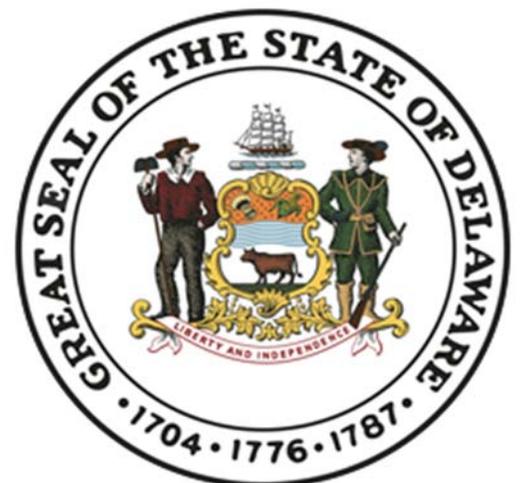


**State of Delaware
Office of Auditor of Accounts**

**Statewide School Districts' Construction
Projects Examination Engagements
Caesar Rodney School District**

Fiscal Year Ended June 30, 2018

Kathleen K. McGuiness, CFE
Auditor of Accounts



Background

School District Construction Projects

In accordance with 29 Del. C. §7509, the Department of Education (DOE) shall determine the present necessity for any school construction program. Once a School District (the District) identifies the need for a construction project and receives approval from its local Board of Education (the Board), they submit a Major Capital Improvement Program request form to the DOE by August 31 each year. The DOE then meets with the District to review appropriate documentation and discuss the necessity of the project. If it is deemed necessary, the DOE will include the project in its budget request for the following fiscal year. All projects that are included in the budget request are then issued a Certificate of Necessity (CN) by late October of each fiscal year, which authorizes the construction project and details the scope and cost limits for the project.¹

The DOE calculates the amount of State of Delaware (the State) funding the District will receive using a standard school construction formula. The formula is uniform throughout the State and is based on pupil capacity for the type of school requested (i.e., elementary, middle, or high school). The remainder of the cost is paid with local tax receipts, thus referred to as the local share.

Before a District can issue bonds to fund the local share of the construction costs, taxpayers must approve the bond sale through a referendum.² A referendum may occur any time after a CN is issued, and the District has one year and two opportunities to pass a successful referendum before needing to request a new CN from the DOE. The timing of each referendum is at the discretion of the Board. Vocational-Technical Districts are not subject to the referendum process. Instead, the Legislature approves these Districts' tax rates.³

The District must provide adequate public notice of the referendum that includes the purpose and amount of the proposed bond issuance, as well as the estimated annual amount of tax increase upon approval.⁴ The estimated increase, however, is based on certain assumptions that are subject to change, such as the anticipated interest rate on new bonds.⁵ Therefore, taxpayers are voting on the approval of the construction project and cannot rely on the advertised referendum rate as the effective tax rate.

The District may ask their taxpayers to approve a local share in excess of the school construction formula to finance additional options. For example, if a construction project included expanding a particular school building and the District wished to continue the same flooring throughout the entire building, taxpayers may be asked to fund the costs in excess of the State formula. This particular request must be clearly labeled on the referendum voting ballot using the language set forth in 14 Del C. §2004.

¹ DOE's School Construction Technical Assistance Manual, Section 1.10, *Summary of Steps in the Major Capital Improvement Process*

² 14 Del. C. §2122

³ 14 Del. C. c. 26

⁴ 14 Del. C. §1074 (b)

⁵ Other rates that are not subject to voter approval (e.g., tuition, minor capital improvements) may be increased by the District to meet annual demands, thus resulting in the effective tax rate for the District.

The DOE presents their budget of all the State's Districts' construction projects to the Office of Management and Budget for approval and inclusion in the Governor's Recommended Budget.⁶ The Governor's Recommended Budget is then subject to final approval by the Bond Bill Committee and the Legislature via the Bond and Capital Improvements Act (also referred to as the Bond Bill). If a District fails to obtain a successful referendum before June 30, their project is removed from the Governor's Recommended Budget and not included in that year's Bond Bill.

