 Blackhawk SD	3,427,769	10.51%				



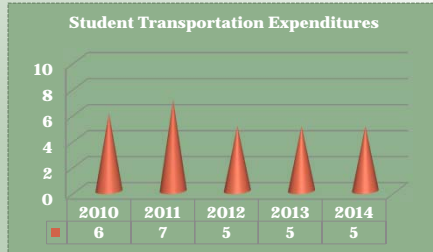
2014 Detail			County Group		5-Year Comparison	
School District	Operation & Maintenance of Plant	% of Exp				
1 Western Beaver County SD	989,603	7.07%				
2 Rochester Area SD	1,072,223	7.27%				
3 South Side Area SD	2,263,324	7.86%				
4 Ambridge Area SD	3,476,028	8.50%				
5 Midland Borough SD	482,066	8.58%				
6 Aliquippa SD	1,897,832	9.13%				
7 Beaver Area SD	2,452,570	9.25%				
8 New Brighton Area SD	2,026,808	9.35%				
9 Riverside Beaver County SD	2,080,657	9.48%				
10 Hopewell Area SD	3,351,243	9.60%				
11 Big Beaver Falls Area SD	2,432,472	9.62%				
12 Central Valley SD	2,930,732	9.66%				
13 Freedom Area SD	1,958,749	9.83%				
14 Blackhawk SD	3,427,769	10.51%				



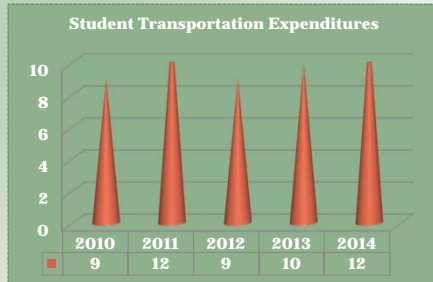
Source of Information: Pennsylvania Department of Education Website – Annual Financial Report Data

Blackhawk-Student Transportation Expenditures

2014 Detail			Peer Group		5-Year Comparison	
School District	Student Transportation	% of Exp				
1 Lehigh Area SD	1,436,692	3.92%				
2 Grove City Area SD	1,614,441	4.62%				
3 Hopewell Area SD	1,823,316	5.22%				
4 Wyoming Area SD	1,816,529	5.87%				
5 Blackhawk SD	2,149,877	6.59%				
6 Harbor Creek SD	1,924,207	6.78%				
7 General McLane SD	2,199,891	7.22%				
8 Juniata County SD	2,743,417	7.87%				
9 South Butler County SD	2,645,302	8.05%				
10 West Perry SD	2,796,549	8.33%				

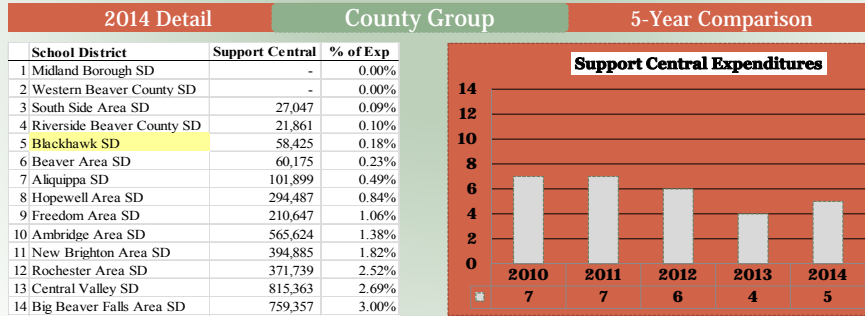
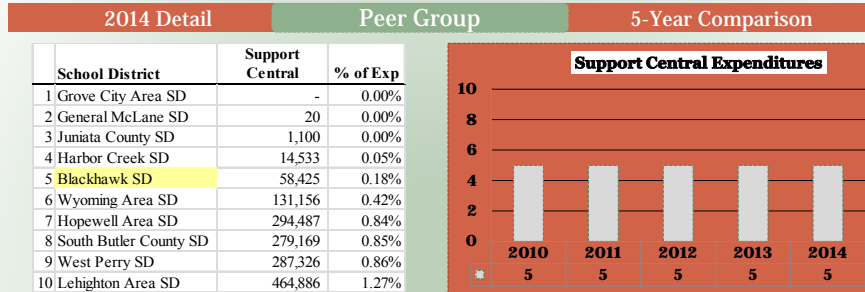


