# **LOUISIANA CENTER FOR LAW AND CIVIC EDUCATION**

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# **FINANCIAL STATEMENTS**

December 31, 2003

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Under provisions of state law, this report is a public document. A copy of the report has been submitted to the entity and other appropriate public officials. The report is available for public inspection at the Baton Rouge office of the Legislative Auditor and, where appropriate, at the office of the parish clerk of court.

Release Date 9.8.04



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LOUISIANA CENTER FOR LAW AND CIVIC EDUCATION

#### FINANCIAL STATEMENTS

December 31, 2003



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## Independent Auditors' Report

Board of Directors Louisiana Center for Law and Civic Education New Orleans, Louisiana

We have audited the accompanying statements of financial position of the Louisiana Center for Law and Civic Education (the Center) as of December 31, 2003 and 2002, and the related statements of activities and cash flows for the years then ended. These financial statements are the responsibility of the Center's management. 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 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 audits to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the Louisiana Center for Law and Civic Education as of December 31, 2003 and 2002, and the changes in its net assets and its cash flows for the years then ended, in conformity with accounting principles generally accepted in the United States of America.

In accordance with Government Auditing Standards, we have also issued a report dated June 28, 2004, on our consideration of the Center's internal control over financial reporting and our tests of its compliance with certain provisions of laws, regulations, contracts and grants. That report is an integral part of an audit performed in accordance with Government Auditing Standards and should be read in conjunction with this report in considering the results of our audit.

Our audits were conducted for the purpose of forming an opinion on the financial statements taken as a whole. The accompanying schedule of revenues and expenses by funding source on pages 10 - 13 is presented for purposes of additional analysis and is not a required part of the financial statements of the Center. Such information has been subjected to the auditing procedures applied in the audit of the financial statements and, in our opinion, is fairly presented in all material respects in relation to the financial statements taken as a whole.

Postethwat & networld

Baton Rouge, Louisiana June 28, 2004

#### Baton Rouge, LA 70809 Tel: 225.922.4600 Fax: 225.922.4611 8550 United Plaza Blvd, Suite 1001

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## STATEMENTS OF FINANCIAL POSITION

December 31, 2003 and 2002

#### ASSETS

-	 2003	. <u> </u>	2002
Cash and cash equivalents	\$ 71,120	\$	88,666
Investments	13,370		12,570
Office equipment and library materials, net of accumulated			
depreciation of \$40,132 and \$36,433, respectively	7,692		11,391

\$ 92,182	\$ 112,627
·····	

#### LIABILITIES AND NET ASSETS

<u>Liabilities</u> Accrued expenses Due to funding sources Total liabilities	\$ 3,900 \$ 92 - <u>1,07</u> 3,900 2,00	74
<u>Net Assets</u>		
Unrestricted Temporarily restricted Permanently restricted Total net assets	50,241 84,70 24,671 13,35 13,370 12,57 88,282 110,62	52 70
Total liabilities and net assets	<u>\$ 92,182 \$ 112,62</u>	27

# The accompanying notes are an integral part of these statements.

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## STATEMENTS OF ACTIVITIES FOR THE YEARS ENDED DECEMBER 31, 2003 AND 2002

	2003					
	Unrestricted	Temporarily Restricted		Permanently Restricted		Total
<b><u>REVENUES AND OTHER SUPPORT</u></b> Grants in aid – private sources Federal and state assistance Registration fees, contributions and other Investment income Contributions in-kind Net assets released from restrictions <b>Total revenues and other support</b>	\$- 46,000 15,007 121 9,920 65,985 137,033	\$ 51, 21, 4, (65, 11,	558 500 - - 985)	- - 800 - - - 800	\$	51,140 67,652 20,307 127 9,920
FYPENSES						
EXPENSES	61.208		_			61 209
EXPENSES Education programs	61,208 72.427		-	-		61,208 72,427
EXPENSES Education programs Management and general	72,427		- -	-		72,427
EXPENSES Education programs	•			- - -		72,42
EXPENSES Education programs Management and general Fundraising	72,427		 - - 			•
EXPENSES Education programs Management and general Fundraising Return of unexpended grant funds Total expenses and losses	72,427 · 37,862	11,:	- - - - - - - - -			72,42 37,862
EXPENSES Education programs Management and general Fundraising Return of unexpended grant funds	72,427 37,862 					72,42 37,862 171,492

The accompanying notes are an integral part of these statements.



