

**COLORADO ASSOCIATION OF  
SCHOOL EXECUTIVES AND AFFILIATE  
COMBINED FINANCIAL STATEMENTS**

**For the Year Ended  
AUGUST 31, 2016**



**RECEIVED**

*By Justin L. Smith at 8:18 am, Jan 24, 2017*

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## FINANCIAL SECTION

# Holscher, Mayberry & Company, LLC

Certified Public Accountants

Member of the American Institute of Certified Public Accountants  
Governmental Audit Quality Center  
and Private Company Practice Section

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Board of Directors  
Colorado Association of School Executives and Affiliate  
Englewood, Colorado

## INDEPENDENT AUDITORS' REPORT

### Report on the Financial Statements

We have audited the accompanying combined financial statements of Colorado Association of School Executives (CASE), which comprise the combined statement of financial position as of August 31, 2016, and the related combined statements of activities, and cash flows for the year then ended, and the related notes to the financial statements.

### *Management's Responsibility for the Financial Statements*

Management is responsible for the preparation and fair presentation of these combined financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

### *Auditors' Responsibility*

Our responsibility is to express opinions on these combined financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the combined financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the combined financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the combined financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the combined financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### *Opinion*

In our opinion, the combined financial statements referred to above present fairly, in all material respects, the respective combined financial position of CASE as of August 31, 2016, and the changes in its net assets and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

**Other Matters**

Our audit was conducted for the purpose of forming an opinion on the combined financial statements as a whole. The combining statement of financial position and combining statements of activities and cash flows are presented for purposes of additional analysis and are not a required part of the combined financial statements. The information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. Such information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated, in all material respects, in relation to the financial statements as a whole.

*Holscher, Mayberry + Company, LLC*

Englewood, Colorado

November 1, 2016

**COLORADO ASSOCIATION OF SCHOOL  
EXECUTIVES AND AFFILIATE  
Statement of Financial Position  
August 31, 2016**

	<u>Total</u> <u>2016</u>
<b>ASSETS</b>	
Current Assets	
Cash and cash equivalents	\$ 803,586
Investments	708,669
Accounts receivable	272,048
Other current assets	<u>20,657</u>
Total Current Assets	1,804,960
Noncurrent Assets	
Property and equipment, net	<u>4,637</u>
<b>Total Assets</b>	<b><u><u>\$ 1,809,597</u></u></b>
<b>LIABILITIES AND NET ASSETS</b>	
Liabilities	
Current Liabilities	
Accounts payable - trade	\$ 285,175
Accounts payable - other	82,517
Accrued vacation	20,645
Deferred revenue - Dues, website and conferences	633,746
Deferred grant revenue	32,616
Lease payable, current portion	<u>4,345</u>
Total Current Liabilities	1,059,044
Long-term Liabilities	
Lease payable	<u>745</u>
Total Liabilities	<u>1,059,789</u>
Net Assets	
Unrestricted	<u>749,808</u>
Total Net Assets	<u>749,808</u>
<b>Total Liabilities and Net Assets</b>	<b><u><u>\$ 1,809,597</u></u></b>

The accompanying notes are an integral part of the financial statements.

**COLORADO ASSOCIATION OF SCHOOL  
EXECUTIVES AND AFFILIATE  
Statement of Activities  
For the Year Ended August 31, 2016**

