ELMWOOD PARK BOARD OF EDUCATION AUDITORS' MANAGEMENT REPORT ON ADMINISTRATIVE FINDINGS -FINANCIAL, COMPLIANCE AND PERFORMANCE JUNE 30, 2016

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LERCH, VINCI & HIGGINS, LLP CERTIFIED PUBLIC ACCOUNTANTS

REGISTERED MUNICIPAL ACCOUNTANTS

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Honorable President and Members of the Board of Trustees Elmwood Park Board of Education Elmwood Park, New Jersey

We have audited in accordance with auditing standards generally accepted in the United States of America and Government Auditing Standards issued by the Comptroller General of the United States, the basic financial statements of the Elmwood Park Board of Education, County of Bergen, State of New Jersey as of and for the fiscal year ended June 30, 2016, and have issued our report thereon dated October 19, 2016.

As part of our audit, we performed procedures required by the Office of School Finance, Department of Education, State of New Jersey and the findings and results thereof are disclosed on the following pages, as listed in the accompanying table of contents.

This report is intended for the information of management, the Board of Trustees, others within the District and the New Jersey State Department of Education. However, this report is a matter of public record and its distribution is not limited.

> LERCH, Vioci & Higgins CLAP LERCH, VINCI & HIGGINS, LLP

Certified Public Accountants Public School Accountants

Jeffrey C. Bliss

Public School Accountant PSA Number CS00932

Fair Lawn, New Jersey October 19, 2016

Scope of Audit

The audit covered the financial transactions of the Board Secretary/School Business Administrator and Treasurer of School Monies, the activities of the Board of Education and the records of the various funds under the auspices of the Board of Education.

Administrative Practices and Procedures

Insurance

Fire insurance coverage was carried in the amounts as detailed on Exhibit J-20, Schedule of Insurance contained in the district's Comprehensive Annual Financial Report ("CAFR").

Official Bonds

Name	<u>Position</u>	<u>Amount</u>
John DiPaola	Business Administrator/ Board Secretary	\$300,000
Joanne M. Wilson	Treasurer of School Monies	300,000

Financial Planning, Accounting and Reporting

Examination of Claims

An examination of claims paid during the period under review did not indicate any material discrepancies with respect to signatures, certifications and proper itemization.

Payroll Account

The net salaries of all employees of the Board were deposited in the payroll account. Employees' payroll deductions and employer's share of fringe benefits were deposited in the payroll agency account.

All payrolls tested were certified by the President of the Board, the Board Secretary/Business Administrator and the Chief School Administrator.

Salary withholdings were promptly remitted to the District's payroll service provider for submission to the proper agencies, including health benefit withholdings due to the General Fund.

The District maintains a personnel tracking and accounting (Position Control) system.

The School Business Administrator completed and filed the required Certification of Compliance with Federal and State Law respecting the reporting of compensation for certain employees.

Financial Planning, Accounting and Reporting (Continued)

Classification of Expenditures

The coding of expenditures was tested for proper classification in accordance with N.J.A.C. 6A:23-2.2(f) as part of our test of transactions of randomly selected expenditure items. We also reviewed the coding of all expenditures included in our compliance and single audit testing procedures. In addition to randomly selecting a test sample, our sample selection included administrative coding classifications to determine overall reliability and compliance with N.J.A.C. 6A:23-8.2. As a result of the procedures performed, no additional testing was deemed necessary to test the propriety of expenditure classifications.

Reserve for Encumbrances and Accounts Payable

A review of outstanding issued purchase orders was made as of June 30, for goods not yet received or services not yet rendered and it was determined that no blanket purchase orders were included in the balance of the reserve for encumbrances. Also, unpaid purchase orders included in the balance of accounts payable were reviewed for propriety and to determine that goods were received and services were rendered, as of June 30.

Board Secretary's Records

The financial records, books of account and minutes maintained by the Board Secretary were in good condition.

Acknowledgement of the Board's receipt of the Board Secretary's monthly financial reports were included in the minutes.

The prescribed contractual order system was followed.

Bids received were summarized in the minutes (N.J.S.A. 18A:18A-21).

Treasurer's Records

The Treasurer's bank reconciliations were in agreement with the records of the Board Secretary.

The Treasurer's cash balances were in agreement with the reconciled cash balance as determined during the audit.