The District's Board then has the "power to employ engineers, architects and such other employees as it deems essential..." for their construction project per 29 Del. C. §7521. All final plans and specifications, including costs of construction under any school construction bond authorization act, are approved by the DOE.⁷

Depending on various factors (e.g., the total cost of the project, other projects within the State), the District will receive funding for their construction project over the course of several fiscal years. For each State bond sale, the District receives an aggregate allocation of funds and must pay back a portion of those funds with local tax receipts. The local share for each District in the State can vary between 20% and 40%⁸, depending on an assessment of the District's ability to meet their obligations.⁹

The District coordinates with the Office of the State Treasurer to pay the local share of their outstanding principal and interest payments in accordance with 14 Del. C. §2108. Annually, the Office of Auditor of Accounts audits the Districts' local tax collections and debt service management in a separate engagement. Further, this engagement examines Bond Bill construction project expenditures.

In the event the construction project comes in under budget, the District may request permission from the State legislature to redirect the State-funded portion of the excess budget amount to fund another project. The subsequent epilogue language in the Bond Bill dictates if the District must put forth local tax receipts and what sources of funding the District may use, such as Minor Capital Improvement funds. Since this is a result of Delaware law, the change does not require a referendum.

There are no legal or statutory provisions that would prohibit a District from utilizing excess funds for early repayment of their debt.

Maintenance of Records

The District should maintain all appropriate documentation related to their construction projects and related debt, including documents related to the referendum process, for audit purposes.

⁶ Same as footnote 1

⁷ 29 Del. C. §7518

⁸ 29 Del. C. §7503 (b)

⁹ An Equalization Committee, as defined by 14 Del. C. §1707 (i), is comprised of 10 to 15 members appointed by the Secretary of the DOE. The equalization formula (detailed in 14 Del. C. §1707) incorporates an annual survey conducted by the University of Delaware and is annually reviewed and approved by the Equalization Committee.

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STATE OF DELAWARE
OFFICE OF AUDITOR OF ACCOUNTS

KATHLEEN K. MCGUINNESS, CFE
AUDITOR OF ACCOUNTS

Independent Accountants' Report

Dr. Kevin Fitzgerald
Superintendent
Caesar Rodney School District
7 Front Street
Wyoming, Delaware 19934

The Honorable Susan S. Bunting, Ed.D.
Secretary, Department of Education
Townsend Building, Suite 2
401 Federal Street
Dover, Delaware 19901

We have examined the accompanying State of Delaware Caesar Rodney School District (the District) *Schedule of Construction Projects* for the year ended June 30, 2018 to determine whether it is in accordance with the criteria set forth in the *Delaware Code*, the *State of Delaware Department of Education School Construction Technical Assistance Manual* (SCM), and the *State of Delaware Budget and Accounting Policy Manual* (BAM). The District's management is responsible for the presentation of the *Schedule of Construction Projects* in accordance with the criteria above. Our responsibility is to express an opinion on the *Schedule of Construction Projects* based on our examination.

Our examination was conducted in accordance with attestation standards established by the American Institute of Certified Public Accountants, and the standards applicable to attestation engagements contained in *Government Auditing Standards* issued by the Comptroller General of the United States. Those standards require that we plan and perform the examination to obtain reasonable assurance about whether the *Schedule of Construction Projects* is in accordance with the criteria listed above, in all material respects. An examination involves performing procedures to obtain evidence about the *Schedule of Construction Projects*. The nature, timing, and extent of the procedures selected depend on our judgment, including an assessment of the risks of material misstatement of the *Schedule of Construction Projects*, whether due to fraud or error. We believe that the evidence we obtained is sufficient and appropriate to provide a reasonable basis for our opinion.

In our opinion, the *Schedule of Construction Projects* referred to above presents fairly, in all material respects, the construction projects for the District for the year ended June 30, 2018, based on the criteria set forth in the *Delaware Code*, the SCM, and the BAM.

The *Schedule of Construction Projects* for the year ended June 30, 2017 was examined by other auditors, whose report dated November 14, 2017, expressed an unmodified opinion on the *Schedule of Construction Projects*. As a result, we did not examine the amounts reported in the Expended in Prior Years column of the *Schedule of Construction Projects* for the year ended June 30, 2018 and, therefore, express no opinion on it.