	<u><b>Total</b></u> <u><b>2016</b></u>
<b>Unrestricted Net Assets</b>	
<b>Revenues, Gains and Other Support</b>	
Membership dues	\$ 808,588
Professional learning	1,151,787
Donation income	8,500
Website income	49,688
Investment income	10,895
Other income	22,190
Net assets released from restrictions	<u>91,708</u>
<b>Total Revenues, Gains and Other Support</b>	<u><b>2,143,356</b></u>
<b>Expenses</b>	
Program services	
Membership	332,638
Professional learning	1,146,334
Grant-related expense	91,708
Legislative	75,044
Governance	<u>22,529</u>
Total Program Services	<u><b>1,668,253</b></u>
Support services	
Payroll and payroll related	197,124
Professional fees	55,740
Office related	61,336
Bank and credit card fees	66,890
Staff travel	33,426
Other general and administrative	24,564
Building and equipment rent	18,998
Depreciation	6,330
Staff development	<u>2,715</u>
Total Support Services	<u><b>467,123</b></u>
<b>Total Expenses</b>	<u><b>2,135,376</b></u>
<b>Change in Unrestricted Net Assets</b>	<u><b>7,980</b></u>
<b>Temporarily Restricted Net Assets</b>	
Grant income	91,708
Net assets released from restrictions	<u>(91,708)</u>
<b>Change in Temporarily Restricted Net Assets</b>	<u><b>-</b></u>
<b>Change in Net Assets</b>	7,980
<b>Net Assets (Deficit) - Beginning of Year</b>	<u><b>741,828</b></u>
<b>Net Assets (Deficit) - End of Year</b>	<u><u><b>\$ 749,808</b></u></u>

The accompanying notes are an integral part of the financial statements.

**COLORADO ASSOCIATION OF SCHOOL  
EXECUTIVES AND AFFILIATE  
Combining Statement of Cash Flows  
For the Year Ended August 31, 2016**

	<u><b>Total</b></u>
	<u><b>2016</b></u>
<b>Cash Flows From Operating Activities</b>	
Cash received from membership activities, grants and other sources	\$2,087,270
Payments to suppliers	(1,645,159)
Payments to employees	<u>(388,981)</u>
<b>Net Cash Provided (Used) by Operating Activities</b>	53,130
<b>Cash Flows From Investing Activities</b>	
(Additions to) Withdrawals from money market	(38,170)
<b>Cash Flows from Financing Activities</b>	
Lease principal payments	<u>(4,134)</u>
<b>Net Increase (Decrease) in Cash</b>	10,826
<b>Cash and Cash Equivalents - Beginning of Year</b>	<u>792,760</u>
<b>Cash and Cash Equivalents - End of Year</b>	<u><u>\$ 803,586</u></u>
<b>Reconciliation of Change in Net Assets to Net Cash Provided (Used) by Operating Activities</b>	
Change in Net Assets	\$ 7,980
Adjustments to reconcile change in net assets to net cash provided (used) by operating activities:	
Depreciation	6,330
Earnings on Investments	(10,760)
Change in Assets and Liabilities:	
(Increase) decrease in receivables	(66,159)
(Increase) decrease in inter-entity receivables	4,191
(Increase) decrease in other current assets	11,444
Increase (decrease) in accounts payable - trade	77,771
Increase (decrease) in accounts payable - other	423
Increase (decrease) in accrued vacation	5,268
Increase (decrease) in deferred memberships	60,541
Increase (decrease) in deferred grants	(39,708)
Increase (decrease) in inter-entity payables	<u>(4,191)</u>
<b>Net Cash Provided (Used) by Operating Activities</b>	<u><u>\$ 53,130</u></u>
<b>SCHEDULE OF NONCASH INVESTING ACTIVITIES</b>	
Earnings on Investments	<u><u>\$ (10,760)</u></u>

The accompanying notes are an integral part of the financial statements.

**COLORADO ASSOCIATION OF SCHOOL EXECUTIVES AND AFFILIATE**  
**NOTES TO FINANCIAL STATEMENTS**  
**August 31, 2016**

**NOTE 1: NATURE OF ORGANIZATION**

**Nature of Operations**

The Colorado Association of School Executives (CASE) is a combination of the Colorado Association of School Executives (the Association) and the Center for Excellence in Educational Leadership (the Center). CASE was incorporated in Colorado on October 27, 1969 to promote the continuous improvement of education and to elevate the professional and ethical standards of school executives.

The Association's purpose is to provide support to CASE members and to Center departments. The Center conducts conferences and conventions and provides departmental program services to members.

**Departments**

CASE consists of seven departments comprised of members in different areas of public education.

