FCMAT REPORT – RECOMMENDATIONS

Recommendations	Implementation Plan	Estimated Timeline	Fiscal Impact
Area: Position Control			
1. Establish standing monthly meetings between the Budget and Personnel departments to discuss issues and develop new policies and procedures for the position control process and increase efficiency and effectiveness.	Budget and Personnel departments will establish monthly meetings to discuss issues and develop new policies and procedures for the position control process and increase efficiency and effectiveness.	February 2007 *Partially Implemented Due to Escape On-Line*	-0-
2. Continue holding weekly meetings between Personnel, Payroll, Risk Management, the CBO and others for open communication and quick resolution of issues.	As noted, this is the current practice.	Current practice	-0-
3. Consider hiring a consultant to train the staff on the position control module so it can be fully utilized. Training should include the employees who maintain/update the system. Managers who supervise these employees, and a designated backup employee.	Use the "train-the- trainer" concept to reduce costs. District will identify a staff person from Budget and Personnel to attend if funds can be identified.	July 1, 2007 *Will be Fully Implemented with Escape On-Line*	Unknown at this time
4. Review the distribution of position control responsibilities between the Business and Personnel departments when any changes in responsibility occur to ensure that internal controls continue to be in place for salary and benefits.	If there are changes in the future, staff will involve the Internal Audit Department to ensure internal controls are in place.	On-going	-0-
5. Fully utilize the online position control system by entering all salary accounts into the system, eliminating manual entry, allowing position control to regulate the budget all year long and ensuring that salary and benefit lines are not vulnerable to over-expenditure.	Staff currently use the position control system to generate salary and benefit information. Because of the large number of employees, staff enter data manually to ensure that all positions are reviewed and approved prior to budgeting funds for them. This is a control check to ensure accurate budgeting for the largest portion of our budget.	2007/08 Adopted *Will be Fully Implemented with Escape On-Line*	-0-

Recommendations	Implementation Plan	Estimated Timeline	Fiscal Impact
6. Stop the practice of budgeting by salary estimates so the additional calculations and reconciliations are not necessary to determine how actual costs to date and estimated costs for the rest of the year reconcile back to the budgeted amount.	While budgeting average salaries is not an uncommon practice, staff will budget actual salaries for all known employees and averages for vacant/new positions. Workload will be analyzed to determine the additional staff time required to update the actual salaries based on employee movement throughout the year.	2007/08 Adopted Budget *Implemented*	Undetermined at this time. Significant staff time will be required.
7. Ensure that the position control system is fully integrated to help the district maintain accurate budget projections, employee demographic data, and salary and benefit information.	Staff will continue to update and revise procedures to fully utilize the position control system.	Current Practice	-0-
	Area: 2005-2006 Budget Assumptions		
1. Use budget assumptions in a budget section that links allocated expenditures to the district's stated priorities and/or goals to help stakeholders understand the budget.	Staff will incorporate district's stated priorities and/or goals into the assumptions section of the adopted budget.	2007/08 Adopted Budget *Implemented*	-0-
2. Prepare a more detailed template for presenting budget assumptions for the current year and each subsequent year of the MYP.	Staff will present more detailed budget assumptions for interim reports and adopted budgets.	2006/07 2nd Interim Report *Implemented*	Increased Staff Time
3. Provide more detail, with dollar amounts and/or percentage increases/decreases in the assumptions.	See # 2 above.	2006/07 2nd Interim Report *Partially Implemented due to Staff Time*	Increased Staff Time

Recommendations	Implementation Plan	Estimated Timeline	Fiscal Impact
4. Pay more attention to all programs, including categorical funds that are self-supporting, when presenting information to the board at both budget adoption and interim reporting time. This also includes developing MYPs. The district currently focuses on the unrestricted funds and only on categorical programs with major encroachment. However, it is difficult to determine whether other programs are encroaching on the unrestricted funds without more detail.	Budget staff currently ensure that categorical programs do not encroach on the general fund unless it is a planned encroachment (i.e. spec. ed., trans.). Categorical programs are very complex and demand much of staff's attention at all times. As a district that has made significant budget reductions in prior years, budget reporting does focus on the unrestricted portion of the budget but not at the expense of categorical programs.	Current Practice	-0-
5. Provide more attention to detail when projecting the MYP. An example of this need is the fact that the district used the same dollar amount for its 2% REU in all years, even though expenditures increased in each of the subsequent years.	See #2 above.	2006/07 2nd Interim Report *Implemented*	-0-
6. Prepare an MYP for each of the other funds to ensure that they will not encroach on the general fund.	Our other funds are self supporting and generally have more than sufficient fund balances. Staff will look at preparing MYP for each fund once a year.	2007/08 Adopted Budget *Under Review*	Increased staff time