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	Temporarily	Permanently		
Unrestricted	Restricted	Restricted	Total	
\$ -	\$ 53,926	\$-	\$ 53,926	
91,000	13,374	-	104,374	
41,646	6,960	720	49,326	
258	-	-	258	
9,920	-	-	9,920	
74,836	(74,836)	-	_	
217,660	(576)	720	217,804	
-				
48,500	_	_	48,500	
68,674	_	-	68,674	
44,897	_	-	44,897	
1,074	<u> </u>		1,074	
163,145			163,145	
54,515	(576)	720	54,659	
30,190	13,928	11,850	55,968	

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<u>\$ 84,705 \$ 13,352 \$ 12,570 \$ 110,627</u>





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## STATEMENTS OF CASH FLOWS FOR THE YEARS ENDED DECEMBER 31, 2003 AND 2002

	 2003	2002	
CASH FLOWS FROM OPERATING ACTIVITIES			
Change in net assets	\$ (22,345)	\$	5 <b>4,6</b> 59
Adjustments to reconcile change in net assets to	-		
net cash provided by (used in) operating activities:			
Depreciation	3,699		5,115
Endowed contributions permanently restricted	(800)		(720)
Changes in:			
Accrued expenses	2,974		274
Due to funding source	 (1,074)		926

Net (provided by) used in operating activities	(17,546)	60,254
CASH FLOWS FROM INVESTING ACTIVITIES Purchase (redemptions) of investments Purchase of office equipment and library materials	. (800) _	(538) (5,292)
Net cash provided by (used in) investing activities	(800)	(5,830)
CASH FLOWS FROM FINANCING ACTIVITIES Endowed contributions permanently restricted Net cash provided by financing activities	800	<u>720</u> 720
Net increase (decrease) in cash and cash equivalents	(17,546)	55,144
CASH AND CASH EQUIVALENTS , BEGINNING OF YEAR	88,666	33,522
CASH AND CASH EQUIVALENTS, END OF YEAR	<u>\$ 71,120</u>	\$ 88,666

# The accompanying notes are an integral part of these statements.



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## NOTES TO FINANCIAL STATEMENTS

#### 1. <u>Summary of Significant Accounting Policies</u>

### a. <u>Nature of Operations</u>

The Louisiana Center for Law and Civic Education, Inc. (the Center) was organized to institutionalize lawrelated curricula in Louisiana schools, the justice system, and the broader community; to serve as a centralized office and support network for existing and developing law-related education programs in the State of Louisiana; to provide a permanent law-related education organization for sharing common resources statewide; to conduct awareness seminars on law-related education for teachers, administrators, and community members; and to develop law-related education teaching materials. Funding for the Center's operations is provided from federal, state and private grants, fundraising activities, contributions and participant fees.

#### b. <u>Basis of Accounting and Reporting</u>

The financial statements of the Center have been prepared on the accrual basis of accounting. Accordingly, revenues are recognized when they are earned and expenses when they are incurred.

#### c. <u>Basis of Presentation</u>

In accordance with SFAS No. 117, *Financial Statements of Not-for-Profit Organizations*, the Center reports 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.

The Center reports contributions of cash and other assets as restricted support if they are received with donor or grantor stipulations that limit the use of the donated or granted assets. When a donor or grantor restriction expires (that is, when a stipulated time restriction ends or a purpose restriction is accomplished), temporarily restricted net assets are reclassified as unrestricted net assets and reported in the statement of activities as net assets released from restrictions.

Endowment contributions are permanently restricted by the donor. Interest earnings available for distribution are recorded in unrestricted net assets.

To ensure observance of limitations and restrictions placed on the uses of resources available to the Center, the accounting system is organized and operated on a fund basis. The financial statements of the individual funds have been presented on a combined basis, separated into unrestricted, temporarily restricted, and permanently restricted.

