

Fiscal Health Risk Analysis

Key Fiscal Indicators for K-12 Districts

The Fiscal Crisis and Management Assistance Team (FCMAT) has developed the Fiscal Health Risk Analysis as a management tool to evaluate key fiscal indicators that may help measure a school district's risk of insolvency in the current and two subsequent fiscal years.

The presence of any single criterion is not necessarily an indication of a district in fiscal crisis. However, districts that answer "No" to seven or more of the 20 key indicators may have cause for concern and could require some level of fiscal intervention. The more indicators identified, the greater the potential risk of insolvency or fiscal issues. Identifying issues early is the key to success when it comes to maintaining fiscal health. Diligent planning will enable a district to better understand its financial objectives and strategies to sustain a high level of fiscal efficiency. A district must continually update its budget as new information becomes available both from within the district and from other funding and regulatory agencies. This is particularly true in the era of the Local Control Funding Formula.

Each of the 20 key indicators below contains several questions. The response given to each key indicator (Yes, No, or N/A) should be approximately the same as that given to a simple majority of its constituent questions.

FCMAT will continue to update this document as additional changes occur in education finance.



Is the district's fiscal health acceptable in the following areas?	Yes	No	N/A
1. Deficit Spending	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Is the district avoiding deficit spending in the current year?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Is the district avoiding deficit spending in the two subsequent fiscal years?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Has the district decreased or eliminated deficit spending over the past two fiscal years?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Is deficit spending covered by fund balance, ongoing revenues, or expenditure reductions?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Has the board approved a plan to eliminate deficit spending?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Fund Balance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Is the district's fund balance at or consistently above the recommended reserve for economic uncertainty?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Is the fund balance stable or increasing due to ongoing revenues and/or expenditure reductions?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Does the fund balance include any designated reserves for unfunded liabilities or one-time costs above the recommended reserve level?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Reserve for Economic Uncertainty	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Is the district able to maintain its reserve for economic uncertainty in the current and two subsequent years based on current revenue and expenditure trends?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Does the district have additional reserves in Fund 17, Special Reserve for Other Than Capital Projects?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• If not, does the district's multiyear financial projection include a plan to restore the reserve for economic uncertainty?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Is the district's fiscal health acceptable in the following areas?	Yes	No	N/A
4. Enrollment and Attendance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Has the district's enrollment been increasing or stable for multiple years?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Is the district's enrollment projection updated at least semiannually?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Are staffing adjustments for certificated and classified employee groups consistent with the enrollment trends?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Does the district analyze enrollment and average daily attendance (ADA) data?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Does the district track historical data to establish future trends between P-1 and P-2 for projection purposes?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Has the district implemented any attendance programs to increase ADA?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Do school sites maintain an accurate record of daily enrollment and attendance that is reconciled monthly?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Have approved charter schools had little or no impact on the district's student enrollment?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Does the district have a board policy that attempts to reduce the effect that transfers out of the district have on the district's enrollment?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Did the district certify its CALPADS Fall 1 submission by the required deadline?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Debt	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Does the district have a recent actuarial study and a plan to set funds aside for unfunded liabilities?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Does the district maintain low levels of non-voter-approved debt (such as COPs, bridge financing, BANS, RANS and others)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Is the district conforming to GASB 68 requirements by recognizing and reporting its proportionate share of net liability for pension programs?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Cash Monitoring	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Can the district manage its cash in all funds without interfund borrowing?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• If interfund borrowing is occurring, does the district repay the funds within the statutory period in accordance with Education Code Section 42603?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Does the district forecast its cash receipts and disbursements and verify them at least monthly to ensure that cash flow needs are known with plenty of notice?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Does the district have a plan to address short-term cash flow needs?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Are cash balances reconciled to bank statements monthly?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Bargaining Agreements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Has the district settled the total cost of the bargaining agreements at or under COLA during the current and past three years?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Did the district conduct a pre-settlement analysis, including multiyear projections, identifying ongoing revenue sources or expenditure reductions to support the agreement, as well as the long-term effects on the district?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Is the district's fiscal health acceptable in the following areas?	Yes	No	N/A
• Did the district correctly identify the related costs above the COLA, (i.e. statutory benefits, step and column)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Did the district address budget reductions necessary to sustain the total compensation increase, including a board-adopted plan?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Did the superintendent and CBO certify the agreement prior to ratification?.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Is the governing board's action consistent with the superintendent's/CBO's certification?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Did the district meet the public disclosure requirements, including disclosure of the costs associated with a tentative collective bargaining agreement, before it became binding on the district?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. General Fund	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Is the percentage of the district's general fund unrestricted budget allocated to salaries and benefits at or under the statewide average?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Does the district ensure that only ongoing restricted dollars pay for permanent staff?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Does the budget include reductions in expenditures proportionate to one-time revenue sources, such as parcel taxes, that will terminate in the current or two subsequent fiscal years?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Does the district ensure that the parcel tax does not pay for ongoing expenditures?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Does the district ensure that litigation and/or settlements are minimized?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Encroachment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Is the district aware of the contributions to restricted programs in the current year? (Identify cost, programs and funds)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Does the district have a reasonable plan to address increased encroachment trends?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Does the district manage encroachment in all funds including the cafeteria fund?.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Management Information Systems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Is the district's financial data accurate and timely?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Are the mandated county and state reports filed in a timely manner?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Are key fiscal reports — including those on personnel, payroll and budget — accessible, timely, and understandable?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Is the district on the same financial system as the county?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• If the district is on a separate financial system, is there an automated interface with the financial system maintained by the county?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Is the district able to accurately identify students who are eligible for free and reduced-price meals, English learners, and foster youth, in accord with Local Control Funding Formula (LCFF) and Local Control Accountability Plan (LCAP) requirements?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Is the district able to collect, assess, and report student data in the California Longitudinal Pupil Achievement Data System (CALPADS)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Is the district's fiscal health acceptable in the following areas?	Yes	No	N/A
