

## **Financial Statement Audit Report**

# Law Enforcement Officers and Fire Fighters Plan 2 Retirement Board

For the period July 1, 2019 through June 30, 2020

Published (Inserted by OS) Report No. 1027443





#### Office of the Washington State Auditor Pat McCarthy

Issue Date – (Inserted by OS)

Steve Nelsen Law Enforcement Officers and Fire Fighters Plan 2 Retirement Board Olympia, Washington

#### **Report on Financial Statements**

Please find attached our report on the Law Enforcement Officers and Fire Fighters Plan 2 Retirement Board's Schedule of Expenditures – Budget Allotment to Actual.

We are issuing this report in order to provide information on specific financial activity of the Board.

Sincerely,

Pat McCarthy

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State Auditor

Olympia, WA

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# INDEPENDENT AUDITOR'S REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING AND ON COMPLIANCE AND OTHER MATTERS BASED ON AN AUDIT OF FINANCIAL STATEMENTS PERFORMED IN ACCORDANCE WITH GOVERNMENT AUDITING STANDARDS

#### Law Enforcement Officers and Fire Fighters Plan 2 Retirement Board July 1, 2019 through June 30, 2020

Steve Nelsen, Executive Director Law Enforcement Officers and Fire Fighters Plan 2 Retirement Board Olympia, Washington

We have audited, in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States, the Schedule of Expenditures – Budget Allotment to Actual and related notes (the schedule) of the Law Enforcement Officers and Fire Fighters Plan 2 Retirement Board, as of and for the year ended June 30, 2020, and have issued our report thereon dated December 7, 2020.

#### INTERNAL CONTROL OVER FINANCIAL REPORTING

In planning and performing our audit of the schedule, we considered the Board's internal control over financial reporting (internal control) to determine the audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Board's internal control. Accordingly, we do not express an opinion on the effectiveness of the Board's internal control.

A *deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control such that there is a reasonable possibility that a material misstatement of the Board's financial statements will not be prevented, or detected and corrected on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

#### COMPLIANCE AND OTHER MATTERS

As part of obtaining reasonable assurance about whether the Board's schedule is free from material misstatement, we performed tests of the Board's compliance with certain provisions of laws, regulations, contracts and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion.

The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

#### PURPOSE OF THIS REPORT

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the Board's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Board's internal control and compliance. Accordingly, this communication is not suitable for any other purpose. However, this report is a matter of public record and its distribution is not limited. It also serves to disseminate information to the public as a reporting tool to help citizens assess government operations.

Pat McCarthy

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**State Auditor** 

Olympia, WA

December 7, 2020

# INDEPENDENT AUDITOR'S REPORT ON EXPENDITURE SCHEDULE

# Law Enforcement Officers and Fire Fighters Plan 2 Retirement Board July 1, 2019 through June 30, 2020

Steve Nelsen, Executive Director Law Enforcement Officers and Fire Fighters Plan 2 Retirement Board Olympia, Washington

#### REPORT ON THE EXPENDITURE SCHEDULE

We have audited the accompanying Schedule of Expenditures – Budget Allotment to Actual of the Law Enforcement Officers and Fire Fighters Plan 2 Retirement Board, as of and for the year ended June 30, 2020, and the related notes, which collectively comprise the Board's schedule as listed on page 9.

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

Management is responsible for the preparation and fair presentation of this schedule 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 a schedule that is free from material misstatement, whether due to fraud or error.

#### Auditor's Responsibility

Our responsibility is to express an opinion on the schedule based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the schedule is 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 schedule, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Board's preparation and fair presentation of the schedule 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 Board'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 schedule.

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 schedule referred to above presents fairly, in all material respects, the budgeted and actual expenditures of the Law Enforcement Officers and Fire Fighters Plan 2 Retirement Board, as of June 30, 2020, in accordance with accounting principles generally accepted in the United States of America.

#### **Other Matters**

#### Other Information

Our audit was conducted for the purpose of forming an opinion on the schedule as a whole. The Supplemental Table – Prior Year Expenditure Comparison is presented for purposes of additional analysis and is not a required part of the schedule. Such information has not been subjected to the auditing procedures applied in the audit of the schedule, and accordingly, we do not express an opinion or provide any assurance on it.

# OTHER REPORTING REQUIRED BY GOVERNMENT AUDITING STANDARDS

In accordance with *Government Auditing Standards*, we have also issued our report dated December 7, 2020 on our consideration of the Board's internal control over schedule reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over schedule reporting and compliance and the results of that testing, and not to

provide an opinion on internal control over schedule reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Board's internal control over schedule reporting and compliance.