The Colorado Association of Educational Specialists members include staff developers, special education professionals, communication professionals, federal program professionals and district-level administrators serving Colorado public schools.

The Colorado Association of Elementary School Principals is designed to serve Colorado public schools' elementary school principals, assistant principals, district-level leaders and students in principal licensure programs.

The Colorado Association of Leaders in Educational Technology members include Chief Technology Officers and other technology leaders in the Colorado public school system.

The Colorado Association of School Personnel Administrators serves human resources professionals.

The Colorado Association of Superintendents and Senior Administrators serves superintendents, assistant superintendents and other senior administrators employed in the Colorado school system.

The Colorado Association of Secondary School Principals members include Colorado school system middle and high school principals, assistant principals, athletic directors, deans of students and middle and high school district administrators.

The Department of Business Officials serves Colorado school system business officials.

**COLORADO ASSOCIATION OF SCHOOL EXECUTIVES AND AFFILIATE**  
**NOTES TO FINANCIAL STATEMENTS**  
**August 31, 2016**

**NOTE 2: SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

**Basis of Accounting**

The combined financial statements of the Association and the Center have been prepared on the accrual basis of accounting and, accordingly, reflect all significant receivables, payables and other liabilities.

Activity between the Association and the Center has been eliminated in the preparation of the CASE combined financial statements. Inter-entity activity included cash transfers and support expense sharing occurring during the year ended August 31, 2016. CASE's policy is to periodically satisfy all inter - entity activity.

**Basis of Presentation**

The combined financial statement presentation follows the recommendations of the Financial Accounting Standards Board's Accounting Standards Codification, *Financial Statements of Not-For-Profit Organizations*. Those standards require CASE report information regarding its financial position and activities according to three classes of net assets: unrestricted net assets, temporarily restricted net assets and permanently restricted net assets.

- Unrestricted net assets represent those net assets whose use is not restricted by donors. All contributions are considered to be available for unrestricted use unless specifically restricted by the donor. Included in unrestricted net assets are net assets for which outside agencies or government bodies, rather than a donor, have designated various purposes under grant awards or contractual agreements.
- Temporarily restricted net assets include amounts that are stipulated by donors for specific operating purposes or future periods. CASE has no temporarily restricted net assets as of August 31, 2016.
- Permanently restricted net assets represent amounts that are stipulated by donors to be maintained in perpetuity. CASE has no permanently restricted net assets as of August 31, 2016.

**COLORADO ASSOCIATION OF SCHOOL EXECUTIVES AND AFFILIATE**  
**NOTES TO FINANCIAL STATEMENTS**  
**August 31, 2016**

**NOTE 2: SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)**

**Cash and Cash Equivalents**

For cash flow purposes, cash would include all instruments with maturities of three months or less when purchased, with the exception of funds held with investment brokerage firms.

**Investments**

Investments are measured at fair value in the combined statement of financial position. Money market funds are considered an investment, as the money market fund is held with a brokerage firm, and the Association considers it to be an investment. Realized and unrealized gains and losses are included in the combined statement of activities and classified as unrestricted, unless restricted by donor or applicable law.

**Accounts Receivable/Deferred Revenue - Memberships**

Accounts receivable represent amounts due resulting from program services provided and are recorded at the amount management expects to collect from outstanding balances. Accounts receivable are considered past due based on contractual terms. Overdue CASE accounts receivable balances are expensed directly to bad debts when they are determined to be uncollectible. CASE considers all balances collectible at year end.

Accounts receivable includes amounts billed, but not collected as of August 31, 2016, for memberships and dues for the 2017 fiscal year. CASE records a deferred revenue for amounts collected and/or billed prior to the end of the fiscal year that represent subsequent year resources.

**Support and Revenue**

The Association's revenue consists primarily of membership dues and fees for department conference attendance. The Center receives revenues from bi-annual conferences and department workshops.

CASE receives dues throughout the year and recognizes dues on the first day of the new dues year. These dues are recognized as deferred revenue in the year of receipt, if paying for the subsequent year's dues.

