VISALIA PUBLIC CEMETERY DISTRICT REPORT OF AUDIT JUNE 30, 2016

## VISALIA PUBLIC CEMETERY DISTRICT

## TABLE OF CONTENTS JUNE 30, 2016

	Page Number
Auditors' Opinion	1-2
Management Discussion and Analysis	3-11
FINANCIAL STATEMENTS	
Exhibit "A" - Combined Statement of Net Assets	13-14
Exhibit "B" - Combined Statement of Revenue, Expenses and Changes in Net Assets	15-16
Exhibit "C" - Combined Statement of Cash Flows	17-18
Notes to Financial Statements	19-32
REQUIRED SUPPLEMENTARY INFORMATION	
Schedule of Plan's Proportionate Share of the Net Pension Liability and Related Ratios as of the Measurement Date in Relation to PERF C	34
Schedule of Plan Contributions	35-36
SUPPLEMENTAL INFORMATION	
Supplemental Data	38-44

## Sciacca & Company

CERTIFIED PUBLIC ACCOUNTANTS

2200 WEST MAIN STREET
POST OFFICE BOX 110 • VISALIA, CA 93279

SAM SCIACCA, CPA FRED SCIACCA, CPA TELEPHONE (559) 733-5338 FAX (559) 733-0929

DONALD WILLIAMS, CPA DOUGLAS SOUZA, CPA

Board of Trustees Visalia Public Cemetery District 1300 West Goshen Avenue Visalia. California 93291

#### INDEPENDENT AUDITORS' REPORT

We have audited the accompanying financial statements of Visalia Public Cemetery District, which comprise the combined statements of net assets as of June 30, 2016, and the related statements of revenues, expenses, and changes in net assets 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 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 of misstatement, whether due to fraud or error.

#### Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America, and the State Controller's Minimum Audit Requirements for California Special Districts. 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 financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the 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 the fair presentation of the 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 financial statements.

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

Sciacca & Company

CERTIFIED PUBLIC ACCOUNTANTS

Board of Trustees Visalia Public Cemetery District

#### **Opinion**

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Visalia Public Cemetery District as of June 30, 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, as well as accounting systems prescribed by the State Controller's Office and State regulations governing special districts.

Our audit was conducted for the purpose of forming an opinion on the financial statements taken as a whole. The accompanying financial and statistical information identified as supplemental information is presented for purposes of additional analysis and is not a required part of the financial statements of the Visalia Public Cemetery District. Such information has been subjected to the auditing procedures applied in the examination of the general purpose and combined financial statements and, in our opinion, is fairly stated in all material respects in relation to the financial statements taken as a whole.

The Management's Discussion and Analysis included on pages three through ten is not a required part of the basic financial statements, but is additional supplementary information required by the Governmental Accounting Standards Board. We have applied certain limited procedures, which consisted principally of inquiries of management regarding the methods of measurement and presentation of the supplementary information. However, we did not audit the information and express no opinion on it.

November 30, 2016 Visalia, California

Surana + Company

The Visalia Public Cemetery District was formed in October 1916 to provide burial spaces and interment services. Its office is located at 1300 West Goshen Avenue in Visalia, California. The District encompasses 80 acres of actual burial land with additional expansion property owned for future cemetery development and use.

### Discussion of the Basic Financial Statements

The District operations are accounted for as a proprietary fund. A proprietary fund is a governmental enterprise fund type where accounts are maintained in a similar manner as a business operating in the private sector. The District maintains its accounts on the accrual basis of accounting, where revenues are recognized when earned and expenses are recognized when incurred. The measurement focus of the financial statements is the determination of net income, financial position and changes in cash flows.

#### Condensed Financial Information

CONDENSED STATEMENT OF NET ASSETS	6/30/16
Current Assets Non-Current Assets Deferred Outflows of Resources	\$ 4,250,133 6,596,337 27,382
TOTAL ASSETS AND DEFERRED OUTFLOWS OF RESOURCES	\$ 10,873,852
Current Liabilities Long-Term Liabilities	\$ 50,600 333,676
Total Liabilities	384,276
Deferred Inflows of Resources	41,700
Net Assets	10,447,876
TOTAL LIABILITIES, DEFERRED INFLOWS OF RESOURCES, AND NET ASSETS	\$ 10,873,852