Elementary and Secondary Education Act (E.S.E.A.)/Improving America's Schools Act (IASA) as Reauthorized by the No Child Left Behind Act (NCLB) of 2001

The E.S.E.A./NCLB financial exhibits are contained within the Special Revenue section of the CAFR. This section of the CAFR documents the financial position pertaining to projects under Title I, II, IV and V of the Elementary and Secondary Education Act.

Other Special Federal and/or State Projects

The District's Special Projects were approved as listed on Exhibits K-3 and K-4 located in the CAFR.

Our audit of the Federal and State funds on a test basis indicated that, except as previously noted, obligations and expenditures were incurred during the fiscal year or project period for which the project was approved.

The financial exhibits are contained within the Special Revenue Section of the CAFR. This section of the CAFR documents the financial position pertaining to the aforementioned special projects.

Financial Planning, Accounting and Reporting (Continued)

• Finding (CAFR Finding 2016-001) — Review of the current year capital assets acquired utilizing Title I funds, revealed that equipment purchased with Title I Funds were not identified as Title I funded equipment on the capital asset accounting records.

Recommendation – Equipment purchased utilizing Title I funds be specifically identified as Title I funded equipment on the capital asset accounting records.

• Finding – We noted for the Elementary and Secondary Education Act (ESEA) programs and the Individuals with Disabilities Education Act (IDEA) programs that a consolidated monitoring report was prepared by the New Jersey Department of Education reporting findings of noncompliance with program requirements. A corrective action plan was prepared and approved by the District to address each finding. We noted the District has implemented the corrective action plan and is monitoring the programs on an on-going basis for adherence to the plan.

T.P.A.F. Reimbursements

Our audit procedures included a test of the semi-monthly reimbursement forms filed with the Department of Education for District employees who are members of the Teachers Pension and Annuity Fund. No exceptions were noted.

T.P.A.F. Reimbursement to the State for Federal Salary Expenditures

The amount of the expenditure charged to the current year's Final Report for all federal awards for the school district to reimburse the State for the TPAF/FICA payments made by the State on-behalf of the school district for those employees whose salaries are identified as being paid from federal funds was made prior to the end of the 90 day grant liquidation period required by the Office of Grants Management. The expenditure was reviewed subsequent to the reimbursement and no exceptions were noted.

School Purchasing Programs

Contracts and Agreements Requiring Advertisement for Bids

Effective July 1, 2010 and thereafter, the bid thresholds in accordance with N.J.S.A. 18A:18A-2 and 18A:39-3(A) are \$40,000 (with a Qualified Purchasing Agent) and \$29,000 (without a Qualified Purchasing Agent), respectively. The law regulates bidding for public school student transportation contracts under NJSA 18A:39-3 which is \$18,800 for 2015-2016.

If the purchasing agent is qualified pursuant to subsection b of section 9 of P.L. 1971, c. 198 (c.40A:11-9), the board of education may establish that the bid threshold may be up to \$40,000. Such authorization may be granted for each contract or by a general delegation of the power to negotiate and award such contracts pursuant to this section. The Board has designated the Business Administrator as the qualified purchasing agent and has approved by Board resolution a bid threshold of \$40,000.

The Board of Education has the responsibility of determining whether the expenditures in any category will exceed the statutory thresholds within the fiscal year. Where question arises as to whether any contract or agreement might result in violation of the statute, the Board attorney's opinion should be sought before a commitment is made.

School Purchasing Programs (Continued)

Contracts and Agreements Requiring Advertisement for Bids (Continued)

Inasmuch as the system of records did not provide for an accumulation of payments for categories for the performance of any work or the furnishing or hiring of any materials or supplies, the results of such an accumulation could not reasonably be ascertained. Disbursements were reviewed, however, to determine whether any clear-cut violations existed.

The results of our examination did not indicate any individual payments, contracts, or agreements were made "for the performance of any work or the furnishing or hiring of any materials or supplies", in excess of the statutory thresholds where there had been no advertising for bids in accordance with the provision of N.J.S.A. 18A:18A-4.

Resolutions were adopted authorizing the awarding of contracts or agreements for "Professional Services" per N.J.S.A. 18A-18A-5.

The system of records did not provide for an accumulation of purchases for which the school board used contracts entered into by the State Department of Purchase and Property pursuant to Ch. 114, P.L. 1977, therefore, the extent of such purchases could not reasonably be ascertained. Our examination did reveal that purchases were made through the use of state contracts.