**COLORADO ASSOCIATION OF SCHOOL EXECUTIVES AND AFFILIATE**  
**NOTES TO FINANCIAL STATEMENTS**  
**August 31, 2016**

**NOTE 2: SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)**

**Support and Revenue (Continued)**

Grants are considered earned and associated revenue recognized when CASE has incurred expenditures in compliance with the specific requirements or restrictions designated in the grant document. Grants received but not expended by CASE are reported as restricted deferred revenue. Unrestricted grant income is recognized when qualifying expenditures are made against the grant.

**Property and Equipment**

CASE capitalizes all purchases greater than \$2,000 relating to property and equipment items with useful lives exceeding one year. Purchased assets are recorded at cost and donated assets are recorded at their fair market values at the date of the donation and depreciated over the estimated useful lives of the assets. Depreciation is recorded using the straight-line method over the estimated useful lives of the respective assets, which range from three to five years.

**Income Tax Status**

The Association reports results on its activity as a tax-exempt organization as permitted by Internal Revenue Code (IRC) 501(c)(6). The Center reports results on its activity as a tax-exempt organization as permitted by IRC 501(c)(3). Income earned by these organizations for activities not directly related to their tax-exempt purposes is subject to taxation as unrelated business income. No unrelated business events occurred during fiscal 2016 that would have created an income tax liability for either entity.

**Accounting for Uncertainty in Income Taxes**

CASE believes that it has conducted its operations in accordance with, and has properly maintained, its tax-exempt status, and it has taken no material uncertain tax positions that qualify for recognition or disclosure in the combined financial statements.

**Functional Allocation of Expenses**

The costs of providing programs and other activities have been summarized on a functional basis in the combined statement of activities. Accordingly, certain costs have been allocated among the programs and supporting services benefited.

**COLORADO ASSOCIATION OF SCHOOL EXECUTIVES AND AFFILIATE**  
**NOTES TO FINANCIAL STATEMENTS**  
**August 31, 2016**

**NOTE 2: SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

**Use of Estimates**

The preparation of combined financial statements, in conformity with generally accepted accounting principles, requires management to make estimates and assumptions affecting the amount of assets and liabilities and disclosure of contingent assets and liabilities at the date of the combined financial statements and the amounts of revenues, expenses, gains, losses and other changes in net assets during the fiscal years represented in the combined statement of activities. Actual results could differ from those estimates.

**Subsequent Events**

CASE has reviewed and considered subsequent events for disclosure in the combined financial statements through November 1, 2016, which is the date the financial statements were available for issuance.

**NOTE 3: CASH AND CASH EQUIVALENTS**

CASE considers all cash and highly liquid financial instruments that are to be used for current operations, and which have an original maturity of three months or less, to be cash and cash equivalents. All other cash and highly liquid financial instruments invested for the long-term purposes of CASE are classified as investments.

CASE maintains three cash and cash equivalent accounts with a commercial bank. The Association holds one account, and the Center holds two accounts. At times, the bank balances may be in excess of Federal Deposit Insurance Corporation insurance limits. Excess amounts over the insured amounts are only permitted on a temporary basis when cash flows are projected to be needed to meet immediate invoicing needs. Otherwise, the excess amounts are invested in short-term certificates of deposit.

**COLORADO ASSOCIATION OF SCHOOL EXECUTIVES AND AFFILIATE**  
**NOTES TO FINANCIAL STATEMENTS**  
**August 31, 2016**

**NOTE 4: INVESTMENTS AND FAIR VALUE MEASUREMENTS**

The following are the major categories of assets and liabilities measured at fair value on a recurring basis during the year ended August 31, 2016 using quoted market prices in active markets (Level 1), significant observable inputs for similar assets (Level 2) and significant unobservable inputs (Level 3):

Investments consisted of the following at August 31, 2016:

Certificates of Deposit (Level 2)	\$ 704,281
Money Market Mutual Funds (Level 1)	<u>4,388</u>
<b>Total Investments</b>	<b><u>\$ 708,669</u></b>

Following is a description of the valuation methodologies used for assets measured at fair value on a recurring basis:

- **Money Market Funds:** Valued at quoted market prices.
- **Certificates of Deposit:** Valued at an adjusted price based upon prices of similar assets recently sold on an exchange or inactive broker-dealer market.