Area: Budgetary Review

Recommendations	Implementation Plan	Estimated Timeline	Fiscal Impact
1. Ensure it has a reliable process to analyze actual salary and benefits to date and compare them with remaining budget balances at least monthly.	There is currently a reliable process in place to analyze actual salary and benefits to date and compare them with remaining budget balances bi-monthly. Every effort will be made to analyze this data monthly.	Current Practice	Increased Staff Time
2. Adjust salary and benefit budgets when changes occur in the amounts to be paid, or in personnel.	The time needed to implement this recommendation with existing staff would prohibit other beneficial budget work from taking place.	Undetermined at this time *Partially Implemented*	Undetermined at this time

Recommendations	Implementation Plan	Estimated Timeline	Fiscal Impact
3. Consider using the encumbering option for salaries and benefits to analyze actual salary and benefit expenditures to date against the remaining budgets in a more efficient and reliable way.	Staff will study and consider using the encumbering system for 2007-08.	Undetermined at this time *Will* be *Fully Implemented with Escape On-Line*	Undetermined at this time
4. Charge expenditures to the budget categories to which they belong as they occur rather than using the current practice of moving expenditures via transfers at year end. The current practice should be discontinued as soon as possible.	Staff agree that budget transfers should occur more frequently than at the end of the year. This will not significantly change any reporting information that is provided to the Board, SCOE, or state but does create a clearer picture if audited.	Immediately *Implemented*	Increased Staff Time
5. Establish a system to ensure that funds are spent in accordance with applicable laws and regulations when transferring expenditures from one resource to another.	Currently charges are reviewed by budget staff and site administrators to ensure that expenditures are within the guidelines of the specific programs.	Current Practice	-0-
6. Discontinue the practice of negative budgeting.	"Negative budgeting" is not a practice of the District unless it is shown in the budget as a specific credit for a specific budget item that has been identified.	n/a	-0-
7. Prevent carryover by reviewing and spending funds in restricted categorical programs in the year they are received whenever possible.	Budget staff work closely with school sites and program managers daily regarding categorical funds. During a mid-year individualized meeting with staff from budget, Personnel, appropriate associate and principal, all budgets and plans for spending are reviewed.	Current Practice	-0-

Recommendations	Implementation Plan	Estimated Timeline	Fiscal Impact
8. Implement the purchase order system to automatically verify fund availability and account coding when the site or department prepares a purchase requisition. If funds are not available, the district should require a budget transfer before processing. For categorical funds, the system should be set up so that the program manager's electronic approval is required before the order is made.	The finance system currently verifies funding and coding on all purchase requisitions and will not allow a purchase requisition to move forward for approval if funds are not available. Select high level staff has the ability to override this requirement in emergency situations. In order to give sites the opportunity to order materials before they leave for the summer, "controls" are turned off for the new year. Whenever the "controls" are turned off, budget staff approve each requisition, verifying manually that there will be sufficient funds and the coding is appropriate.	Current Practice	-0-
9. Optimize the categorical expenditures so that students receive the maximum benefit in accordance with program guidelines.	Staff agree with this recommendation and will work with appropriate categorical program managers.	January 2007 *Continues as a Work in Progress*	-0-
10. Develop monthly budget monitoring processes for all resources.	A quarterly review is performed by the Budget Director of all programs for all sites and departments. A process will be implemented for budget staff to do monthly monitoring in addition to the quarterly review.	February 2007 *Partially Implemented due to Increased Staff Time*	Increased Staff Time
11. Ensure that budget information is updated regularly throughout the year.	Budget information is currently updated throughout the year. In addition, budget information is reported to the Board at Budget Adoption, within 45 days of final state budget approval, first and second interim reports (as of October 31 and December 31), final unaudited actuals and two additional budget revisions.	Current Practice	-0-