## Condensed Financial Information (Continued)

CONDENSED STATEMENT OF REVENUES, EXPENSES AND CHANGES IN NET ASSETS	6/30/16
Total Operating Revenues Total Operating Expenses Non-Operating Revenues Extraordinary Loss	\$ 1,146,489 (1,165,255) 349,559 (339,170)
NET DECREASE IN NET ASSETS	\$ (8,377)

The District has sufficient current assets to cover any current liabilities, as total assets are approximately twenty-eight (28) times larger than total liabilities. However, of the \$10,846,470 of total assets, \$3,032,012 is reserved as follows:

Reserved for Expansion Property/Land	\$ 237,290
Reserved for Perpetual Endowment Care	2,739,075
Reserved for Veterans' Memorial Wall	
Project	19,642
Reserved for Employees Retirement Health	
Care Fund	36,005
TOTAL RESERVED	\$ 3,032,012

Net assets decreased by \$8,377 in 2016. Net revenues decreased in 2016 due to decreased operating revenues, and District rental revenues.

## **Budget Variances**

The District budgeted for expenditures only in 2015-2016. The District uses a projected cash flow analysis, which estimates expenditures as a tool when preparing the budget.

	2015-2016 Budget		2015-2016 Actual		Va	Variance	
Salaries and Benefits:					_		
Regular Salaries	\$	231,700	\$	212,508	\$	19,192	
Employer Payroll Taxes		19,618		17,993		1,625	
Health Insurance		24,000		24,563		(563)	
Workers Compensation Insurance		13,409		12,298		1,111	
Retirement Fees		58,273		37,543		20,730	
Director Fees		6,000		4,700		1,300	
Maintenance Contract Labor	_	360,000		360,000		<del></del>	
Sub-Total	:	713,000		669,605		43,395	
Maintenance and Operations:							
Uniforms and Clothing	\$	3,000	\$	2,745	\$	255	
Communications	*	11,000		10,224		776	
Vaults and Liners		75,000		67,112		7,888	
Insurance		23,000		17,181		5,819	
Janitorial Supplies		1,000		573		427	
Maintenance - Equipment		14,500		18,184		(3,684)	
Maintenance - Equipment Maintenance - Grounds/Fuel		19,500		13,019		6,481	
Office Expense		11,000		5,993		5,007	
Professional Services		22,000		20,922		1,078	
Equipment Rental		1,000		1,178		(178)	
Publications and Notices		1,000		1,703		(703)	
Small Tools and Supplies		2,500		1,954		546	
Transportation and Travel		7,000		5,154		1,846	
Utilities		55,000		44,317		10,683	
Visa Charge Fees		-		4,386		(4,386)	
Taxes and Assessments/Interest		11,000		5,058		5,942	
		65,000		63,073		1,927	
Marker Setting Expense		3,500		2,319		1,181	
Dues and Memberships		15,000		5,411		9,589	
District Special Expense and Training Miscellaneous Expenses		2,500		-		2,500	
Sub-Total		343,500	******	290,506	<del></del>	52,994	
Sub-Total		3-10,000					

## **Budget Variances (Continued)**

	 15-2016 Budget		5-2016 ctual	V	ariance
Capital Outlay Expenditures: Land and Landscaping Grave/Other Repurchases Buildings and Improvements Equipment Replacement Expansion and Other Projects Sub-Total	\$ 32,500 11,000 50,000 15,000	\$	26,232 14,360 - 40,592	\$	32,500 11,000 23,768 640 - 67,908
TOTAL EXPENDITURES	\$ 1,165,000	\$ 1,	000,703	\$	164,297

## Overall Analysis

## **Pricing**

The Board of Trustees sets the price of mausoleum, interment and related contract service fees. As of July 1, 2015, the fee structure of these services is as follows:

#### MAUSOLEUM FEES

Single		Double	
Crypt Level 5	\$ 5,366.00	Crypt Level 5	\$ 8,112.00
Crypt Level 4	\$ 5,692.00	Crypt Level 4	\$ 8,504.00
Crypt Level 3	\$ 6,265.00	Crypt Level 3	\$ 9,425.00
Crypt Level 2	\$ 5,985.00	Crypt Level 2	\$ 8,654.00
Crypt Level 1	\$ 5,586.00	Crypt Level 1	\$ 8,108.00