2014 Detail			County Group		5-Year Comparison	
School District	Student Transportation	% of Exp				
1 Midland Borough SD	226,252	4.03%				
2 Rochester Area SD	623,785	4.23%				
3 Big Beaver Falls Area SD	1,199,177	4.74%				
4 Aliquippa SD	1,031,052	4.96%				
5 New Brighton Area SD	1,122,643	5.18%				
6 Freedom Area SD	1,036,335	5.20%				
7 Hopewell Area SD	1,823,316	5.22%				
8 Riverside Beaver County SD	1,260,423	5.74%				
9 South Side Area SD	1,716,870	5.96%				
10 Ambridge Area SD	2,479,765	6.06%				
11 Western Beaver County SD	888,662	6.35%				
12 Blackhawk SD	2,149,877	6.59%				
13 Beaver Area SD	1,830,570	6.90%				
14 Central Valley SD	2,246,905	7.41%				



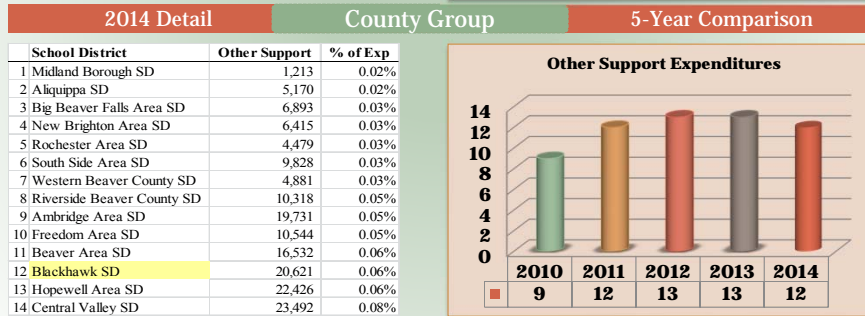
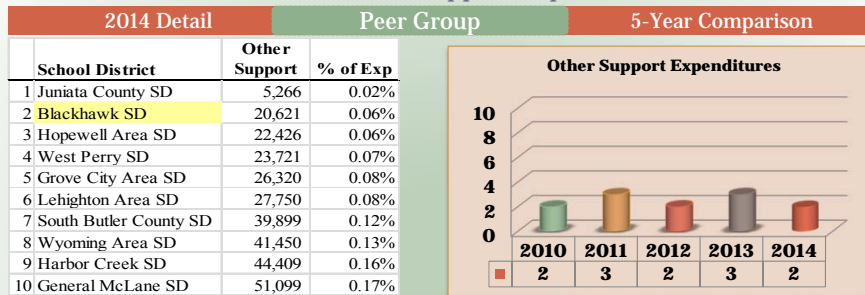
Source of Information: Pennsylvania Department of Education Website – Annual Financial Report Data

Blackhawk- Support Central Expenditures



Source of Information: Pennsylvania Department of Education Website – Annual Financial Report Data

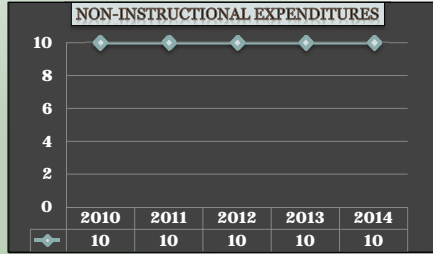
Blackhawk-Other Support Expenditures



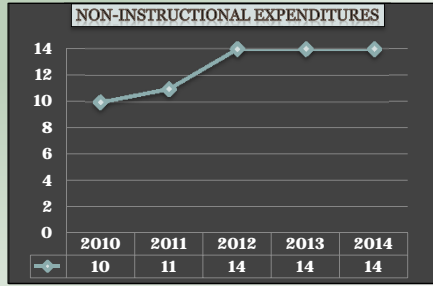
Source of Information: Pennsylvania Department of Education Website – Annual Financial Report Data