Recommendations	Implementation Plan	Estimated Timeline	Fiscal Impact
Area: Cost Containment			
1. Identify additional budget areas where expenditures can be reduced or revenues increased to allow the district to implement a financial recovery that can be sustained.	The District-Wide Budget Advisory Committee has been in place for several years and continuously reviews budget areas for cost savings. In addition, FCMAT was brought in for recommendations and staff frequently review budgets for potential savings/cost containment.	Current Practice	Unknown
2. Identify budget adjustments early so that the effect is greater over time. Delaying action could lead to more significant reductions at a later time.	Staff agree with the recommendation and will work with the District-Wide Budget Advisory Committee.	Immediately *Implemented when possible*	-0-
3. Continue to discuss the district's financial status with the public, initiating a collaborative effort to find solutions to the fiscal problems.	As noted, this is a current practice.	Current Practice	-0-
4. Develop a programmatic and operational priority list to determine the order in which reduced programs and operations can be added to the budget as funding becomes available.	Once it is determined that additional funds may become available, a process will be implemented to prioritize reductions that have been made for Board decisions.	When funds become available	-0-
5. Review the current process of monitoring carryover balances and deferred revenues to make it more efficient and to ensure that these balances are spent on the students that generated the dollars.	Same as Budgetary Review #7.	Current Practice	-0-
6. Assess indirect charges against all allowable resources to the maximum amount allowed, including the Routine Repair and Maintenance resource, just as they would be assessed against other restricted funds.	Indirect charges are currently assessed against all appropriate and allowable resources. Staff have not charged the Routine Repair and Maintenance resource in the past as there would be no benefit to doing so but will implement the recommendation.	January 2007 *Implemented in 2008-09 Adopted Budget*	-0-

Recommendations	Implementation Plan	Estimated Timeline	Fiscal Impact
7. Assess a 3% administrative charge against the developer fee fund, as allowed by law.	Staff have not charged the 3% administrative charge against the developer fee fund as those funds were used for appropriate capital projects. As the district plans to charge developer fees the appropriate share of the debt service payment, it may not be feasible to also charge the 3% administrative charge. Staff will analyze annually and assess the fee if appropriate.	Immediately *Implemented as appropriate*	-0-
8. Transfer the deferred maintenance match through the Routine Repair and Maintenance Resource in order to count the match toward the overall 3% requirement of EC 17070.75 when the match is funded through the general fund.	For the past several years, in an attempt to help balance our budget, the District has funded the deferred maintenance match out of one time, non-general funds. In 2006/07 the District was able to charge a portion of the match to the general fund (Routine Repair and Maintenance Resource). In the future, staff will continue to maximize this option and include any allowable charge in the 3% requirement for the Routine Repair and Maintenance Resource.	Current practice to the extent allowable *Implemented when match is made from GF dollars*	-0-
9. Negotiate a cap on health benefit plans with the collective bargaining units.	Staff agree with this recommendation and are currently working on multiple strategies. Information is communicated to our Chief Negotiator.	On-going	Unknown
10. Use different accounts to fund substitute teachers based on the reason for using the substitute. The central district budget should be charged for substitutes needed because of employee illness. Site discretionary budgets should be charged for substitutes that are used for reasons that are in the site administrator's control.	The District will review the current account codes used for substitute charges and establish a committee to review and create a more efficient and accurate reporting process for substitute charges.	Immediately *On-going Process with Escape On-Line*	Unknown
11. Ensure that there is a process to collect overpayments to employees. Although it was reported that the district has such a process, some employees indicated that it is not consistently used.	There is a process in place to collect overpayments however; staff will research any areas where it might be inconsistently used.	Immediately *Implemented*	-0-

