

Pension Contract Prefunding Program

Financial Necessity

Please submit the following financial documents:

1. Most recent three year audited financial statements;
2. Most recent budget report;
3. Most recent year-to-date interim financial (Income Statement, Balance Sheet and Cash Flow Statement);
4. Three or five years budget forecast on the organization economic outlook; and
5. Five-year capital plan.

Please provide a breakdown of all revenues by source:

Revenues by Source	\$	%
Total		

Please provide a breakdown of all expenses by source:

Expenses by Source	\$	%
Total		

Please provide a breakdown of total salaries and benefits for current year and budgeted year:

Salaries and Benefits	Current Year	Budget Year
Salaries		
Benefits		
Total		

Management Discussion and Analysis

Statement of Activities Discussion:

- Please provide a comprehensive management discussion and analysis of the last three years audited and current interim financials. Also, include in this discussion any material changes from year-to-year for line item revenues, expenses and net position. Please quantify and provide a brief explanation below:

Statement of Net Position Discussion:

- Please provide a comprehensive management discussion and analysis of the last three years audited and current interim financials. Also, include in this discussion any material changes from year-to-year in assets, liabilities and net position. Please quantify and provide a brief explanation below:

Economic Outlook and Annual Budget Forecast:

- Please provide a comprehensive management discussion and analysis of the organization economic outlook and budget forecast for the next three or five years. Please include in this discussion any revenue generating and cost cutting measures to improve the organization financial position to remain sustainable in the future. Please quantify and provide a brief explanation below:

Appendix A

Process and Estimated Timeline

While the financial analysis process below shows a 2-3 months' timeframe "Per Case," each situation is different, and the timeline may vary depending on the specific circumstances of each case.