In accordance with *Government Auditing Standards*, we are required to report all deficiencies that are considered to be significant deficiencies or material weaknesses in internal control; fraud and noncompliance with provisions of laws or regulations that could have a material effect on the *Schedule of Construction Projects*; and any other instances that warrant the attention of those charged with governance; noncompliance with provisions of contracts or grant agreements, and abuse that has a material effect on the subject matter. We are also required to obtain and report the views of responsible officials concerning the findings, conclusions, and recommendations, as well as any planned corrective actions. We performed our examination to express an opinion on whether the *Schedule of Construction Projects* is presented in accordance with the criteria described above and not for the purpose of expressing an opinion on the internal control applicable to preparing the *Schedule of Construction Projects* or on compliance and other matters; accordingly, we express no such opinion. We consider the deficiency described in the accompanying *Schedule of Current Year Findings* as Finding 2018-1 to be a material weakness. Our examination disclosed instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*, described in the accompanying *Schedule of Current Year Findings* as finding 2018-2.

The District's response to the findings identified in our examination is described in the accompanying *Schedule of Current Year Findings*. We did not audit the District's response, and accordingly, we express no opinion on it.

This report is intended solely for the information and use of District management and Board Members, the Office of Auditor of Accounts, and the Department of Education and is not intended to be, and should not be, used by anyone other than these specified parties. However, under 29 Del. C., §10002(l), this report is public record and its distribution is not limited. This report, as required by statute, was provided to the Office of the Governor, Office of the Controller General, Office of the Attorney General, and Office of Management and Budget.

Kathleen K. McGuinness, CFE
Auditor of Accounts
Dover, Delaware
January 8, 2019

**Schedule of Construction Projects
Fiscal Year Ended June 30, 2018**

Project Name	FY	APPR	Source of Funding (State/Local)	Original Funding Amount	Increases (Decreases) in Funding	Total Funding to Date	Expended in Prior Years	Expended in Current Year	Total Expended to Date	Balance as of 6/30/18
Renovate John S. Charlton School	2016	50461	100/0	\$ 4,766,900	\$ -	\$ 4,766,900	\$ 1,362,783	\$ 1,367,261	\$ 2,730,044	\$ 2,036,856
Additions and Renovations to J.R. McIlvaine ECC	2017	50464	79/21	3,162,600	(1,290,000)	1,872,600	1,486,706	314,367	1,801,073	71,527
Renovate Allen Frear Elementary School	2018	50465	79/21	57,600	-	57,600	-	-	-	57,600
Additions and Renovations to Caesar Rodney High School	2017	50466	79/21	5,669,000	-	5,669,000	615,409	3,022,848	3,638,257	2,030,743
	2018	50466	79/21	18,106,100	(4,800,000)	13,306,100	-	413,910	413,910	12,892,190
Renovate Fred Fifer III Middle School	2017	50468	79/21	533,700	950,000	1,483,700	57,297	1,276,257	1,333,554	150,146
	2018	50468	79/21	3,224,000	600,000	3,824,000	-	-	-	3,824,000
Renovate W.B. Simpson Elementary School	2018	50469	79/21	62,200	-	62,200	-	-	-	62,200
Renovate F. Neil Postlethwait Middle School	2017	50471	79/21	564,100	340,000	904,100	57,485	662,984	720,469	183,631
	2018	50471	79/21	3,428,700	1,200,000	4,628,700	-	14,503	14,503	4,614,197
Renovate W. Reily Brown Elementary School	2018	50472	79/21	54,900	-	54,900	-	-	-	54,900
Renovate Star Hill Elementary School	2017	50473	79/21	181,300	-	181,300	16,140	136,377	152,517	28,783
	2018	50473	79/21	2,189,100	-	2,189,100	-	181,225	181,225	2,007,875
Renovate Nellie Hughes Stokes Elementary School	2017	50475	79/21	258,700	-	258,700	7,218	201,748	208,966	49,734
	2018	50475	79/21	3,122,700	3,000,000	6,122,700	-	171,010	171,010	5,951,690
Construct 600 Student Elementary School	2017	50477	79/21	1,639,300	-	1,639,300	-	888,198	888,198	751,102
	2018	50477	79/21	18,793,700	-	18,793,700	-	-	-	18,793,700
Construction Projects Total				\$ 65,814,600	\$ -	\$ 65,814,600	\$ 3,603,038	\$ 8,650,688	\$ 12,253,726	\$ 53,560,874