Pat McCarthy

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State Auditor

Olympia, WA

December 7, 2020

#### FINANCIAL SECTION

# Law Enforcement Officers and Fire Fighters Plan 2 Retirement Board July 1, 2019 through June 30, 2020

#### **SCHEDULE**

Schedule of Expenditures – Budget Allotment to Actual – 2020 Notes to Schedule of Expenditures – 2020

#### **OTHER INFORMATION**

Supplemental Table – Table – Prior Year Expenditure Comparison – 2019

# LAW ENFORCEMENT OFFICERS FIRE FIGHTERS PLAN 2 RETIREMENT BOARD SCHEDULE OF EXPENDITURES – BUDGET ALLOTMENT TO ACTUAL For the Fiscal Year Ending June 30, 2020

#### FISCAL YEAR 2020 EXPENDITURE TABLE (Actuals versus Budgeted)

Line Item:	Budgeted	Actual	Variance
Salaries & Wages	\$780,136	\$774,486	\$5,650
Employee Benefits & Payroll Taxes	\$248,560	\$248,799	(\$239)
Professional Service Contracts	\$25,363	\$6,362	\$19,001
Supplies and Materials	\$7,100	\$6,873	\$227
Communications/Telecommunications	\$23,876	\$17,540	\$6,336
Utilities	\$6,180	\$6,843	(\$663)
Rentals and Leases - Land & Buildings	\$45,954	\$45,954	\$0
Repairs, Alterations & Maintenance	\$0	\$0	\$0
Printing and Reproduction	\$9,656	\$5,105	\$4,551
Professional Development & Training	\$36,130	\$44,504	(\$8,374)
Rental & Leases - Furniture & Equipment	\$4,084	\$3,896	\$188
Subscriptions	\$2,355	\$2,678	(\$323)
Facilities and Services	\$42,177	\$42,796	(\$619)
Data Processing Services (Interagency)	\$112,363	\$7,528	\$104,835
Attorney General Services	\$19,741	\$9,267	\$10,474
Personnel & HR Services	\$11,778	\$17,130	(\$5,352)
Insurance	\$2,100	\$2,099	\$1
Other Contractual Services	\$117,473	\$123,472	(\$5,999)
State Auditor Services	\$4,500	\$4,400	\$100
Archives & Records Management Services	\$176	\$176	\$0
Software Licenses and Maintenance	\$8,415	\$5,608	\$2,807
Other Goods and Services - Note 1 Section B	(\$3,199)	(\$3,353)	\$154
Travel, Lodging & Subsistence	\$64,330	\$24,493	\$39,837
Non-capitalized Assets	\$7,100	\$7,829	(\$729)
Other Grants & Benefits	0	\$1,311	(\$1,311)
TOTALS	\$1,576,348	\$1,405,797	\$170,551

Note: A positive variance represents an underspend in the category, while a (negative) variance represents an overspend.

#### Note 1 – Agency Description & Summary of Significant Accounting Policies

#### A. Agency Description, Background & Activities

The Law Enforcement Officers' and Fire Fighters' Plan 2 Retirement (the board) was created through taxpayer initiative 790 in November of 2002. In 2003, the board was created as a state agency governed by its board of trustees. The board exists to research, develop and execute broad policies beneficial to the members of the Law Enforcement and Firefighters Retirement Plan 2 Pension Fund's present and future recipients. The board employs seven full time employees to act as administrative, technical, and advisory experts to aid in carrying out the board's mission.

The eleven-member board, appointed by the Governor of the State of Washington, governs the board. Board members are appointed from the following groups:

- Three must be active law enforcement officers who participate in the plan and one of the members may be a retired law enforcement officer and a member of the plan.
- Three must be active fire fighters who participate in the plan and one of the members may be a retired fire fighter that participates in the plan.
- Three must be representatives of employers.
- One must be a member of the State House of Representatives.
- One must be a member of the State Senate.

The board is empowered to oversee the Law Enforcement Officers' and Fire Fighters' Retirement System (LEOFF 2). They do not maintain custody or manage the investments in the plan. The custody and investment function is the responsibility of the Washington State Investment Board (SIB). The board is required to; (1) adopt actuarial tables, assumptions and cost methodologies, (2) adopt contribution rates for LEOFF Plan 2, (3) and other related duties. The other related duties the board activity incurs expenditures for include:

Professionals & Technical Advisors – Retain professionals and technical advisors necessary to accomplish the board's duties. As provided by RCW 41.26.720, the board shall make an annual report to the governor, legislature, and state auditor setting forth a summary of the costs and expenditures of the plan for the preceding year. The board shall also retain the services of an independent, certified public accountant who shall annually audit the expenses of the fund and whose report shall be included in the board's annual report.