Food Service Fund

The school food service program was not selected as a major federal or state program. However, the program expenditures exceeded \$100,000 in federal support. Accordingly, we inquired of school management as to whether the School Food Authority (the "SFA") had any Child Nutrition Program reimbursement overclaims or underclaims. No exceptions were noted. In addition, we inquired as to whether the SFA's expenditures of school food service revenues were limited to allowable direct and indirect costs. No exceptions were noted.

The financial transactions and records of the school food services were maintained in good condition. The financial accounts and records were reviewed on a test-check basis.

Cash receipts and bank records were reviewed for timely deposit.

The District utilizes a food service management company (FSMC) and is depositing and expending program monies in accordance with N.J.S.A. 18A:17-34, and 19-1 through 19-4.1. Provisions of the FSMC contract/addendum were reviewed. The FSMC contract includes an operating results provision which guarantees that the food service program will have a profit of \$100,000. The operating results provision has been met.

Expenditures were separately recorded as food, labor and other costs. Vendor invoices were reviewed and costs verified. Inventory records on food supply items were currently maintained and properly applied in determining the cost of food and supplies used.

Food Service Fund (Continued)

The cash disbursements records reflected expenditures for program related goods and services. The Districts deposited program monies and made expenditures in accordance with <u>N.J.S.A.</u> 18A:17-34. The appropriate revenue and expenditure records were maintained in order to substantiate the non-profit status of the school food service.

Net cash resources did not exceed three months average expenditures.

U.S.D.A. commodities were received and a separate inventory was maintained on a first-in, first-out basis.

Exhibits reflecting Child Nutrition Program operations are included in the section entitled Enterprise Funds.

Student Body Activities

The Board has a policy which clearly establishes the regulation of student activity funds.

All receipts tested after implementation of the prior year corrective action plan were deposited in a timely manner.

All cash disbursements tested had proper supporting documentation.

Summer Session Program

Separate revenue and expense records and billing journals were maintained for the summer session program.

Application for State School Aid

Our audit procedures included a test of information reported in the October 15, 2015 Application for State School Aid (ASSA) for on-roll, private schools for the disabled, related services, low income and bilingual. We also performed a review of the District procedures related to its completion. The information on the A.S.S.A. was compared to the District workpapers with exceptions noted. The information that was included on the workpapers was verified with exceptions noted. The results of our procedures are presented in the Schedule of Audited Enrollments.

The District did maintain workpapers on the prescribed state forms or their equivalent for all reporting categories.

The District has adequate written procedures for the recording of student enrollment data.

- Finding (CAFR Finding 2016-002) Our review of the ASSA, workpapers, and class registers revealed the following:
 - Several offsetting discrepancies were noted in on-roll enrollment categories between the number of students reported as full-time and shared time on the ASSA and the District workpapers. We also noted differences between students reported on District workpapers and class registers for on-roll enrollment categories.
 - Several discrepancies were noted in the reporting of low income students on the ASSA. The testing of low income students found that documentation on file did not support eligibility of students reported as LEP low income and students reported as LEP not low income.

Recommendation — Continued efforts be made to ensure the reporting of information on the Application for State School Aid (ASSA) is in agreement with District workpapers and supporting documentation for student counts reported on the ASSA.

Pupil Transportation

Our audit procedures included a test of on roll status reported in the 2015-2016 District Report of Transported Resident Students (DRTRS). The information that was included on the DRTRS was verified to the DRTRS Eligibility Summary Report with immaterial exceptions noted. The results of our procedures are presented in the Schedule of Audited Enrollments.

Our procedures also included a review of transportation related contracts and purchases. Based on our review, the District complied with proper bidding procedures and award of contracts. No exceptions were noted in our review of transportation related purchases of goods and services.

Facilities and Capital Assets

The District had no SDA grant projects during the current year.

Follow-up Prior Year Findings

In accordance with government standards, our procedures included a review of all prior year recommendations.

Suggestions to Management

- Management consider marking the voucher copy of purchase orders with payment information, i.e., date of payment, check number and check amount.
- > District review projects in construction in progress and transfer completed project costs to capital assets placed in service and depreciate them accordingly.

ELMWOOD PARK BOARD OF EDUCATION FOOD SERVICE FUND NUMBER OF MEALS SERVED AND (OVER)/UNDERCLAIM ENTERPRISE FUNDS FOR THE FISCAL YEAR ENDED JUNE 30, 2016

SCHEDULE OF MEAL COUNT ACTIVITY

This Schedule is not applicable for 2015-16.