11. Position Control and Human Resources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Does the district maintain and use an effective and reliable position control system that tracks personnel allocations and expenditures?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Is position control integrated with payroll and the financial system?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Does the district control unauthorized hiring?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Is the district able to control overstaffing?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Are the appropriate levels of internal controls (i.e., checks and balances) in place between the business and personnel departments to prevent fraudulent activity?. . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Is position control reconciled against the budget during the fiscal year?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Does the district offer or ensure that staff attend professional development regarding financial management and budget?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Budget Development and Adoption	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Is a budget calendar used that contains statutory due dates and the major budget development milestones?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Are clear processes and policies in place to analyze resources and allocations to ensure they align with strategic planning objectives and that the budget reflects the LEA's priorities and LCAP?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Is the LCFF correctly calculated and understood?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Are projections for ADA, enrollment, revenue and unduplicated pupil count accurate and reasonable?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Is the district decreasing deficit spending and maintaining adequate reserves and fund balance when compared with the prior year?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Has the district ensured that the LCAP is incorporated in the budget?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Is the budget developed using a zero-based method rather than being a rollover budget?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Does the district use position control data for budget development?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Does the budget development process include input from staff, administrators, board and community, as well as the budget advisory committee (if there is one)? . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Are the LCAP and the budget adopted within statutory timelines established by Education Code Section 42103, and are the documents filed with the county superintendent of schools no later than five days after adoption, or by July 1, whichever occurs first?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. Multiyear Projections	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Has the district developed multiyear projections that have reasonable assumptions?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Are projected fund balance reserves disclosed and based on the most reasonable and accurate information available?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• At a minimum, are the multiyear projections compiled at budget adoption and at the time of interim reports?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Is the district's fiscal health acceptable in the following areas?	Yes	No	N/A
<ul style="list-style-type: none"> For the purpose of calculating multiyear projections, is the district using the latest LCFF gap closure percentages that show the amount of funding necessary to maintain purchasing power for the LCFF statewide? 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Is the LCFF target for each year recalculated based on the grade span ADA, and then compared to the adjusted prior year funding, so that the funding gap would then be reduced by the funding gap percentage for the given year? 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. Budget Monitoring and Updates	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Are budget assumptions updated throughout the year as updated information becomes available? 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Are actual revenue and expenses in line with the most current budget? 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Are budget revisions completed in a timely manner? 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Does the district openly discuss the impact of budget revisions at the board level? 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Does the district abide by Education Code 42127(h) by informing the board of education and the public, within 45 days of enactment of the state budget, of any changes in the state budget that would affect the adopted budget? 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Are budget revisions made or confirmed by the board at the same time the collective bargaining agreement is ratified? 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Has the district's long-term debt decreased from the prior fiscal year? 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Are contributions to restricted programs controlled and monitored? 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Has the district identified the repayment sources for long-term debt or non-voter-approved debt (e.g. certificates of participation, capital leases)? 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Does the district's financial system have a hard-coded warning regarding insufficient funds for requisitions and purchase orders? 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Does the district encumber salaries and benefits? 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Are the balance sheet accounts in the general ledger reconciled regularly? 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Does the district complete and file its interim budget reports within the statutory deadlines established by Education Code Section 42130 and following, in a format or on forms prescribed by the Superintendent of Public Instruction (SPI), and ensure that they are based on standards and criteria for fiscal stability? 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. Retiree Health Benefits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Has the district completed an actuarial valuation to determine the unfunded liability under GASB 45 requirements? 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Does the district have a plan for addressing the retiree benefits liabilities? 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Has the district conducted a re-enrollment process to identify eligible retirees? 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Is the district's fiscal health acceptable in the following areas?	Yes	No	N/A
16. Leadership/Stability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Does the district have a superintendent and/or chief business official who has been with the district more than two years?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Does the governing board adopt and revise understandable and timely policies and support the administration to ensure implementation?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Does the superintendent adopt and revise understandable and timely administrative regulations and ensure that adopted board policies and approved administrative regulations are communicated to staff and followed?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Does the governing board refrain from micromanaging district administration and staff?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. Charter Schools	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Has the district identified a specific employee to be responsible for ensuring that adequate oversight occurs for all approved charter schools?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Has the charter school submitted the mandated financial reports on time?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Has the charter school commissioned an independent audit?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Does the audit reflect findings that will not impact the fiscal certification of the authorizing agency?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Is the district monitoring and reporting the current status to the board to ensure that an informed decision can be made regarding the reauthorization of the charter?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. Internal Controls and Annual Independent Audit Report	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Does the district implement appropriate measures to discourage and detect fraud?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Did the district receive an independent audit report without material findings?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Can the audit findings be addressed without affecting the district's fiscal health?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Has the independent audit report been completed and presented within the statutory timeline?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Are audit findings and recommendations reviewed with the board?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Did the audit report meet both GAAP and GASB standards?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. Facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Has the district passed a general obligation bond?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Has the district met the audit and reporting requirements of Proposition 39?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Is the district participating in the state's School Facilities Program?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Does the district have sufficient personnel to properly track and account for facility-related projects?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Has the district met the reporting requirements of the Williams Act?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Is the district's fiscal health acceptable in the following areas?	Yes	No	N/A
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|--|--------------------------|--------------------------|--------------------------|
| • Is the district properly accounting for the 3% Routine Repair and Maintenance Account requirement at the time of budget adoption? * | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| • Does the district prioritize facility issues when adopting a budget? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| • If needed, does the district have surplus property that may be sold or used for lease revenues? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| • If needed, are there other potential statutory options? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| - Joint Use: Can the district enter into a joint use agreement with some entities without declaring the property surplus and without bidding? | | | |
| - Joint Occupancy: The Education Code provides for a joint venture that can authorize private development of district property that will result in some educational use. | | | |
| • Does the district have a long-range facilities master plan that was completed or updated in the last two years? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