Actuary – Consulting with an enrolled actuary retained by the board (the state actuary shall provide assistance when the board requests). The actuary used must provide the state actuary with copies of its valuations, assumptions and cost methodology for a reasonableness review. If the two actuary do not agree, a third actuary must be appointed by the board and state actuary.

Other Costs – Retain administrative staff and acquire office space for operations. Process travel reimbursements for board members as provided by RCW 43.03.050 and 43.03.060.

#### B. Basis of Accounting and Reporting

The expense account used by the LEOFF 2 Plan Board is a governmental fund. The Board uses the modified-accrual basis of accounting with a measurement focus on current financial resources. The Schedule of Expenditures-Budget and Actual is not intended to be a complete presentation of the Board's assets, liabilities, and revenues nor does it constitute a complete set of financial statements in accordance with generally accepted accounting principles.

All of the Board's general accounting, reporting, payroll and budget functions are managed by the Washington State Department of Enterprise Service's Small Agency Financial Services and Human Resources Teams. All accounting data is maintained in the statewide Accounting & Financial Reporting System (AFRS) under agency 341.

The board relies heavily on the State Administrative and Accounting Manual (SAAM) in the development and execution of its accounting related policies.

Note for negative expenditure data: The "Other Goods and Services" category is reporting a negative balance for actual fiscal year 2020 results. This negative amount is caused by expense reimbursements from the U.S. Bank Purchase Card Rebate program. Rebate amounts are based on a fraction of expenditures from various expense categories and are consolidated into this category for reporting purposes.

#### Expenditure Authority (RCW 41.26.732):

The authority to establish all policies relating to the expense fund, other than the investment policies of the Washington State Investment Board (WSIB), resides with the board. With the exception of investments by, and expenses of, the (WSIB), disbursements from the expense fund may be only with the authorization of the board.

Expenditures of the board are paid out of a singular operation account (LEOFF Plan 2 Board Expense Account / Account Number: 548). This expense account is administered by the state treasury. The board retains no other accounts for official board business.

Expenditures from the expense account may only be used in the execution of board duties. Allowable expenses include, but are not limited to:

- Salaries, benefits and related payroll costs of personnel.
- Lease Payments
- Travel
- Good & Services
- Audits
- Other general and reasonable costs of conducting board business

#### C. Budgetary Process

The board must develop an annual budget consistent with the requirements of chapter 43.88 of the Revised Code of Washington. The budget for the board is funded from the investment income of the LEOFF Trust fund held by the State Investment Board.

The budget for the agency is subject to the allotment process directed by the Office of Financial Management (OFM) but is not subject to legislative appropriation. Allotments maybe updated as needed however, they are non-binding and are used as an expense monitoring tool so that biennial budgets are not exceeded.

#### **Note 2 Commitments & Non-Current Liabilities**

#### D. Major Lease Payments and Commitments

The lease expenses incurred in fiscal year 2020 totaled \$45,954. The board is not currently under a long-term lease agreement for office space and is coordinating an office relocation to take place early in calendar year 2021. The annual lease obligate following the relocation is expected to be around \$80,000.

In 2014, the board, acting through the Washington State Department of Enterprise Services (DES), entered into a five year operating lease for office space which was effective until April 30, 2019. The agreement called for monthly lease payments of \$3,829.50. In addition to the monthly lease payments the agency was also required to pay the landlord for its prorated share (currently 5.36%) of water, sewer, garbage and restroom supplies as well as the cost of electricity and natural gas directly attributable to the office space occupied.

When the lease expired on April 30, 2019 the agency elected not to renew and current operates under a month-to-month arrangement with the same terms (\$3829.50/month). The board does not intend to enter into another long-term lease at the current location. Instead, the board is working with OFM and DES on a relocation plan with 4/1/2021 as the expected move date.

#### E. Compensated Absences

Consistent with statewide employment practices the board maintains an ongoing cost of compensated absences for employees that accrue sick and vacation leave on a monthly basis. Costs associated with compensated absences are not recorded as expenditures until absences are taken and annually the agency records the future liability related to compensated leave. The below table summarized the changes in compensated absences expenses for the year ended June 30, 2020 and reflects the potential cost of compensated leave.