# d. Office Equipment & Library Materials

Office equipment and library materials are recorded at cost. Items donated to the Center are recorded at estimated fair market value at the date of donation. Depreciation is provided over the estimated useful lives of exhaustible assets (5-7 years) on a straight line basis.





# NOTES TO FINANCIAL STATEMENTS

#### 1. <u>Summary of Significant Accounting Policies</u> (continued)

#### e. <u>Income Taxes</u>

The Center is exempt from income taxes under Section 501(c)(3) of the Internal Revenue Code.

#### f. <u>Use of Estimates</u>

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

## g. <u>Cash Equivalents</u>

The Center considers all highly liquid investments with an original maturity of three months or less to be cash equivalents.

#### h. <u>Investments</u>

Investments consist of non-negotiable certificates of deposit and are carried at cost, which approximates fair value.

### 2. <u>Temporarily Restricted Net Assets</u>

Temporarily restricted net assets as of December 31, 2003 and 2002 include those net assets obtained from the following funding sources:

	2003	2003		
IOLTA	\$	-	\$	2,426
Community Works	1,	,092		3,758
Youth Summit	3,	,079		3,203
School-to-Career		23		953
TAPAL	3,	012		3,012
East Baton Rouge Schools	4,	176		-
New Orleans City Council		139		-
Police Foundation		269		-

Cypres Funds





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# NOTES TO FINANCIAL STATEMENTS

#### 2. <u>Temporarily Restricted Net Assets</u> (continued)

Net assets were released from grantor restrictions by incurring expenses satisfying the purpose specified by grantors as follows:

	2003	<u> </u>	2002	
IOLTA	\$ 37,294	\$	55,490	
Frost Foundation	63		-	
Youth Summit	4,124		3,757	
Community Works	12,110		6,716	
School-to-Career	945		2,499	
Police Foundation	3,596		-	
New Orleans City Council	4,439		-	
Center for Civic Education	590		-	
East Baton Rouge Schools	3,897		6,374	
Total restrictions released	<u>\$65,985</u>	<u>\$</u>	<u>74,836</u>	

### 3. Contributed Services and Facilities

As a means of providing law and civic education, the Center solicits volunteer services from attorneys, judges, and physicians for classroom instruction. The value of these contributed services, based on average fair market hourly rates for these professionals, was approximately \$21,600 and \$22,500 for the years ended 2003 and 2002, respectively. These contributions are not recognized in the statements of activities, as they do not meet the criteria for recognition.

The Board of Directors is a voluntary board; no compensation is paid to its members.

The Center receives in-kind contributions of gratuitous rent and facilities usage. The fair market values of the occupied space and facilities are recorded as both contributions and expenses in the amount of \$9,920 for both 2003 and 2002.



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## NOTES TO FINANCIAL STATEMENTS

#### 4. <u>Concentrations</u>

Grants and appropriations from private foundations and governmental agencies have historically comprised a significant portion of the Center's total revenues. Generally, these grants and appropriations provide funding on a periodic basis, with various commitments for continued funding. Significant grantors, grant revenue derived from them, and their commitments for continued funding were as follows:

· .	2003 <u></u>	<u>Commitment</u>			
IOLTA	\$ 34,400	\$ 40,011 through December 31, 2004			

Federal Court	\$ 26,000	No funding in 2004
Tobacco Settlement	\$ 20,000	\$ 20,000 in 2004

#### 5. <u>Related Party Transactions</u>

The Center is affiliated with the Louisiana State Bar Association (the Association) by way of common management and board members. The Center's operations are conducted by employees of the Association, who work exclusively on matters of the Center. The Center pays the Association monthly fees to cover all payroll costs of those employees as well as certain overhead expenses. Amounts paid for the years ended December 31, 2003 and 2002 were approximately \$92,000 and \$104,000, respectively. The Association also provides the gratuitous rent and facilities usage as discussed in Note 3, and provided cash assistance in the amount of \$21,800 for the year ended December 31, 2003.

## 6. Endowed Assets

The Center's Endowment Fund (the Fund) was created through individual private donations. The Fund was primarily invested in a certificate of deposit with a local bank. Interest earnings of the Fund are to be utilized at the discretion of the Board of Directors. The principal investment of this fund is permanently restricted.