Level 1 is the Crypt Closest to the Ground Level 5 is the Crypt Closest to the Roof

## Overall Analysis (Continued)

GRAVES	FEE	SILENT HEARTS	FEE
Adult Flat	\$ 920.00	Family Plot (2)	\$ 4,406.00
Adult Tree	\$ 1,127.00	Family Plot (3)	\$ 6,610.00
Adult Upright	\$ 1,127.00		
Adult Up & Tree	\$ 1,315.00	DISINTERMENT	FEE
1/2 Grave	\$ 560.00	E # 0: - I-	0 404000
Southland Flat	\$ 1,501.00	Full Single	\$ 4,343.00
Southland Uprt	\$ 1,712.00	First Double	\$ 5,840.00
Southland Tree	\$ 1,712.00	Ash Ground	\$ 649.00
South Up & Tree	\$ 1,898.00	Ash Niche	\$ 321.00
Baby Grave Flat	\$ 112.00	Crypt Single	\$ 4,343.00
Baby Grave Upright	\$ 133.00	Crypt Double	\$ 4,794.00
VMG Niche/Eagle	\$ 965.00	Second Double	\$ 4,343.00
Southland Niche	\$ 1,288.00		
Cremation Bench	\$ 3,827.00	HANDLING	FEE
C-8 Flat	\$ 1,710.00		
1/2 Grave Upright	\$ 1,127.00	Single	\$ 263.00
		1st Double	\$ 449.00
OPEN AND CLOSE	FEE	2nd Double	\$ 367.00
		Ash Ground	\$ 286.00
Single	\$ 610.00	Ash Niche	\$ 255.00
1st Double	\$ 746.00	Jumbo/Oversized	\$ 306.00
2nd Double	\$ 610.00	Crypt	\$ 263.00
Ash Ground	\$ 204.00	Baby	\$ 57.00
Baby	\$ 102.00	Bench	\$ 239.00
Niche	\$ 204.00		
Crypt	\$ 449.00	NON-RESIDENT	FEE
Bench	\$ 204.00		
		Full Body	\$ 722.00
OSSUARY	FEE	Ash	\$ 369.00
		Baby	\$ 434.00
Geneva's Garden	\$ 707.00		
Silent Hearts	\$ 1,418.00		

## Overall Analysis (Continued)

ENDOWMENT	FEE		OTHER SERVICES		FEE
Adult Grave 1/2 Ash Grave Baby Grave Niche Crypt	\$ 357.00 \$ 245.00 \$ 87.00 \$ 245.00 \$ 357.00		Saturday Ash/Baby C-9 Scattering Garden Pavillion & Cem Chapel Eagles Niche Scattering	\$ \$ \$ \$ \$	750.00 428.00 226.00 122.00 407.00
Bench	\$ 357.00		MARKER SETTING		FEE
VAULTS	FEE	TAX - 8.25%	Single Double	\$ \$	318.00 358.00
Single	\$ 478.00		Upright	\$	449.00
Double	\$ 754.00		Baby Flat	\$	155.00
Small Ash/Grey	\$ 89.00		Niche/Crypt	\$	215.00
Large Ash	\$ 103.00		Picture	\$	215.00
Oversized	\$ 755.00		Removal	\$	102.00
Baby 32" to 44"	\$ 184.00		Removal & Destruction	\$	194.00
Jumbo Oversized	\$ 1,102.00		Baby Upright	\$	182.00
Giant	\$ 1,571.00				
Large Delivery	\$ 306.00				

All fees are governed by the Rules and Regulations set forth by the Board of Trustees of the Visalia Public Cemetery District and the Health and Safety Code of the State of California. Non-Resident fees are charged when applicable.

### Fund Analysis

The responsibility for the accounting and investment of the District's reserve funds resides with the Board of Trustees.

Authority to implement the Reserve Policy and Guidelines is delegated to the District Manager under the working supervision of the Trustees.

A reserve is a portion of the net assets of an organization, in a stated amount, held for a designated purpose. Establishing reserves is essential due to the nature of the District's operations and the possibility of unanticipated events. Accumulation of reserves are necessary to meet the long-term known and unknown needs of the District.