Compensated Absences Summary	Vacation Leave Liability	Sick Leave Liability	Total
Current Year Opening Balance	\$ 68,138	\$ 32,066	\$ 100,204
Net Increase in Liability for the Year	\$ 23,444	\$ 9,206	\$ 32,650
Balance at year ending June 30, 2020	\$ 91,582	\$ 41,272	\$ 132,854

#### Note 3 – Related Party Transactions

The board obtains a significant amount of goods and services from other agencies within the state of Washington in the form of interagency agreements. The cost of these agreements are developed during the State's budget process and are generally structured to recover the cost of providing goods and services. The following table summarizes the most significant agreements/services provided with other state agencies and the cost of these agreements in fiscal year 2020.

#### **Interagency & Central Billing (State Rendered Services)**

Agency	Service	FY20 Charges	% of Total
Office of the State Actuary	Actuary Services	\$ 116,370	34.0%
Department of Enterprise Services (DES)	Multiple Services**	\$ 72,757	21.2%
WaTech/OCIO	IT Services	\$18,835	5.5%
Office of the Attorney General	Legal Services	\$ 9,267	2.7%
State Auditor's Office	Audit Services	\$4,400	1.3%
Office of Financial Management	Multiple Services**	\$ 5,476	1.6%
	TOTALS	\$ 227,105	66.3%*

<sup>\*</sup>Note % of total is a comparison of all goods and services expenditures for FY20 (\$342,516).

<sup>\*\*</sup>DES & OFM charges includes charges for: Financial Services, Training Services, Real Estate Contracting Services, Statewide systems charges, Mail Services, Personnel Services, Parking Services, and Risk Management Services.

## SUPPLEMENTAL TABLE: PRIOR YEAR (FISCAL YEAR 2019) EXPENDITURE TABLE FOR COMPARISION

Line Item:	Budgeted	Actual	Variance
Salaries & Wages	\$670,014	\$671,421	(\$1,407)
Employee Benefits & Payroll Taxes	\$218,653	\$222,942	(\$4,289)
Professional Service Contracts	\$10,000	\$4,330	\$5,670
Supplies and Materials	\$7,020	\$5,153	\$1,867
Communications/Telecommunications	\$24,340	\$23,781	\$559
Utilities	\$6,180	\$5,522	\$658
Rentals and Leases - Land & Buildings	\$45,960	\$45,954	\$6
Repairs, Alterations & Maintenance	\$0	\$0	\$0
Printing and Reproduction	\$7,600	\$8,249	(\$649)
Employee Prof Dev & Training	\$20,255	\$25,095	(\$4,840)
Rental & Leases - Furniture & Equipment	\$5,720	\$3,260	\$2,460
Subscriptions	\$1,320	\$2,184	(\$864)
Facilities and Services	\$39,092	\$39,373	(\$281)
Data Processing Services (Interagency)	\$7,881	\$8,122	(\$241)
Attorney General Services	\$22,860	\$11,626	\$11,234
Personnel & HR Services	\$6,456	\$6,456	\$0
Insurance	\$25	\$25	\$0
Other Contractual Services	\$110,220	\$110,222	(\$2)
State Auditor Services	\$4,000	\$4,370	(\$370)
Archives & Records Management Services	\$172	\$156	\$16
Software Licenses and Maintenance	\$12,216	\$8,511	\$3,705
Other Goods and Services - Note 1 Section B	(\$6,496)	(\$3,044)	(\$3,452)
Travel, Lodging & Subsistence	\$51,870	\$33,676	\$18,194
Non-capitalized Assets	\$0	\$13,198	(\$13,198)
Other Grants & Benefits	0	\$200	(\$200)
TOTALS	\$1,265,358	\$1,250,782	\$14,576

Note: A positive variance represents an underspend in the category, while a (negative) variance represents an overspend.

#### ABOUT THE STATE AUDITOR'S OFFICE

The State Auditor's Office is established in the state's Constitution and is part of the executive branch of state government. The State Auditor is elected by the citizens of Washington and serves four-year terms.

We work with our audit clients and citizens to achieve our vision of government that works for citizens, by helping governments work better, cost less, deliver higher value, and earn greater public trust.

In fulfilling our mission to hold state and local governments accountable for the use of public resources, we also hold ourselves accountable by continually improving our audit quality and operational efficiency and developing highly engaged and committed employees.

As an elected agency, the State Auditor's Office has the independence necessary to objectively perform audits and investigations. Our audits are designed to comply with professional standards as well as to satisfy the requirements of federal, state, and local laws.

Our audits look at financial information and compliance with state, federal and local laws on the part of all local governments, including schools, and all state agencies, including institutions of higher education. In addition, we conduct performance audits of state agencies and local governments as well as <u>fraud</u>, state <u>whistleblower</u> and <u>citizen hotline</u> investigations.

The results of our work are widely distributed through a variety of reports, which are available on our <u>website</u> and through our free, electronic <u>subscription</u> service.