Recommendations	Implementation Plan	Estimated Timeline	Fiscal Impact
12. Consider identifying a specific special month-end payroll in which employees are required to pick up their monthly paychecks at the district office.	Staff will work with the Superintendent and Cabinet to consider this recommendation. This type of "audit" was done several years ago with very few discrepancies.	January 2007 *Not Implemented*	Unknown
13. Discuss the method of coordinating Medicare benefits with the retiree health-plan benefits to determine whether an overall reduction in retiree health costs can be achieved.	Staff agree with this recommendation and are currently working on multiple strategies. Information is communicated to our Chief Negotiator.	On-going	Unknown
14. Discuss a health and welfare cap or increase to the co-payment to help curb increasing premiums.	Staff agree with this recommendation and are currently working on multiple strategies. Information is communicated to our Chief Negotiator.	On-going	Unknown
	Area: Budget Development		
1. Include in the annual budget a mission statement, statement of core values, or a strategic plan that has been approved by the Governing Board.	Staff agree with this recommendation.	2007/08 Adopted Budget *Implemented*	-0-
2. Draft and approve budget development policies so that district goals, objectives, concepts and guidelines can be linked to the district's expenditure plan. These policies must be adopted by the board so that staff and the public understand that the budget reflects the district's goals and objectives.	Staff agree with this recommendation.	Fall 2007 *Partially Implemented*	-0-
3. Develop spending standards and formulas that clearly reflect the district's goals and objectives, and include them in the budget document.	Staff will include goals and objectives in the budget document.	2007/08 Adopted Budget *Partially Implemented*	-0-
4. Document the technical process used for budget development.	Staff agree with this recommendation and will work through the ISO process.	On-going *Partially Implemented*	-0-
5. Clearly identify one time sources and uses of funds.	Staff agree with this recommendation.	2007/08 Adopted Budget *Implemented*	-0-

Recommendations	Implementation Plan	Estimated Timeline	Fiscal Impact
6. Continue holding board study sessions and community meetings during budget development to demonstrate that the district is working with the community and ensuring that the public is part of the process. This will also communicate to the public that the district wants to answer questions about the budget.	As noted, this is a current practice.	Current Practice	-0-
7. Link expenditures by program and/or department to the district's strategic priorities and core values, and include this information in the formal budget document. This should help clarify the expenditure plan for both the Governing Board and interested community members.	Staff will research this request and determine how to implement.	Unknown *Implementation in 2009-10*	Unknown
8. Continue to create a comprehensive budget development calendar detailing major budget preparation activities. This calendar should allow for input from the board, Superintendent and cabinet regarding district goals and objectives for the upcoming year and subsequent years.	As noted, this is a current practice.	Current Practice	-0-
9. Create a formal budget development procedures manual and develop desk manuals for each business office position that participates in budget development. These manuals should specify how various tasks are carried out to ensure the efficiency and accuracy of budget data, and maintain continuity in case of staff turnover.	Staff agree with this recommendation.	2007/08 Fiscal Year *Not Fully Implemented – ISO Process*	Increased Staff Time
10. Continue to produce the Budget Process Handbook, an accounting and budget procedures manual for sites and departments. This handbook should be revised periodically and forwarded to sites and departments annually so that they understand what is expected of them and why.	As noted, this is a current practice.	Current Practice	-0-
11. Review all revenues and designate one time income for one time expenses.	Staff agree with this recommendation.	2007/08 Adopted Budget *Implemented*	-0-
12. Add interim reporting requirements to the annual budget calendar.	Staff agree with this recommendation.	Immediately *Implemented*	-0-

Recommendations	Implementation Plan	Estimated Timeline	Fiscal Impact
Area: Categorical Funds			
1. Ensure that the instructional department develops and monitors the district's categorical budget, including carryover.	Budget staff work closely with the instructional department to monitor categorical budgets. In addition, instructional department staff are trained to run and read various financial reports that provide "real time" information from the finance system.	Current Practice	-0-
2. Budget expenditures and revenue for consolidated application funding prior to the school site plan being approved. Once school site plans are approved, budgets should be adjusted accordingly.	School site plans are approved in the first meeting of the new school year. The Adopted Budget for that year is approved prior to that date and the District does not allow access to those budgets until the Board has approved those budgets. Once the site plans are approved by the Board in July the funds are made available to sites.	Current Practice	-0-
3. Estimate and budget for deferred revenues, carryover balances and their appropriate expenditures and include them in the adopted budget.	Potential over-estimating of carryovers/deferred revenues could require significant mid-year reductions once the books are closed and actual carryovers are known.	Under Review *Under Review*	District will be required to increase the amount of the required 2% reserve from general funds. This will require budget reductions in other areas.
4. Ensure that additional review and approval occurs for all personnel and purchase requisitions that are charged to categorical programs for compliance and approval.	Currently the District does not have one specific position assigned to reviewing and approving all categorical positions and requisitions. Current practice is review and approval by categorical staff. Staff will review the feasibility of a specific position that would implement this recommendation.	2007-08 Fiscal Year *Not Implemented*	Potential cost of funding additional position