Blackhawk- Non-Instructional Expenditures

2014 Detail			Peer Group		5-Year Comparison				
School District	Non-Instructional	% of Exp							
1 West Perry SD	356,245	1.1%							
2 Harbor Creek SD	479,473	1.7%							
3 Juniata County SD	596,237	1.7%							
4 Wyoming Area SD	629,506	2.0%							
5 Lehigh Area SD	863,632	2.4%							
6 Grove City Area SD	847,799	2.4%							
7 General McLane SD	740,070	2.4%							
8 Hopewell Area SD	854,639	2.4%							
9 South Butler County SD	920,350	2.8%							
10 Blackhawk SD	1,177,150	3.6%							



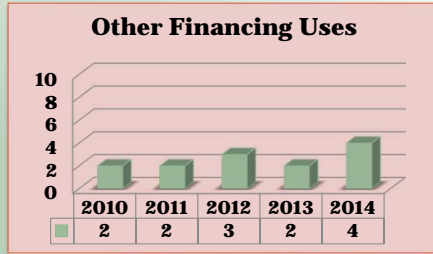
2014 Detail			County Group		5-Year Comparison				
School District	Non-Instructional	% of Exp							
1 Midland Borough SD	21,726	0.4%							
2 Ambridge Area SD	650,614	1.6%							
3 Western Beaver County SD	243,781	1.7%							
4 Rochester Area SD	285,230	1.9%							
5 Riverside Beaver County SD	463,750	2.1%							
6 Aliquippa SD	451,987	2.2%							
7 South Side Area SD	674,661	2.3%							
8 Hopewell Area SD	854,639	2.4%							
9 Freedom Area SD	505,776	2.5%							
10 Beaver Area SD	679,463	2.6%							
11 Central Valley SD	865,537	2.9%							
12 New Brighton Area SD	646,948	3.0%							
13 Big Beaver Falls Area SD	763,578	3.0%							
14 Blackhawk SD	1,177,150	3.6%							



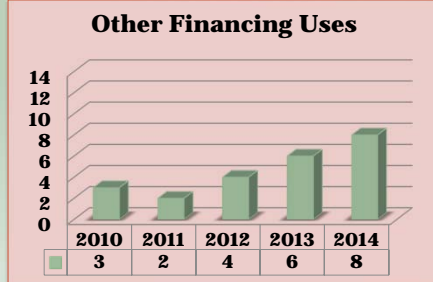
Source of Information: Pennsylvania Department of Education Website – Annual Financial Report Data

Blackhawk- Other Financing Uses Expenditures

2014 Detail			Peer Group		5-Year Comparison				
School District	Other Financing Uses	% of Exp							
1 Lehigh Area SD	2,002,908	5.5%							
2 Wyoming Area SD	2,338,633	7.6%							
3 Grove City Area SD	2,770,439	7.9%							
4 Blackhawk SD	2,630,317	8.1%							
5 West Perry SD	2,708,573	8.1%							
6 South Butler County SD	3,023,093	9.2%							
7 Hopewell Area SD	3,810,737	10.9%							
8 Harbor Creek SD	4,292,658	15.1%							
9 Juniata County SD	5,460,281	15.7%							
10 General McLane SD	4,883,660	16.0%							



2014 Detail			County Group		5-Year Comparison				
School District	Other Financing Uses	% of Exp							
1 Midland Borough SD	202,946	3.6%							
2 Western Beaver County SD	652,242	4.7%							
3 Freedom Area SD	1,180,437	5.9%							
4 South Side Area SD	1,891,581	6.6%							
5 Central Valley SD	2,052,144	6.8%							
6 New Brighton Area SD	1,551,417	7.2%							
7 Big Beaver Falls Area SD	2,037,249	8.1%							
8 Blackhawk SD	2,630,317	8.1%							
9 Riverside Beaver County SD	1,849,508	8.4%							
10 Rochester Area SD	1,335,830	9.1%							
11 Beaver Area SD	2,700,529	10.2%							
12 Hopewell Area SD	3,810,737	10.9%							
13 Ambridge Area SD	5,666,739	13.9%							
14 Aliquippa SD	2,950,710	14.2%							