ELMWOOD PARK BOARD OF EDUCATION

FOOD SERVICE FUND

COMPARISON OF NET CASH RESOURCES TO THREE MONTHS AVERAGE EXPENDITURES ENTERPRISE FUND AS OF JUNE 30, 2016

NET CASH RESOURCE SCHEDULE

Net Cash Res	ources:		<u>Total</u>		
CAFR Exhibit B-4 B-4 B-4	Current Assets Cash & Cash Equivalents Intergovernmental Receivable Other Accounts Receivable	\$	242,677 11,376		
CAFR B-4 B-4 B-4	Current Liabilities Less Accounts Payable Less Due to Other Funds Less Unearned Revenue		(1,862) (6,441)		
	Net Cash Resources	\$	245,750	(A)	
Total Net Adj	usted Operating Expenses:				
B-5 B-5	Total Operating Expenses Less Depreciation	\$	947,926 (5,488)		
	Total Net Adjusted Total Operating Expenditures		942,438	(B)	
Average Mon	thly Operating Expenses:				
mi m	Total Net Adjusted Operating Expenses (B) / 10 months	\$	94,244	(C)	
Three Times	Monthly Average:				
	3 X Average Monthly Expenses (C)	\$	282,731	(D)	
	CASH RESOURCES E MONTHS AVERAGE EXPENDITURES UNDER)	\$ \$ \$	245,750 282,731 (36,981)	(A) (D)	

ELMWOOD PARK BOARD OF EDUCATION A.S.S.A. SCHEDULE OF AUDITED ENROLLMENTS 10/15/2015

	2015-16 Application for State School Aid				Sample for Verification					Private Schools for Disabled						
	-	ted on	•	rted on				mple	Verified per	•	Errors per		Reported on			
		S.A.		papers				ted from	Register		Registers		A.S.S.A. as	for		_
		Roll		Roll	Err			papers	On Roll	.	On Roll		Private	Verifi-		Sample
	<u>Full</u>	Shared	Full	Shared	Full	Shared	Full_	Shared	Full	Shared	Full	Shared	Schools	cation	Verified	Errors
Half Day Preschool - 3 years	_	_	_	_	_	-	_	_	_	_	<u></u>					
Full Day Preschool - 3 years	_	_	_	-	_	-	-	-	-	-	_	_				
Half Day Preschool - 4 years	-	-	-	_	-	_	-	-	-	-	_	_				
Full Day Preschool - 4 years	-	_	_	-	-	-	-	-	_	-	_	_				
Half Day Kindergarten	-	_	-	_	_	-	-	-	-	-	_	-				
Full Day Kindergarten	176	-	176	-	_	_	67	-	70	-	(3)	_				
1st Grade	162	-	162	-	_	-	49	_	50	-	(1)	-				
2nd Grade	185		189	-	(4)	-	77	-	78	-	(1)	-				
3rd Grade	220	_	222	_	(2)	-	77	-	79	_	(2)	_				
4th Grade	162	_	165	-	(3)	_	51	_	51	_	_	_				
5th Grade	170	-	172	-	(2)	-	64	-	64	_	_					
6th Grade	159	-	159	-	-	_	159	-	160	-	(1)					
7th Grade	149		149	-	-	-	149	-	150	_	(1)	_				
8th Grade	164		164	-	-	-	164	-	164	-	_	_				
9th Grade	138	1	140	1	(2)	-	138	1	140	1	(2)	_				
10th Grade	160	5	158	5	2	-	160	5	158	5	2	_				
11th Grade	133	3	132	3	1	-	133	3	132	3	1	-				
12th Grade	145	2	148	2	(3)	-	145	2	148	2	(3)	_				
Subtotal	2,123	11	2,136	11	(13)	-	1,433	11	1,444	11	(11)	-	-	-	-	-
Spec Ed - Elementary	179		167	_	12	_	89	_	84	_	5	_	12	13	13	_
Spec Ed - Middle School	121	_	121	_	_	_	121	_	119	_	2	_	8	8	8	-
Spec Ed - High School	92	7	91	6	1	1	92	_	91	_	1	_	15	17	17	-
Subtotal	392	7	379	6	13	1	302	-	294	-	8	-	35	38	38	-
Totals	2,515	18	2,515	17	7	1	1,735	11	1,738	11	(3)		35	38	38	_
Percentage Error				=	0.00%	5.56%					-0.17%	0.00%				0.00%