Recommendations	Implementation Plan	Estimated Timeline	Fiscal Impact
5. Develop plans to extend carryover funds, with the recognition that these funds are not recurring. In addition, plans should be made for categorical funds the district expects to receive. All expenditure plans must be consistent with categorical funding guidelines and restrictions.	In addition to instruction department staff review and approval, the budget department staff review and approve all categorical expenditures. As part of the requisition process, there is information tied to the requisition which references the focus area and site plan page number.	Current Practice	-0-
6. Encourage schools to consider all funding sources when addressing key strategies. Whenever an item or program can be legitimately funded from either restricted or unrestricted funds, restricted funds should be used first because these funds are allocated for students in the year they are received.	Schools review with their school site council all of their funds that are included in school site plans and the budgets for those funding sources. During annual mid-year meetings, administrators and staff review the available program funding to support the school/student achievement needs.	Current Practice	-0-
7. Aggressively evaluate categorical carryover to ensure that departments and sites use available dollars effectively. The funds should be used to respond to district needs in the year they are allocated. From February to June, the Superintendent should receive a monthly report describing whether these funds can be redirected to reduce carryover and unused balances and how this could occur.	Budget staff currently work with site administrators on a daily basis. In addition Escape training and new principal training is available. Staff will discuss a process for providing information to the Superintendent.	January 2007 *Partially Implemented*	-0-
8. Include the review of categorical program supervision, delivery and expenditures when evaluating managers responsible for these funds.	This recommendation will be discussed with the Superintendent and Cabinet for implementation.	January 2007 *Implemented*	-0-
	Area: Staffing Formulas		
1. Update the current staffing formula with additional narrative to enable the staff and public to understand that providing preparation periods requires additional teaching staff. Based on interviews, there may be little understanding of this formula and of the fact that the number of teachers assigned to a site does not depend solely on the number of students.	The staffing formulas for prep time are based on contractual language and are displayed on the teacher staffing worksheets that are distributed to sites during budget development periods. Staff will add additional narrative per this recommendation even though these forms are not generally read by the public.	Current Practice	-0-

Recommendations	Implementation Plan	Estimated Timeline	Fiscal Impact
2. Continue to ensure that staffing is adjusted once the new school year begins and actual number of students is known. The district should also consider adjusting all staffing at the same time (e.g. CBEDS the third week of school) instead of different times as in the current practice.	There is a staff leveling committee that meets regularly during the first few weeks of school. This committee is comprised of LSU associate superintendents, HR staff, budget staff, transportation staff and other instructional staff. We are required by SCTA contract to have classes leveled by a specific time frame. If students continue to enroll or change schools, or there are transportation issues, there may be some additional leveling that takes place after that deadline.	Current Practice	-0-
3. Allow administrators outside the Business and Personnel departments to validate position control data relating to their site or department when staffing is adjusted based on actual students in addition to the validation that occurs during budget development. The more validation the district performs on the position control database, the more confident it can be that accurate data is being used to calculate operational costs at specific departments and sites. Although the sites and departments cannot adjust position control data, they can review and validate the information, which would make the budget office more confident that personnel are being correctly identified in the system.	Administrators and their staff are currently trained to run and review position control reports during the Escape finance training that is scheduled once a month. Staff encourage the review of position control to validate information.	Current Practice	-0-

Area: Reconciliation of Prior Year Accounts

Recommendations	Implementation Plan	Estimated Timeline	Fiscal Impact
1. Ensure that the general ledger is reviewed monthly and that all prior-year activity is cleared before the second interim report is due.	Accounting has reviewed their procedures to ensure that the general ledger is reviewed and all prior year activity is reconciled in a timely manner. Staff will periodically review timeline to ensure these accounts are addressed as soon as possible.	Current Practice	-0-