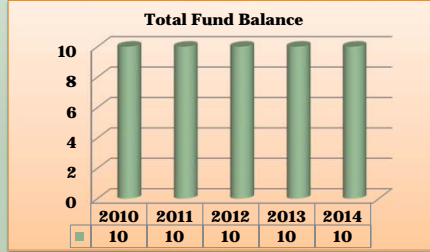


Source of Information: Pennsylvania Department of Education Website – Annual Financial Report Data

Blackhawk-Total Fund Balance

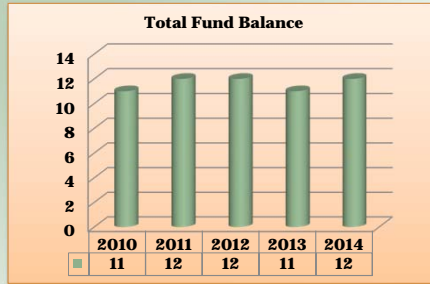
2014 Detail Peer Group 5-Year Comparison

School District	Total Fund Balance
1 Lehigh Area SD	12,772,338
2 General McLane SD	11,697,560
3 West Perry SD	11,563,218
4 Grove City Area SD	9,968,364
5 Harbor Creek SD	9,409,324
6 Hopewell Area SD	8,383,042
7 Juniata County SD	7,229,237
8 South Butler County SD	5,165,404
9 Wyoming Area SD	3,954,013
10 Blackhawk SD	1,647,458



2014 Detail County Group 5-Year Comparison

School District	Total Fund Balance
1 Hopewell Area SD	8,383,042
2 Freedom Area SD	7,595,720
3 South Side Area SD	5,385,705
4 Ambridge Area SD	5,352,583
5 Central Valley SD	5,206,365
6 Big Beaver Falls Area SD	4,907,892
7 New Brighton Area SD	3,618,951
8 Riverside Beaver County SD	2,929,793
9 Beaver Area SD	2,764,130
10 Midland Borough SD	1,994,489
11 Rochester Area SD	1,729,665
12 Blackhawk SD	1,647,458
13 Western Beaver County SD	620,854
14 Aliquippa SD	(1,318,375)

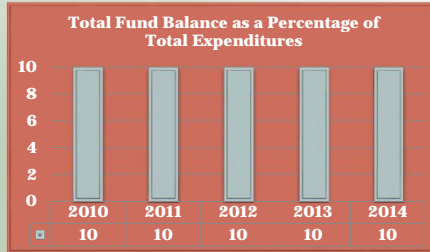


Source of Information: Pennsylvania Department of Education Website – Annual Financial Report Data

Blackhawk- Total Fund Balance as a Percentage Total Expenditures

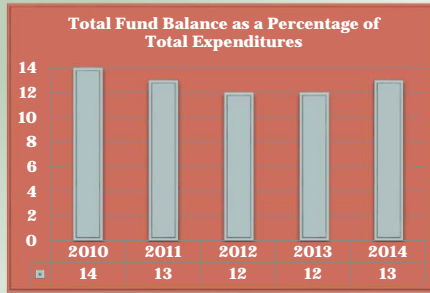
2014 Detail Peer Group 5-Year Comparison

School District	Fund Balance as % of Exp
1 General McLane SD	38.41%
2 Lehigh Area SD	34.83%
3 West Perry SD	34.45%
4 Harbor Creek SD	33.16%
5 Grove City Area SD	28.51%
6 Hopewell Area SD	24.00%
7 Juniata County SD	20.74%
8 South Butler County SD	15.73%
9 Wyoming Area SD	12.79%
10 Blackhawk SD	5.20%