**Schedule of Current Year Findings
June 30, 2018**

Finding 2018-1

Criteria

Internal Control – Integrated Framework, published by the Committee of Sponsoring Organizations of the Treadway Commission, defines control activities as “policies and procedures that help ensure management directives are carried out.” Control activities occur throughout an organization, at all levels and functions, and include a wide range of activities, such as authorizations, verifications, reconciliations, reviews of operating performance, security of assets, and segregation of duties. To ensure control activities meet the objectives of management, supporting documentation for all such activities should be referred to or maintained with the financial documents. Management review controls are defined as activities of a person different than the preparer analyzing and performing oversight of activities performed and is an integral part of any internal control structure.

Condition

In documenting and testing the internal control over financial reporting for the *Schedule of Construction Projects*, we noted there are no written policies and procedures regarding the preparation, review, and approval of the *Schedule of Construction Projects*.

We further noted that the *Schedule of Construction Projects* prepared by the District did not properly present information, as detailed below:

- The total Expended in Prior Year amount for the CR Ren F Neil Postlethwait project (appropriation 50471) was reported as \$71,988, which incorrectly included current year expenditures of \$14,503. The correct Expend in Prior Year amount for the project is \$57,485, and the correct Expend in Current Year amount for the project is \$677,487.

Note: The *Schedule of Construction Projects* included on page 3 of this report reflects the corrected Expended in Current Year amount for this project.

Cause

The District did not provide proper oversight regarding the review of amounts included in the *Schedule of Construction Projects*.

Effect

The management review control was not effective to ensure that the *Schedule of Construction Projects* was completely and accurately stated.

Recommendation

We recommend that the District enhance its current written policies and procedures by adding documentation of the preparation and review process for the *Schedule of Construction Projects*. This process should include steps to ensure that amounts presented in the *Schedule of Construction Projects* exist, are completely and accurately stated, and properly reconcile to supporting documentation (i.e., bond bills, FSF reports, etc.). In addition, the process should include documentation of the preparation and review of the Schedule of Construction Projects via sign-offs and dating by both the preparer and the reviewer (either via email or on the paper copy) to document the dates that the *Schedule of Construction Projects* was completed and reviewed/approved.

District Response

The District will comply with the recommendation.

Finding 2018-2

Criteria

The State of Delaware School Construction Technical Assistance Manual (SCM) requirements apply to construction files for completed projects.

Guidance Reference	Requirement
SCM 2.0; 14 DE Admin Code 401, Section 5.2	The local school district shall notify the Department of Education, Office of Management and Budget and Insurance Coverage Office at the completion of the construction, which is defined as when the school district, with the concurrence of the architect, accepts the Facility as complete. Completion means that the following have occurred: punch-list items are resolved, release of liens has been received and funds held in retainage have been released.
SCM 5.9	The school district shall notify the Department of Education, the State Auditor’s Office, the Budget Director, and the State Insurance Coverage Office upon substantial completion. In the event that a construction manager is employed, a notification of substantial completion shall be required for each prime contract.
SCM 2.0; 14 DE Admin Code 401, Section 5.4	The local school district shall notify the Department of Education, State Auditor, and Office of Management and Budget upon approval of Occupancy.
SCM 2.0; 14 DE Admin Code 401, Section 5.5	Local school districts shall submit to the Department of Education a copy of the electronic autocad files. Electronic autocad files shall be submitted no later than 30 calendar days after the completion of any major renovation, addition to an existing facility, new school or replacement school.

Condition

In testing the construction files for the Additions and Renovations to J.R. McIlvaine ECC project (appropriation 50464), the District did not have documentation in the projects construction file to demonstrate compliance with the requirements of the SCM 2.0; 14 DE Admin Code 401, Section 5.2, SCM 5.9, SCM 2.0; 14 DE Admin Code 401, Section 5.4, and SCM 2.0; 14 DE Admin Code 401, Section 5.5, as noted above.

Cause

Management of the District did not provide proper oversight in the maintenance of construction project files.

Effect

The District is not in compliance with the requirements of the SCM, as noted above.

Recommendation

We recommend that the District develop and implement a management review process (i.e., checklist) to ensure all required documentation is maintained in construction project files to ensure compliance with the provisions of the SCM.

District Response

The District will comply with the recommendation.