We take our role as partners in accountability seriously, and provide training and technical assistance to governments, and have an extensive quality assurance program.

Contact information for the State Auditor's Office		
Public Records requests	PublicRecords@sao.wa.gov	
Main telephone	(564) 999-0950	
Toll-free Citizen Hotline	(866) 902-3900	
Website	www.sao.wa.gov	



# Office of the Washington State Auditor Pat McCarthy

# Exit Conference Presented to LEOFF Plan 2 Retirement Board

December 16, 2020

- The Washington State Auditor's Office's vision is an increased trust in government.
- Our goal is to make government work better through increased accountability, efficiency and transparency.

# About Our Office

### **Your Audit Team**



Jim Brownell, Audit Manager – Jim has been with the Office of the Washington State Auditor since 2005 and manages the Single Audit teams. His notable work experiences include audits of the state's Comprehensive Annual Financial Report (CAFR), Statewide Single Audit - including Medicaid and financial statement audits for the Departments of Labor and Industries, Ecology and Health. He has also managed accountability audits at multiple state agencies and the state employee whistleblower program.



**Cavan Busch, Assistant Audit Manager**- Cavan Busch, Assistant Audit Manager, has been with the Washington State Auditor's Office since 2008. Notable work experiences include supervising the Statewide Single Audit for six years, supervising the Medicaid single audit and acting as a sampling specialist for the Office.

Cavan supervised this engagement.



**Justin Brackett, Assistant State Auditor**- Justin has been with the Office since 2015. Notable work experiences include Whistleblower investigations, Statewide Single and Medicaid Audits, and various accountability audits.

Justin was the audit lead for this engagement.

# **SAO Executive Management**



Sadie Armijo, CFE, Director of State Audit — Sadie has been with the Washington State Auditor's Office since 1998. She oversees most of the state audits our Office performs. Teams under her direction include the Financial Audit team, which conducts accountability audits, as well as the annual audit of the State of Washington Comprehensive Annual Financial Report and other financial statement audits. The Single Audit team performs accountability audits and the State of Washington Single Audit, which examines state agencies' compliance with federal grant requirements. The third team Sadie leads is the Whistleblower team, which investigates assertions of improper governmental actions at state agencies. She previously was an Assistant Director of Local Audit for five years.



**Troy Niemeyer, Assistant Director of State Audit** – Troy has been with the Washington State Auditor's Office since 2006. As Assistant Director he assists with the statewide oversight and management of most audits of state government, including fraud and whistleblower investigations. He previously managed two local audit teams, along with the Whistleblower Program, and the Statewide Technology Audit Team (STAT). Troy is a member of the Institute of Internal Auditors.

# **Audit Scope**

- We performed a financial statement audit of the LEOFF Board's Schedule of Expenditures
- The schedule included expenditures that occurred for the fiscal year ending June 30, 2020

# **Executive Summary**

### **Financial Statement Audit Results**

**Unmodified** (clean) opinion on the financial statement

 The financial statement was presented fairly, in all material respects.

# **Audit Highlights**

- Board staff responded to audit requests in a timely manner and were helpful and cooperative throughout the audit process.
- There were no uncorrected misstatements in the audited financial statement.
- There were no material misstatements in the financial statement corrected by management during the audit.

# What happens during a financial statement audit?

- We evaluate state agency internal controls over key financial systems and processes
- We evaluate whether there are adequate internal controls over the financial statement preparation process
- We test transactions (expenditures)
- We examine note disclosures to ensure they are fairly and clearly presented

# Areas of focus for your audit

## **Completeness** -

Were all expenses recorded in the financial statement?

Testing of Board salaries & wages

## **Classification -**

Were expenses properly classified in the financial statement?

 Random selection and tests of Board expenses for other purchased services

# More areas of focus for your audit

### **Presentation and disclosures**

- Was the financial statement clearly and appropriately presented?
- Were note disclosures complete and accurate?
- If significant financial events occurred, were they properly disclosed in the statement notes?

## **Audit Recommendations**

We made no recommendations to management.

# **Required Communications**

- In your materials is a draft copy of the audit report
- The final report is scheduled to be published on our public website next week.
  - https://portal.sao.wa.gov/saoportal/Login.aspx
- We are pleased to report the audit identified no material misstatements requiring correction

## **Audit Cost**

- The cost of the audit was \$4,440
  - 40 hours x \$110 per hour

Should the Board choose to contract with our Office next year, we estimate the number of hours and cost to be the same as this year.

# **Concluding remarks**

We appreciate the opportunity to work with the Board and your staff