2014 Detail County Group 5-Year Comparison

School District	Fund Balance as % of Exp
1 Freedom Area SD	38.11%
2 Midland Borough SD	35.51%
3 Hopewell Area SD	24.00%
4 South Side Area SD	23.70%
5 Big Beaver Falls Area SD	19.40%
6 Central Valley SD	17.17%
7 Ambridge Area SD	13.08%
8 Riverside Beaver County SD	10.93%
9 Rochester Area SD	10.74%
10 New Brighton Area SD	10.59%
11 Beaver Area SD	10.45%
12 Western Beaver County SD	5.42%
13 Blackhawk SD	5.20%
14 Aliquippa SD	-6.34%

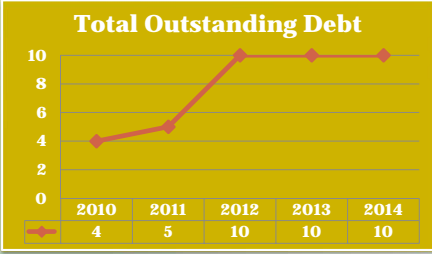


Source of Information: Pennsylvania Department of Education Website – Annual Financial Report Data

Blackhawk- Total Outstanding Debt

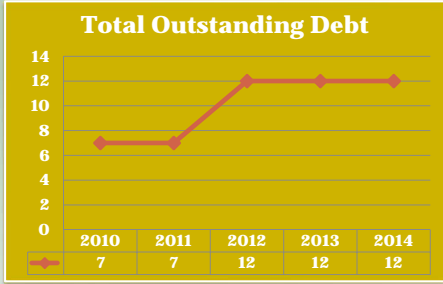
2014 Detail Peer Group 5-Year Comparison

School District	Total Debt Outstanding
1 Lehigh Area SD	3,823,014
2 General McLane SD	9,843,713
3 Grove City Area SD	13,690,930
4 West Perry SD	18,664,912
5 Juniata County SD	18,675,346
6 South Butler County SD	19,328,507
7 Harbor Creek SD	20,526,935
8 Hopewell Area SD	22,426,924
9 Wyoming Area SD	24,432,439
10 Blackhawk SD	41,587,785



2014 Detail County Group 5-Year Comparison

School District	Total Debt Outstanding
1 Midland Borough SD	3,774,692
2 Western Beaver County SD	5,729,812
3 New Brighton Area SD	11,799,039
4 South Side Area SD	12,500,816
5 Rochester Area SD	13,417,978
6 Freedom Area SD	14,289,882
7 Riverside Beaver County SD	20,337,949
8 Big Beaver Falls Area SD	22,125,310
9 Hopewell Area SD	22,426,924
10 Central Valley SD	28,709,850
11 Beaver Area SD	32,270,534
12 Blackhawk SD	41,587,785
13 Aliquippa SD	48,619,749
14 Ambridge Area SD	77,977,034

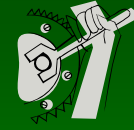


Source of Information: Pennsylvania Department of Education Website – Annual Financial Report Data

Suggestions for Improvements

Significant Deficiencies:

- Interfund Reconciliations
- Payroll Liability Reconciliation
- Concentration of Duties- Limited Staff
- Controls over School District Credit Cards
- Substantiation of Payroll Items
- Controls over Activity Funds
- Recommendation for Best Practices (*see next slide*)
- Calculations of Early Retirement Incentive
- Controls over Athletic Fund



Material Weaknesses:

- Reconciling Federal Reimbursement Reports to the General Ledger
- Child Nutrition Clusters - Verifications

Source of Information: Annual Audit Reports

Recommendation for Best Practices

- Internal Service Fund Net Assets
- Filing & Organization of documents
- Employee Reimbursement policy
- Service Organizations
- Lunt Fund Endowment
- Cafeteria Receipts
- Insurance Coverage Documentation

Source of Information: Annual Audit Reports

We would like to personally thank the entire staff for their help and cooperation in performing this year's audit. We appreciate the relationship we have developed with the District.