CASE recognizes transfers between levels in the fair value hierarchy at the end of the reporting period. During 2016, there were no changes in the methods or assumptions utilized to derive the fair value of CASE's assets and liabilities.

Investment earnings are comprised of the following:

Paid Interest	\$ 7,003
Net Realized Gains (Losses)	(359)
Net Unrealized Gains (Losses)	<u>4,115</u>
<b>Net Investment Earnings</b>	<b><u>\$ 10,759</u></b>

**NOTE 5: PROPERTY AND EQUIPMENT**

The following is a summary of the property and equipment balances as of August 31, 2016:

Computer Equipment	\$ 2,019
Furniture and Fixtures	12,287
Office Equipment	19,875
Less: Accum Depreciation	<u>(29,544)</u>
<b>Net Property and Equipment</b>	<b><u>\$ 4,637</u></b>

Depreciation expense of \$6,330 has been recorded including \$3,975 related to the copier lease as further described in Note 6.

**COLORADO ASSOCIATION OF SCHOOL EXECUTIVES AND AFFILIATE**  
**NOTES TO FINANCIAL STATEMENTS**  
**August 31, 2016**

**NOTE 6: CAPITAL AND OPERATING LEASES**

The Association has entered into a capital lease for the purchase of a copier. The Association has capitalized \$19,875 of assets with a remaining book value of \$4,637 related to the lease. The lease requires monthly payments of \$375 plus maintenance through October 2017. The lease bears interest at 5% and the Association expensed \$367 of interest on the lease for the 2016 fiscal year. The lease requires \$4,501 and \$750 of payments in fiscal years 2017 and 2018, respectively with a net present value of the remaining payments of \$5,090.

The Association has also entered into an operating lease for the use of a vehicle. The lease requires monthly payments of \$425 through July, 2019. The Association charged \$851 to lease expense related to the lease for fiscal year 2016. The lease requires \$5,103, \$5,103, and \$4,253 of required minimum payments in fiscal years 2017, 2018, and 2019, respectively.

**NOTE 7: RETIREMENT BENEFITS**

**Defined Benefit Pension Plan**

CASE, employer identification number 157, contributes to the State Division Trust Fund (SDTF), a cost-sharing multiple-employer defined benefit pension plan administered by the Public Employees' Retirement Association of Colorado (PERA). When applicable, SDTF provides retirement and disability benefits, administers annual increases and pays death benefits for members or beneficiaries. All CASE employees qualify for SDTF membership. Title 24, Article 51, of the Colorado Revised Statutes, as amended, assigns the authority to establish benefit provisions and rates to the Colorado State Legislature. PERA prepares an annual financial report which includes financial statement information and supplementary information required by SDTF. The package is available to the public by either writing to Colorado PERA, 1301 Pennsylvania Street, Denver, Colorado 80203 or by calling 303.832.9950 or 1.800.759.7372.

**Funding Policy**

Contribution requirements of CASE and its employees are established under Title 24, Article 51, Part 4, of the Colorado Revised Statutes, as amended. CASE employees are required to make contributions to PERA at a rate of 8.00%. CASE's contribution rate for calendar years 2014, 2015 and 2016 was 17.45% and 18.35%, and 19.25% of covered salary, respectively. A portion of CASE's contribution (1.02% of covered salary) is allocated to the Health Care Trust Fund. CASE contributions to SDTF for the year ending August 31, 2016 were \$120,603, equal to its required contribution.

**Funding Status**

SDTF's financial statements are reported on a calendar year basis. As of December 31, 2015, SDTF had a funded status of 56.1%. The Association's percentage of the SDTF plan was .025% as of December 31, 2015 based on Association contributions relative to all contributions received for the 2015 fiscal year.