#### Fund Analysis (Continued)

The District is organized and operates under the statutory authority of the California Health and Safety Code. Other than the provisions that govern accumulation and use of Endowment Care reserves, there are no other provisions of California law that govern the accumulation and use of reserves. Absent the specific statutory guideline to direct special districts in the accumulation and use of reserves, Visalia Public Cemetery District has established and adopted this Reserve Policy and Guidelines. The Reserve Policy and Guidelines are reviewed on no less than an annual basis and can be amended only by action of the Board of Trustees. Expenditure of District reserve funds requires action of the Board of Trustees.

Reserves can be accumulated for the following purposes:

- 1. Capital Improvement Projects
- 2. Repair and Maintenance of District Infrastructure
- 3. Purchase of Equipment
- 4. Emergency Situations
- 5. Debt Obligations
- 6. Expansion Property Acquisitions

The District has established reserves for:

- 1. Perpetual Endowment Care
- 2. Expansion Property and Land Acquisitions
- 3. Veterans Memorial Wall Project
- 4. Employees' Retirement Health Care

#### Perpetual Endowment Care

Reserves are allocated for perpetual endowment care as mandated by the California Health and Safety Code to meet cemetery maintenance costs for future years. A reserve for perpetual endowment care costs is established at a level which ensures the District adequate financial resources to meet related grounds maintenance costs. The reserve component enables the District to withstand future financial expenses related to burial lots maintenance in the event of cemetery closure or eventual over-crowding conditions. The actual size of the reserve is based on the corpus principal received on a continuous annual basis from interment contract services. The investment earnings generated by this growing corpus is allocable towards general cemetery maintenance and operations.

The reserve for perpetual endowment care costs is \$2,739,075.

#### Expansion Property and Land Acquisitions

The reserve for Expansion Property and Land Acquisitions is used to account for funds accumulated for the major renovation, construction, or purchase of property and new facilities such as real estate and buildings for the eventual conversion to cemetery grounds for burials and operations. Establishing expansion project reserves will reduce reliance on debt financing or long-term financing costs.

The reserve for expansion property and land acquisitions costs is \$237,290.

### Veterans' Memorial Wall Project

The Veterans' Memorial Wall Project reserve is used to account for funds accumulated to provide for construction of a War Veterans' Memorial Wall to be located on the District cemetery grounds. Establishing Veterans' Memorial Wall Project reserves will reduce reliance on debt financing or long-term financing costs.

By action of the Board of Trustees the current accumulated reserve for Veterans' Memorial Wall Project is \$19,642.

### Employees' Retirement Health Care Fund

The reserve for Employees' Retirement Health Care is used to account for funds accumulated to provide eligible retired employees with a monthly health care benefit not to exceed \$500.00 per employee per month.

This restricted fund shall be placed into a designated account named "Employee Retirement Health Care Fund" at Wells Fargo Advisors.

Each quarter the District shall place \$250.00 for each eligible employee.

Wells Fargo Advisors will place matching funds from the pre-need interest fund located with Wells Fargo Advisors for a total of \$500.00 per eligible employee. Wells Fargo will transfer an amount equal to one year of coverage for current eligible employees.

The reserve for Employees' Retirement Health Care Fund has accumulated reserves of \$36,005.

## Capital Assets

## Veterans Memorial Wall Pavilion Plaza

In 2002, fundraising began for the addition of a Veterans Memorial Wall Pavilion Plaza. The trustees selected Visalia Granite and Marble to oversee the project. The targeted cost to complete the project was estimated at \$400,000 to \$600,000. The actual planning process began in 2002. Total capitalized costs of the project through June 30, 2016 amounted to \$877,828.



# VISALIA PUBLIC CEMETERY DISTRICT COMBINED STATEMENT OF NET ASSETS - ALL PROPRIETARY FUND TYPES AND SIMILAR FUNDS JUNE 30, 2016

EXHIBIT "A"