The carrying amount of the investment was \$11,828 and \$12,570 at December 31, 2003 and 2002, respectively, is its cost, which approximates fair value.



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## SUPPLEMENTAL INFORMATION

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#### SCHEDULE OF REVENUES AND EXPENSES BY FUNDING SOURCE FOR THE YEAR ENDED DECEMBER 31, 2003

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REVENUES	General	Endowment Fund	IOLTA	Community Works	Center for Civic Education	School-to-Career
Grants in aid - private sources	e _	C _	\$ 34,400	\$ -	•	e
Federal and state assistance	26,000	•• -	ф <del>34,4</del> 00	9,508	φ = 	а –
Registration fees, contributions, and other	15,007	800	-		500	-
- Investment income	12,007	000	-	-	500	-
Contributed rent	9,920	•	-	_	-	-
Total revenues	51,048	800	34,400	9,508	500	·
PVDPNC#Q						
EXPENSES Education Decomposite						
Education Programs Contractual fees	2.070			D AAE	470	0.0
Education materials	3,072 218	-	-	8,445	470	98
		-	-	824	-	-
Program events and workshops Salaries and wages	1,861 6,183	-	10,500	044	•	119
Payroll taxes and benefits	5,565	*	10,500 -	-	-	-
Postage and Printing	-	-	_	498	-	-
Stipends\Awards - Teachers	250	-	-	1,800	-	-
Travel expenses		_	-	543	-	-
Total education program expenses	17,148		10,500	12,110	470	216
- $ -$		··· ·· ·				
Management and General						
Andit fees	-	. <b>-</b>	3,900	-	-	-
Depreciation	3,699	-	-	-	-	-
Insurance .	500	-	-	-	•	-
Meetings and conferences	2,208	-	-	-	-	-
Miscellaneous	1,581	-	-	-	100	15
Office expense	5,250	-	670	-	-	420
Salaries and wages	8,542	-	7,500	-	-	-
Payroll taxes and benefits	5,073	-	••	-	-	-
Postage and printing	2,137	-	990	-	-	89
Newsletter and publishing	4,233	-	-	-	<b>-</b> *	-
Professional fees	50	-	-	-	-	-
Rent	9,920	-	-	-	-	-
Telephone and fax	2,326	-	1,734	-	-	-
Travel expenses	2,432	-		<u> </u>	20	205
Total management and general	47,950		14,794		120	729



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Total		Frost Foundation		Cypres Fands		÷	EBR Schools		Youth Summit		NO City Council		
\$ 51,14	-	\$	12,881	\$	-		-	\$	<b>s</b> –	-	\$ -	3,865	\$
67,65	-		-		20,000		7,700		-	)	4,450	-	
20,30	-		-		· -		-		4,000	-	-	-	
Ľ	-		-		-		-		•	-	-	-	
9,92	-		-		-		~		-	-	-	-	
149,1			12,881		20,000		7,700	_	4,000		4,450	3,865	
13,59	-		-		-		1,513		-	-	-	-	
4,32	-		-		-		-		200	3	1 <i>,5</i> 73	2,332	
10,81	-		-		-		1,351		3,924		1,640	1,099	
21,14	-		-		4,468		-		-	-	-	•	
7,24	-				1,675		-		-	-	-	-	
	-		-		-		498		-	-	-	-	
2,05	-		-		-		-		-	-	-	-	
1,03	-		-		·		490		-	-		-	
61,20		·			6,143		3,852		4,124	3	3,213	3,431	
2 02			_		_		-		_	_	_	_	
3,90	-		-		-		-		-	-	· ·	_	
3,69 50	-		-		-		-		-	-	-	-	
	-		-		-		-		-	-	-	-	
2,20 1,69	-		_		-		-		-	-	-	-	
7,59	63		-		-		-		-	9	1,189	-	
21,51	-		_		5,472		-		-	-	_,	-	
7,14	-		-		1,862		45		-	-	-	165	
3,21	-		-		-,		-		-	-	-	-	
4,23	-		-		-		-		-	-	-	-	
5	-		-		-		-		-	-	-	-	
9,92	-		-		-		-		-	-	-	-	
4,09	-		-		-		-		-	7	37	-	
2,65	-		-		-					-		-	
72,42	63				7,334		45		•	6	1,226	165	