**COLORADO ASSOCIATION OF SCHOOL  
EXECUTIVES AND AFFILIATE  
Combining Statement of Financial Position  
August 31, 2016**

	<u>Association</u>	<u>Center</u>	<u>Eliminations</u>	<u>Total 2016</u>
<b>ASSETS</b>				
Current Assets				
Cash and cash equivalents	\$ 333,072	\$ 470,514	\$ -	\$ 803,586
Investments	708,669	-	-	708,669
Accounts receivable	272,048	-	-	272,048
Inter-entity receivable	365,130	-	(365,130)	-
Other current assets	9,777	10,880	-	20,657
Total Current Assets	<u>1,688,696</u>	<u>481,394</u>	<u>(365,130)</u>	<u>1,804,960</u>
Noncurrent Assets				
Property and equipment, net	4,637	-	-	4,637
<b>Total Assets</b>	<b><u>\$ 1,693,333</u></b>	<b><u>\$ 481,394</u></b>	<b><u>\$ (365,130)</u></b>	<b><u>\$ 1,809,597</u></b>
<b>LIABILITIES AND NET ASSETS</b>				
Liabilities				
Current Liabilities				
Accounts payable - trade	\$ 29,854	\$ 255,321	\$ -	\$ 285,175
Accounts payable - other	82,517	-	-	82,517
Accrued vacation	20,645	-	-	20,645
Deferred revenue - Dues, website and conferences	557,906	75,840	-	633,746
Deferred grant revenue	-	32,616	-	32,616
Inter-entity payable	-	365,130	(365,130)	-
Lease payable, current portion	4,345	-	-	4,345
Total Current Liabilities	<u>695,267</u>	<u>728,907</u>	<u>(365,130)</u>	<u>1,059,044</u>
Long-term Liabilities				
Lease payable	745	-	-	745
Total Liabilities	<u>696,012</u>	<u>728,907</u>	<u>(365,130)</u>	<u>1,059,789</u>
Net Assets				
Unrestricted	997,321	(247,513)	-	749,808
Total Net Assets	<u>997,321</u>	<u>(247,513)</u>	<u>-</u>	<u>749,808</u>
<b>Total Liabilities and Net Assets</b>	<b><u>\$ 1,693,333</u></b>	<b><u>\$ 481,394</u></b>	<b><u>\$ (365,130)</u></b>	<b><u>\$ 1,809,597</u></b>

See Independent Auditor's Report.

**COLORADO ASSOCIATION OF SCHOOL  
EXECUTIVES AND AFFILIATE  
Combining Statement of Activities  
For the Year Ended August 31, 2016**

	<u>Association</u>	<u>Center</u>	<u>Total 2016</u>
<b>Unrestricted Net Assets</b>			
<b>Revenues, Gains and Other Support</b>			
Membership dues	\$ 808,588	\$ -	\$ 808,588
Professional learning	-	1,151,787	1,151,787
Donation income	-	8,500	8,500
Website income	49,688	-	49,688
Investment income	10,760	135	10,895
Other income	22,190	-	22,190
Net assets released from restriction	-	91,708	91,708
<b>Total Revenues, Gains and Other Support</b>	<u>891,226</u>	<u>1,252,130</u>	<u>2,143,356</u>
<b>Expenses</b>			
Program services			
Membership	332,638	-	332,638
Professional learning	-	1,146,334	1,146,334
Grant-related expense	-	91,708	91,708
Legislative	75,044	-	75,044
Governance	22,529	-	22,529
Total Program Services	<u>430,211</u>	<u>1,238,042</u>	<u>1,668,253</u>
Support services			
Payroll and payroll related	197,124	-	197,124
Professional fees	55,740	-	55,740
Office related	61,336	-	61,336
Bank and credit card fees	66,890	-	66,890
Staff travel	33,426	-	33,426
Other general and administrative	24,474	90	24,564
Building and equipment rent	18,998	-	18,998
Depreciation	6,330	-	6,330
Staff development	2,715	-	2,715
Total Support Services	<u>467,033</u>	<u>90</u>	<u>467,123</u>
<b>Total Expenses</b>	<u>897,244</u>	<u>1,238,132</u>	<u>2,135,376</u>
<b>Change in Unrestricted Net Assets</b>	<u>(6,018)</u>	<u>13,998</u>	<u>7,980</u>
<b>Temporarily Restricted Net Assets</b>			
Grant income	-	91,708	91,708
Net assets released from restriction	-	(91,708)	(91,708)
<b>Change in Temporarily Restricted Net Assets</b>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Change in Net Assets</b>	<u>(6,018)</u>	<u>13,998</u>	<u>7,980</u>
<b>Net Assets (Deficit) - Beginning of Year</b>	<u>1,003,339</u>	<u>(261,511)</u>	<u>741,828</u>
<b>Net Assets (Deficit) - End of Year</b>	<u>\$ 997,321</u>	<u>\$ (247,513)</u>	<u>\$ 749,808</u>