Recommendations	Implementation Plan	Estimated Timeline	Fiscal Impact
2. Conduct a monthly review of the general ledger, including accounts payable and receivable, to ensure that the general ledger is in balance and to determine if accounts have been properly reconciled and/or cleared. The district should reverse entries and follow up as needed with outside agencies or vendors regarding payment or collection. In addition, the staff should make certain that current year revenues are not overstated by the inadvertent posting of a prior year accrual to current year income. All prior year accounts should be cleared by second interim at the latest, although clearing them prior to that is recommended.	Current practice is to review activity in the revenue accounts. Balances from prior year that are not cleared within a reasonable timeline are addressed and adjustments are made if necessary. Prior year accounts receivables and payables are reversed to a specific prior year revenue account and segregated from current year income, therefore revenues are properly recorded in the correct year.	Current Practice	-0-
3. Immediately review and correctly adjust all outstanding receivables and payables in all funds so that the effect on the 2005-2006 year is realized as soon as possible.	See #2 above.	Current Practice	-0-
4. Consider stopping the practice of using the general ledger accounts payable and receivable for current year transactions. If the practice of charging both current and prior year in the general ledger continues, the district should specify different object codes for each year so that it is clear to which year the transaction belongs.	See #2 above.	Current Practice	-0-
Area: Training			
1. Conduct an annual training session for school administrators and key staff members on the various features of the Escape system, in addition to the trainings that are already occurring on a regular basis.	Staff agree with this recommendation and will continue to offer Escape training. Staff will review training materials and develop a training schedule to make available to all site/department administrators.	2007/08 *Will be Fully Implemented with Escape On-Line*	-0-
2. Investigate whether the Escape system could be set up to offer answers for the cumbersome system issues faced by the district.	Staff agree with the recommendation and will discuss with ESCAPE technical staff.	Spring 2007 *Will be Fully Implemented with Escape On-Line*	Unknown

Recommendations	Implementation Plan	Estimated Timeline	Fiscal Impact
3. Work closely with the vendor and ensure that the staff is adequately trained on the system so that staff members have knowledge of all modules and options.	Staff agree with the recommendation and will discuss with ESCAPE technical staff.	Spring 2007 *Will be Fully Implemented with Escape On-Line*	Unknown
4. Consider whether the district should request proposals for another, more integrated financial system.	Technology staff is currently working on the implementation of the web-based Escape system. Exploration of other systems will be discussed with the Superintendent and Technology staff.	On-going	Unknown
5. Continue to update the Budget Process Handbook, which was last revised as of July 1, 2002, and ensure that it is followed. Providing up-to-date information to sites and departments will ensure that data submitted to the district office is correct and accurate.	Staff agree with the recommendation. Much of the documentation is now available on the District Intranet and through the ISO process.	On-going	-0-

Area: Long-Term Debt

Recommendations	Implementation Plan	Estimated Timeline	Fiscal Impact
1. Continue to monitor long-term debt so that payment sources are known and anticipated.	As noted, this is a current practice.	Current Practice	-0-

Area: Retiree/Post-Employment Benefits

Recommendations	Implementation Plan	Estimated Timeline	Fiscal Impact
1. Discuss the various actuarial methods with its actuary to determine which will best meet the district's needs.	Staff agree with the recommendation and will discuss with the District Actuary.	January 2007 *Implemented*	-0-
2. Adjust the pay-as-you-go amount for the current active employees in the current and two subsequent year budgets so that the multiyear projection contains realistic expenditure estimates in accordance with AB 1200.	Staff will research this request and how to implement.	Unknown *Implemented*	Unknown
3. Determine whether categorical funds will be charged the amortization of the prior unfunded liability in addition to an equitable portion of the ongoing cost.	Staff will research this request and how to implement.	Unknown *Continued Under Review*	Unknown

Recommendations	Implementation Plan	Estimated Timeline	Fiscal Impact
4. Determine a fair and equitable charge to both unrestricted and categorical funds for the amortization of the prior unfunded liability if the district decides to charge the liability to categorical funds. The district should ensure that whatever method is chosen, the costs to all programs is fully documented for future reference and discussion in an audit.	Staff will research this request and how to implement.	Unknown *Continued Under Review*	Unknown
5. Review the current unfunded retiree benefit liability and determine the period of time to be used for its amortization, up to 30 years.	Staff will research this request and how to implement.	Unknown *Continued Under Review*	Unknown
6. Determine the funding level of the annual required contribution.	Staff will research this request and how to implement.	Unknown *Continued Under Review*	Unknown
7. Decide whether to establish an irrevocable trust. If it is decided that funding levels will be established at least partially to address the annual cost exceeding the annual premiums, but an irrevocable trust is not established, any amounts set aside to find the liability will not reduce the reported liability.	Staff will discuss with the Superintendent and Cabinet whether to proceed with this recommendation.	January 2007 *Continued Under Review*	Unknown
8. Communicate the results of these new standards to interested parties, including board members, the public, financing institutions, employees and the collective bargaining units.	Staff agree with this recommendation and will implement when decisions are made.	Unknown *Will be Implemented When Decisions Made*	Unknown