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#### SCHEDULE OF REVENUES AND EXPENSES BY FUNDING SOURCE FOR THE YEAR ENDED DECEMBER 31, 2003

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•	G		owment Jund	IOLTA		Community Works		Center for Civic Education		School-to-Career		
Fundraising	_		•		-		_		•		_	
Advertising	5	-	\$	-	\$	-	\$	-	\$	-	\$	-
Event Activity		-		-		-		-		-		-
Salaries and wages		9,820		-		12,000		-		-		-
Payroll taxes and benefits		7,058		-				-		-		-
Total fundraising	<del></del>	16,878		······		12,000						
Return of unexpended grant funds					<u></u>	-	<u>_</u>		. <u> </u>	-		
Total expenses		81,977	<u></u>	<b>_</b>	<u> </u>	37,294		12,110		590	<u> </u>	945
Revenues over (under) expenses	5	(30,929)	<u>s</u>	800	3	(2,894)	\$	(2,602)	\$	(90)	\$	(945)

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	olice ndation	NO City Council		Youth Summit		EBR Schools		Fobacco Fund		Cypres Funds		Frost mdation		Total
5	-	\$ -	\$	-	\$	-	\$	-	\$	_	\$	-	3	-
	-	-				- -		- 6,627 2,357				-		28,447 9,415
	-	 				<b>1</b> 20		8,984	<u> </u>				·	37,862
		 <u> </u>			<del></del>			-	<u> </u>			<del></del>	. <u> </u>	
	3,596	 4,439		4,124		3,897		22,461			<b></b> .	63		171,497
\$	269	\$ 11	5	(124)	<u> </u>	3,803	<u> </u>	(2,461)	\$	12,881	<u>s</u>	(63)	\$	(22,345)

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## Postlethwaite & Netterville

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# REPORT ON COMPLIANCE AND INTERNAL CONTROL OVER FINANCIAL REPORTING BASED ON AN AUDIT PERFORMED IN ACCORDANCE WITH GOVERNMENT AUDITING STANDARDS

**Board** of Directors Louisiana Center for Law and Civic Education New Orleans, Louisiana

We have audited the financial statements of the Louisiana Center for Law and Civic Education (the Center) as of and for the year ended December 31, 2003, and have issued our report thereon dated June 28,2004. 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.

#### Compliance

As part of obtaining reasonable assurance about whether the Center's financial statements are free of material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts and grants: 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 that are required to be reported under Government Auditing Standards.

#### Internal Control Over Financial Reporting

In planning and performing our audit, we considered the Center's internal control over financial reporting in order to determine our auditing procedures for the purpose of expressing our opinion on the financial statements and not to provide assurance on the internal control over financial reporting. However, we noted a certain matter involving the internal control over financial reporting and its operation that we consider to be a reportable condition. Reportable conditions involve matters coming to our attention relating to significant deficiencies in the design or operation of the internal control over financial reporting that, in our judgment, could adversely affect an entity's ability to record, process, summarize, and report financial data consistent with the assertions of management in the financial statements. The reportable condition is identified in the accompanying schedule of findings and questioned costs as item 2003-1.

A material weakness is a condition in which the design or operation of one or more of the internal control components does not reduce to a relatively low level the risk that misstatements in amounts that would be material in relation to the financial statements being audited may occur and not be detected within a timely period by employees in the normal course of performing their assigned functions. Our consideration of the internal control over financial reporting would not necessarily disclose all matters in the internal control that might be reportable conditions and, accordingly, would

not necessarily disclose all reportable conditions that are also considered to be material weaknesses. We believe that the condition described above is not a material weakness.

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#### Fax: 225.922.4611 Baton Rouge, LA 70809 Tel: 225.922.4600 8550 United Plaza Blvd, Suite 1001

This report is intended for the information of the Center's management, the Louisiana Legislative Auditor, and awarding agencies, and it is not intended to be and should not be used by anyone other than these specified parties. Under Louisiana Revised Statute 24:513, this report is distributed by the Legislative Auditor as a public document.