See Independent Auditor's Report

**COLORADO ASSOCIATION OF SCHOOL  
EXECUTIVES AND AFFILIATE  
Combining Statement of Cash Flows  
For the Year Ended August 31, 2016**

	<u>Association</u>	<u>Center</u>	<u>Total 2016</u>
<b>Cash Flows From Operating Activities</b>			
Cash received from membership activities, grants and other sources	\$ 887,638	\$ 1,199,632	2,087,270
Payments to suppliers	(465,941)	(1,179,218)	(1,645,159)
Payments to employees	<u>(388,981)</u>	<u>-</u>	<u>(388,981)</u>
<b>Net Cash Provided (Used) by Operating Activities</b>	32,716	20,414	53,130
<b>Cash Flows From Investing Activities</b>			
(Additions to) withdrawals from investment account	(38,170)	-	(38,170)
<b>Cash Flows from Financing Activities</b>			
Lease principal payments	<u>(4,134)</u>	<u>-</u>	<u>(4,134)</u>
<b>Net Increase (Decrease) in Cash</b>	(9,588)	20,414	10,826
<b>Cash and Cash Equivalents - Beginning of Year</b>	<u>342,660</u>	<u>450,100</u>	<u>792,760</u>
<b>Cash and Cash Equivalents - End of Year</b>	<u>\$ 333,072</u>	<u>\$ 470,514</u>	<u>\$ 803,586</u>
<b>Reconciliation of Change in Net Assets to Net Cash Provided (Used) by Operating Activities</b>			
Change in Net Assets	\$ (6,018)	\$ 13,998	\$ 7,980
Adjustments to reconcile change in net assets to net cash provided (used) by operating activities:			
Depreciation	6,330	-	6,330
Earnings on Investments	(10,760)	-	(10,760)
Change in Assets and Liabilities:			
(Increase) decrease in receivables	(66,159)	-	(66,159)
(Increase) decrease in inter-entity receivables	4,191	-	4,191
(Increase) decrease in other current assets	(131)	11,575	11,444
Increase (decrease) in accounts payable - trade	26,241	51,530	77,771
Increase (decrease) in accounts payable - other	423	-	423
Increase (decrease) in accrued vacation	5,268	-	5,268
Increase (decrease) in deferred memberships	73,331	(12,790)	60,541
Increase (decrease) in deferred grants	-	(39,708)	(39,708)
Increase (decrease) in inter-entity payables	<u>-</u>	<u>(4,191)</u>	<u>(4,191)</u>
<b>Net Cash Provided (Used) by Operating Activities</b>	<u>\$ 32,716</u>	<u>\$ 20,414</u>	<u>\$ 53,130</u>
<b>SCHEDULE OF NONCASH INVESTING ACTIVITIES</b>			
Unrealized Gains (Losses) on Investments	<u>\$ 4,115</u>	<u>\$ -</u>	<u>\$ 4,115</u>

See Independent Auditor's Report.