ELMWOOD PARK BOARD OF EDUCATION A.S.S.A. SCHEDULE OF AUDITED ENROLLMENTS 10/15/2015

		Low Income		Samp	le for Verification	on	1	EP Low Income		Sampl	e for Verificatio	n
	Reported on A.S.S.A as Low Income		Errors	Sample Selected from	Verified to	Sample Errors	Reported on		Errors	Sample Selected from Workpapers	Verified to	Sample Errors
Half Day Preschool (3 years)	-	-	-	-	-	_	-	-	-	-	-	-
Full Day Preschool (3 years)	-	-	-		-	-	-	-	-	•	-	-
Half Day Preschool (4 years)	*	-	-	-	-	-	-	-	-	-	-	-
Full Day Preschool (4 years)	-	-	-	-	-	-	-	-	-	-	-	-
Half Day Kindergarten	•	-	-	-	-	-	-	-	-	-	_	-
Full Day Kindergarten	77.0	76.0	1.0	16.0	16.0	-	9.0	9.0	-	7.0	7.0	-
1st Grade	59.0	57.0	2.0	12.0	12.0	-	4.0	4.0	-	3.0	3.0	-
2nd Grade	82.0	80.0	2.0	17.0	17.0	-	5.0	5.0	-	3.0	3.0	-
3rd Grade	112.0	111.0	1.0	23.0	23.0	-	3.0	3.0	-	2.0	2.0	-
4th Grade	72.0	72.0	-	15.0	15.0	-	0.0	0.0	-	0.0	0.0	-
5th Grade	85.0	79.0	6.0	17.0	17.0	-	1.0	1.0	-	1.0	0.0	1
6th Grade	90.0	89.0	1.0	19.0	19.0	-	5.0	5.0	-	3.0	3.0	-
7th Grade	77.0	76.0	1.0	16.0	16.0	-	3.0	3.0	-	2.0	2.0	-
8th Grade	84.0	84.0	-	18.0	18.0	-	8.0	8.0	-	5.0	5.0	-
9th Grade	62.5	62.5	-	13.0	13.0	-	4.0	5.0	(1)	3.0	3.0	-
10th Grade	80.5	80.5	-	17.0	17.0	-	4.0	4.0	-	3.0	3.0	-
11th Grade	53.5	53.0	0.5	11.0	11.0	-	0.0	0.0	-	0.0	0.0	-
12th Grade	65.0	65.0		14.0	14.0		1.0	1.0		1.0	1.0	
Subtotal	999.5	985.0	14.5	208.0	208.0	-	47.0	48.0	(1)	33.0	32.0	1
Spec Ed - Elementary	85.0	85.0		18.0	18.0	~	2.0	2.0	_	1.0	1.0	-
Spec Ed - Middle School	74.0	74.0	_	16.0	16.0	_	0.0	1.0	(1)	0.0	0.0	_
Spec Ed - High School	58.0	57.5	0.5	12.0	12.0	-	0.0	0.0	`-'	0.0	0.0	-
Subtotal	217.0	216.5	0.5	46.0	46.0	~	2.0	3.0	(1)	1.0	1.0	-
Totals	1216.5	1201.5	15.0	254.0	254.0	_	49.0	51.0	(2)	34.0	33.0	1
Percentage Error	г		1.23%		•	0.00%		•	-4.08%			2.94%
			Transp	ortation								
	Reported on DRTRS by	Reported on DRTRS by										
	DOE	District	Errors	Tested	Verified	Errors						
Regular - Public Schools	91	91	-	44	44	-						
Transported - Non-Public	78	78	-	38	38	•						
Regular - Spec.	39	39	-	1	1	-						
Special Needs - Public	137	137		66	66							