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Baton Rouge, Louisiana June 28, 2004

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## SCHEDULE OF FINDINGS AND QUESTIONED COSTS December 31, 2003

2003-1

Criteria: An optimal internal control would include segregation of the functions of custodianship of assets, recording of the transactions, and reconciliation of the external documents to the accounting records. Due to the Center's very small staff, there is an inherent lack of segregation of accounting duties. Condition: The same individual (Executive Director) writes and records check disbursements and maintains custody of the checks. This individual also signs checks (although dual signature, with another board member is required and generally practiced).

> Despite the inherent lack of segregation, the Center has input certain compensating controls, such as having bank reconciliations prepared and check registers reviewed by a contracted "bookkeeper" (external party) and direct communication between the bookkeeper and the treasurer of the board.

Effect: The mitigating controls help diminish the inherent risk of a lack of segregation of duties.

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Recommendation: In small non-profit organizations, segregation of duties is a common condition. Given the very limited resources of the Center, it may be difficult to hire the additional staff that would be necessary in order to thoroughly segregate the various accounting duties. No action recommended at this time.





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## SUMMARY SCHEDULE OF PRIOR AUDIT FINDINGS December 31, 2003

2002-1

<u>Criteria</u> :	Louisiana Revised Statute 24:513 requires Quasi-Public entities (as defined) to have audit engagements approved by the Legislative Auditor's office and to submit the audited financial statements and associated auditor's reports to the Legislative Auditor within six months of year-end.
<u>Condition</u> :	While having engaged a firm to perform the audit required under the statute, said audit was not approved by the Legislative Auditor in advance and the reporting package was submitted to the Legislative Auditor subsequent to the required deadline.
Effect:	At this point in time, there is no anticipated financial impact.

<u>Recommendation</u> :	Communicate to the auditor well in advance of field work (before or soon after year-end) that state or federal assistance has been received. The auditor and the Center should then work together to ensure proper engagement approval from and timely submission to the Louisiana Legislative Auditor.
<u>Action taken</u> :	The Center contracted with the auditor early in 2004 to conduct the audit, at which time compliance with the aforementioned statute was considered. The Center intends to submit the audit within the required six month time frame.
2002-2	
<u>Criteria:</u>	An optimal internal control would include segregation of the functions of custodianship of assets, recording of the transactions, and reconciliation of the external documents to the accounting records.
<u>Condition:</u>	Due to the Center's very small staff, there is an inherent lack of segregation of accounting duties. The same individual (Executive Director) writes and records check disbursements and maintains custody of the checks. This individual also signs checks (although dual signature, with another board member is required and generally practiced).
	Despite the inherent lack of segregation, the Center has attempted to input certain compensating controls, such as having bank reconciliations prepared by a contracted "bookkeeper" (external party), however, communication of any problems identified in the bank reconciliation process would be reported to the Executive Director, thereby nullifying any benefit of that compensating control. Additionally, the frequency with which the bookkeeper provided services to the Center diminished from the prior year (from monthly to quarterly).
Effect:	The Center is exposed to risk of errant financial reports as well as improper use of the Center' s funds

on the part of the staff.

Recommendation:

In small non-profit organizations, segregation of duties is a common condition. Given the very limited resources of the Center, it may be difficult to hire the additional staff that would be necessary in order to thoroughly segregate the various accounting duties. However, the Center may wish to adopt policies and procedures that could help mitigate the risks present as a result of this condition. Such

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#### SUMMARY SCHEDULE OF PRIOR AUDIT FINDINGS **December 31, 2003**

2002-2 (continued)

**Recommendation:** 

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policies and procedures could provide a level of separation, or at least close oversight of the books and records, by employing a contracted bookkeeper to perform reconciliation services on a monthly basis as well as encouraging direct communication from the bookkeeper to the treasurer.

<u>Action taken:</u>

The Center has continued to employ the contracted bookkeeper and has begun to utilize the Center's assistant for some financial tasks, thereby introducing some segregation. Additionally, communication has been established between the contracted bookkeeper and the treasurer. Finally, the current treasurer has taken a closer oversight role of the Center's finances and accounting.

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