TOTAL ASSETS AND DEFERRED OUTFLOWS OF RESOURCES	Deferred Outflows of Resources	NON-CURRENT ASSETS  Land Structures and Improvements Machinery and Equipment  Accumulated Depreciation  Total Non-Current Assets	CURRENT ASSETS Cash in County Treasury Imprest Change Funds Revolving Cash Fund Checking Cash Fund, Union Bank Payroll Checking Account Liquid Asset Funds, Wells Fargo Investments Total Cash and Equivalents Rents Receivable Accounts Receivable, Current Portion Due from Other Fund Deposits Held, Property Total Current Assets	ASSETS
\$ 6,356,216	27,382	1,664,621 6,654,164 924,133 9,242,918 (3,359,080) 5,883,838	\$ 300 110,451 7,308 27,952 273,295 419,306 15,904 8,786 1,000 444,996	GENERAL
\$ 3,178,876			\$ - 3,149,630 3,149,630 - 29,246 - 3,178,876	PROPRIET ENDOWMENT FUND
\$ 606,619			\$ - - 584,522 584,522 - 20,584 1,513 - 606,619	PROPRIETARY FUNDS  WMENT PRE-NEED  ND FUND
\$ 732,141		825,760 21,303 847,063 (134,564) 712,499	\$ 19,442 19,442 200	VETERANS' MEMORIAL WALL FUND
\$ 10,873,852	27,382	1,664,621 7,479,924 945,436 10,089,981 (3,493,644) 6,596,337	\$ 300 110,451 26,750 27,952 4,007,447 4,172,900 15,904 29,370 30,959 1,000 4,250,133	TOTALS

## LIABILITIES AND NET ASSETS

TOTAL LIABILITIES, DEFERRED INFLOWS OF RESOURCES, AND NET ASSETS	NET ASSETS Invested in Capital Assets Net Assets Unreserved Net Assets Reserved Total Net Assets	Deferred Inflows of Resources	Total Liabilities	LONG-TERM LIABILITIES  Net Pension Liability  Total Long-Term Liabilities	CURRENT LIABILITIES Accounts Payable Due to Other Fund Payroll Taxes Payable Sales Tax Payable Total Current Liabilities
\$ 6,356,216	5,883,838 (226,134) 273,295 5,930,999	41,700	383,517	333,676 333,676	\$ 18,021 30,200 - 1,620 49,841
\$ 3,178,876	439,801 2,739,075 3,178,876		ì	l l	₩
\$ 606,619	605,860 - 605,860		759		\$ 759 - - 759
\$ 732,141	712,499 - 19,642 732,141	Ľ	4		69
\$ 10,873,852	6,596,337 819,527 3,032,012 10,447,876	41,700	384,276	333,676 333,676	\$ 18,021 30,959 - 1,620 50,600

See accompanying notes and independent auditors' report.

## VISALIA PUBLIC CEMETERY DISTRICT COMBINED STATEMENT OF REVENUE, EXPENSES AND CHANGES IN NET ASSETS ALL PROPRIETARY FUND TYPES AND SIMILAR FUNDS FOR THE FISCAL YEAR ENDED JUNE 30, 2016

m
Ξ
317
Φ,

Net Increase (Decrease) in Net Assets	EXTRAORDINARY LOSS Embezzlement/Theft Loss (Note 8)	Net Increase (Decrease) in Net Assets Before Extraordinary Loss	NON-OPERATING REVENUES District Taxes (Schedule 2) Interest Earned/Dividends Lease of Property Service Charges Gain on Sale, Expansion Property Other/Miscellaneous Revenues/Losses (Net) Total Non-Operating Revenues	Operating Income (Loss)	OPERATING EXPENSES (Schedule 3) Salaries and Employee Benefits Services and Supplies Depreciation Taxes and Assessments/Interest Total Operating Expenses	OPERATING REVENUES District Operation (Schedule 1) Total Operating Revenues	
(187,439)	(339,170)	151,731	141,943 7,865 106,552 - - 1,984 258,344	(106,613)	669,605 285,448 183,024 5,058 1,143,135	\$ 1,036,522 1,036,522	GENERAL
182,755		182,755	78,687 - - - 78,687	104,068		\$ 104,068 104,068	PROPRIETARY FUNDS ENDOWMENT PRE-N FUND FUI
15,825		15,825	12,526 - - - 12,526	3,299	, , , , , , , , , , , , , , , , , , ,	\$ 3,299 3,299	PRE-NEED FUND
(19,518)		(19,518)	2 2 .	(19,520)	22,120 22,120 22,120	\$ 2,600 2,600	VETERANS' MEMORIAL WALL FUND
(8,377)	(339,170)	330,793	141,943 99,080 106,552 - - 1,984 349,559	(18,766)	669,605 285,448 205,144 5,058 1,165,255	\$ 1,146,489 1,146,489	TOTALS

d Transfers	NET ASSETS, BEGINNING OF YEAR
-------------	-------------------------------