0.00%

149

149

345

345

0.00%

Totals

ELMWOOD PARK BOARD OF EDUCATION A.S.S.A. SCHEDULE OF AUDITED ENROLLMENTS 10/15/2015

	LE	P Not Low Income	.	Sample for Verification					
	Reported on	Reported on							
	A.S.S.A as	Workpapers as		Sample					
	L _{ow}	Low		Selected from	Verified to	Sample			
	Income	Income	Errors	Workpapers	Register	Errors			
Half Day Preschool (3 years)	-	-	-	-	-	-			
Full Day Preschool (3 years)	-	-	-	-	_	-			
Half Day Preschool (4 years)	-	-	-	-	-	-			
Full Day Preschool (4 years)	-	-	_	-	-	-			
Half Day Kindergarten	_	-	-	-	-	-			
Full Day Kindergarten	10	9	1	4	4	_			
1st Grade	7	7	-	5	5	_			
2nd Grade	6	6	-	4	4	-			
3rd Grade	5	5	-	4	4	-			
4th Grade	3	3	-	2	2	_			
5th Grade	_	_	_	_	_	-			
6th Grade	5	5	_	4	4	_			
7th Grade	-	-	_	-	_	_			
8th Grade	1	1	_	1	1	-			
9th Grade	5	5		4	4	_			
10th Grade	5	5	_	4	4	_			
11th Grade	3	2	1	2	2	-			
12th Grade	3	3		2	2	_			
Subtotal	53	51	2	36	36				
		.		•					
Spec Ed - Elementary	1	1	_	1	1	•			
Spec Ed - Middle School	· -	1	(1)		•	-			
Spec Ed - High School	_	' -	(')	_	-	-			
Subtotal	1	2	(1)	1	1				
Gustotal	•	2	(1)	,	·				
Totals	54	53		37	37	_			
									
Percentage Error	•	=	1.85%			0.00%			

ELMWOOD PARK BOARD OF EDUCATION EXCESS SURPLUS CALCULATION FOR THE FISCAL YEAR ENDED JUNE 30, 2016

SECTION 1A

2015-2016 Total General Fund Expenditures per the CAFR		\$ 39,080,307	
Increased by: Transfer Out - Summer Session Enterprise Fund		35,000	
Decreased by: On-Behalf TPAF Pension & Social Security Assets and Supplies Acquired Under Capital Leases		 (2,962,114)	
Adjusted 2015-2016 General Fund Expenditures		\$ 36,153,193	
1.5% of Adjusted 2015-2016 General Fund Expenditures		\$ 542,298	
Enter Greater of 1.5% of Adjusted 2015-2016 General Fund Expenditures or \$250,000 Increased by: Allowable Adjustments		\$ 542,298 23,175	
Maximum Unassigned Fund Balance			\$ 565,473
SECTION 2			
Total General Fund - Fund Balance at June 30, 2016 (Per CAFR Budgetary Comparison Schedule/Statement)		\$ 3,718,397	
Decreased by: Year End Encumbrances Capital Reserve Maintenance Reserve Other Reserved Fund Balances - State Aid Loan Repayments	\$ 65,719 2,291,859 794,570 776	3,152,924	
Total Unassigned Fund Balance			\$ 565,473
SECTION 3			
Restricted Fund Balance - Reserved Excess Surplus			\$ •
Recapitulation of Excess Surplus as of June 30, 2016			
Reserved Excess Surplus Reserved Excess Surplus - Designated for Subsequent Year Expenditures Total Reserved Excess Surplus			\$ -
Detail of Allowable Adjustments			
Non Public Transportation Aid		\$ 23,175	

23,175

ELMWOOD PARK BOARD OF EDUCATION RECOMMENDATIONS

I. Administration Practices and Procedures

There are none.

II. Financial Planning, Accounting and Reporting

It is recommended that equipment purchased utilizing Title I funds be specifically identified as Title I funded equipment on the capital asset accounting records.

III. School Purchasing Program

There are none.

IV. School Food Service

There are none.

V. Student Body Activities

There are none.

VI. Summer Session Program

There are none.

VII. Application for State School Aid

* It is recommended that continued efforts be made to ensure the reporting of information on the Application for State School Aid (ASSA) is in agreement with District workpapers and supporting documentation for the student counts reported on the ASSA.

VIII. Pupil Transportation

There are none.

IX. Miscellaneous

There are none.

X. Status of Prior Years' Audit Findings/Recommendations

A review was performed on all prior years' recommendations and corrective action was taken on all, except those recommendations denoted with an asterisk (*).

ELMWOOD PARK BOARD OF EDUCATION

ACKNOWLEDGEMENT

We received the complete cooperation of all the officials of the school district and we greatly appreciate the courtesies extended to us.

Respectfully submitted,

LERCH, VINCL & HIGGINS, LLP

Jeffrey C. Bliss

Public School Accountant Certified Public Accountant