* Although the requirement for a district to set aside monies for deferred maintenance has been eliminated as part of LCFF, the requirement to set aside funds for routine repair and maintenance has not. Education Code 17070.75 requires a school district to deposit 3% of its total general fund expenditures into its routine restricted maintenance account (RRMA), for the sole purpose of maintaining school facilities in good repair. Education Code 17070.766 provides a temporary exemption to this requirement and allows districts to deposit 1% (the exemption expires on June 30, 2015). The requirement applies only to LEAs that participate in the state School Facilities Program.

20. General Ledger

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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|---|--------------------------|--------------------------|--------------------------|
| • Does the district record all financial activity for all programs accurately and in a timely manner, ensuring that work is properly supervised and reviewed? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| • Has the district closed the general ledger (books) within the time prescribed by the county office of education? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| • Does the district follow a year-end closing schedule? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| • Have beginning balances in the new fiscal year been recorded correctly for each fund from the prior fiscal year? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| • Does the district adjust prior year accruals if the amounts actually received (A/R) or paid (A/P) are greater or less than the amounts accrued? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| • Does the district reconcile all suspense accounts, including payroll, at the close of the fiscal year? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

RISK ANALYSIS

- Total the number of component areas in which the district's fiscal health is not acceptable ("No" responses).
- Use the key below to determine the level of risk to the district's fiscal health.

0 – 5
Low

6 – 10
Moderate

11 – 16
High

17 – 20
Extremely High

Total "No"
Responses

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