NET ASSETS END OF YEAR

\$ 5,930,999	6,040,438 78,000
\$ 3,178,876	3,036,121 (40,000)
\$ 605,860	628,035 (38,000)
\$ 732,141	751,659
\$ 10,447,876	10,456,253

# VISALIA PUBLIC CEMETERY DISTRICT COMBINED STATEMENT OF CASH FLOWS - ALL PROPRIETARY FUND TYPES AND SIMILAR FUNDS FOR THE FISCAL YEAR ENDED JUNE 30, 2016

xhibit (

Net Increase (Decrease) in Cash and Cash Equivalents	Net Cash Provided (Used) by Investing Activities	CASH FLOWS FROM INVESTING ACTIVITIES Interest/Dividends Earned Interfund Cash Transfers	Net Cash Provided in Non-Capital and Related Financing Activities	CASH FLOWS FROM NON-CAPITAL AND RELATED FINANCING ACTIVITIES County Tax Revenues Expansion Property, Rental Revenues (Net) Other Non-Operating Revenue (Net)	CASH FLOWS FROM CAPITAL AND RELATED FINANCING ACTIVITIES Disposition of Capital Assets Acquisition and Construction of Capital Assets Net Cash Used in Capital and Related Financing Activities	CASH FLOWS FROM OPERATING ACTIVITIES Receipts from Contract Services Receipts from Endowment Care Payments for Salaries & Benefits Payments for Maintenance and Operations Net Cash Provided (Used) by Operating Activities	
30,916	85,794	7,794 78,000	243,387	140,152 101,251 1,984	(40,592) (40,592)	\$ 699,336 (669,604) (287,405) (257,673)	GENERAL
137,227	38,687	78,687 (40,000)		1 1 1		\$ - 98,540 - - 98,540	PROPRIET. ENDOWMENT FUND
(25,474)	(25,474)	12,526 (38,000)				<b>6</b>	PROPRIETARY FUNDS  WMENT PRE-NEED  ND FUND
2,502	2	2		lugur.		\$ 2,500 - - 2,500	VETERANS' MEMORIAL WALL FUND
145,171	99,009	99,009	243,387	140,152 101,251 1,984	(40,592) (40,592)	\$ 701,836 98,540 (669,604) (287,405) (156,633)	TOTALS

# VISALIA PUBLIC CEMETERY DISTRICT COMBINED STATEMENT OF CASH FLOWS - ALL PROPRIETARY FUND TYPES AND SIMILAR FUNDS FOR THE FISCAL YEAR ENDED JUNE 30, 2016

Exhibit C

NET CASH PROVIDED (USED) BY OPERATING ACTIVITIES	Accounts Receivable Due To/From Other Funds Deposits Held, Property Accounts Payable Sales Tax Payable Payroll Taxes Payable	to Net Cash Provided (Used) by Operating Activities: Depreciation Extraordinary Loss, Embezzlement (Note 8) Changes in Operating Assets and Liabilities:	SUPPLEMENTAL SCHEDULE OF CASH FLOWS FROM OPERATING ACTIVITIES Operating Income (Loss) Adjustments to Reconcile Operating Income (Loss)	Cash and Cash Equivalents, Beginning of Year  CASH AND CASH EQUIVALENTS, END OF YEAR	Net Increase (Decrease) in Cash and Cash Equivalents (Brought Forward)		
\$ (257,673)	5,628 (1,000) 927 (469)	183,024 (339,170)	\$ (106,613)	388,390 \$ 419,306	\$ 30,916	GENERAL FUND	
\$ 98,540	(5,528)		\$ 104,068	3,012,403 \$ 3,149,630	\$ 137,227	ENDOWMENT	PROPRIE
<del>()</del>	(3,299)	1 1	\$ 3,299	609,996 \$ 584,522	\$ (25,474)	PRE-NEED FUND	PROPRIETARY FUNDS
\$ 2,500	(100)	22,120	\$ (19,520)	16,940 \$ 19,442	\$ 2,502	VETERANS' MEMORIAL WALL FUND	
\$ (156,633)	(3,299) - (1,000) 927 (469)	205,144 (339,170)	\$ (18,766)	4,027,729 \$ 4,172,900	\$ 145,171	TOTALS	

See accompanying notes and independent auditors' report.