CGFOA Audit 101

The basics of local government audits

Summer 2020



Discussion Today

- What does Office of the State Auditor do?
- What are the Audit Law requirements?
- How do we select an auditor?
- How do we prepare for an audit?
- Why should we care about internal controls?
- What does the audit opinion mean?
- Do we have to consider COVID-19?
- What does the OSA do with the audit?
- What are the new GASB requirements?
- How do we analyze fiscal health?



What does the Colorado Office of the State Auditor do?



Office of the State Auditor

- Dianne E. Ray, CPA, State Auditor
- Non-partisan agency within Colorado's Legislative Branch
- Conducts high-quality, objective audits and reviews that hold government agencies accountable and promote positive change in government
- Legislative Audit Committee



What do we do?

- Financial audits
 - State agencies, colleges, and universities
 - Statewide single audit
- Performance audits
 - Sex Offender Management Board
 - Severance Taxes
- Information technology audits
- Tax Expenditures Reports



What do we do?

- Local Government Audit Division
 - Over 4,000 local governments
 - Ensures compliance with the Audit Law
 - Receive all audit reports
 - Review for compliance
 - Applications for exemption from audit



Office of the State Auditor - Local Government Audit Division Summary of Local Governmental Entities As of 2003, 2010, 2019

				Increase
Type	2003	2010	2019	since 2003
Counties	64	64	64	0
Cities and Towns	268	269	270	2
School Districts	178	178	178	0
Institute Charter Schools	0	18	35	35
Metropolitan Districts	470	1,206	1,620	1,150
Other Special Districts	627	643	638	11
Irrigation Districts	16	16	16	0
Conservancy Districts	147	149	149	2
Housing Authorities	79	81	81	2
Cemetery Districts	81	81	81	C
Drainage Districts	12	13	15	3
Other Local Governments	226	260	300	74
Miscellaneous Entities	47	51	49	2
Inactive Special Districts	0	259	282	282
Component Units	<u>711</u>	<u>893</u>	<u>806</u>	<u>95</u>
Total	2,926	4,181	4,584	1,658
Source: Local Government Audit Division	n Database			



Office of the State Auditor

Mission: To improve government for the people of Colorado.

Vision: Our audits will identify efficiencies and cost savings and improve effectiveness and transparency in government.



What are the Audit Law requirements for local governments?



Local Government Audit Law

- Section 29-1-601, et seq., C.R.S.
- Duties of the State Auditor
 - Examine reports & report deficiencies to the governing board
- Requirements for local government audits
 - Audits or application for exemption
 - Deadlines for submission



Exemption from Audit

- Allowed for <= \$750,000
 - Annual revenues or expenditures
- Deadline for submission:
 - 3 months after year end (March 31)
- Completed in accordance with OSA regulations



Audit Law Deadlines

- December 31 year-end
 - Audit shall be completed by June 30th
 - Submit to the OSA within 30 days of receipt of audit report
 - July 31st Deadline to file an extension
 - Extension may be granted for 60 days
 - September 30



Audit Law Deadlines

- School Districts June 30 year end
 - Audit shall be completed within 5 months
 - Submit to the OSA within 30 days of receipt of audit report
 - December 31st Deadline to file an extension
 - Extension may be granted for 60 days
 - February 28



Audit Law Deadlines

- Housing Authorities
 - Seven months after year-end
 - For December 31 year-end:
 - Audit complete by July 31
 - Submit to OSA in 30 days
 - Deadline to file extension August 31
 - 60 days October 31



Audit Law Consequences

• If audit not received by the deadline:

 Notice sent to county treasurer to hold all taxes collected on behalf of the local government

- Cause an audit



Audit Law Consequences

• Who pays for the audit?

Expenses shall be paid by the local government

Duty of the governing body



Audit Law

- Financial statements in conformity with generally accepted governmental accounting principles (GAAP)
- Comparison of budget to actual
- Audit opinion
- Full disclosure by the auditor of violations of state or local law which come to his/her attention



Budget Compliance

- Governmental Accounting Standards Board (GASB) requirements:
 - General Fund
 - Each major special revenue fund that has a legally adopted annual budget
 - Comparison, original and final budget, actual



Budget Compliance

• Audit Law, Section 29-1-605, C.R.S., requirements

 Each fund or activity with an adopted budget

Comparison, budget to actual



Budget Law

• Section 29-1-101, et seq., C.R.S.

Audit Law

- Section 29-1-601, et seq., C.R.S.

• File certified copy with Department of Local Affairs (DOLA) January 31



Audit Law

- One copy of the audit report shall be maintained by the local government
 - For public inspection at all reasonable times
- Special districts
 - Submit a copy of audit or exemption to approving local government
 - Authorized but unissued debt
 - Current or anticipated plan to issue debt



How do we select an auditor?



Selecting an Auditor

- RFP Process
 - Define the entity to be audited
 - Federal grants received COVID funds?
 - Define audit timeline
 - Request specific information staffing
 - Request recent peer review
- GFOA.org
- CGFOA.org



Selecting an Auditor

• Interview process

• Check references

• Other references



Oversight of Auditors

• Licensed Certified Public Accountant

- Colorado Board of Accountancy
 - https://apps.colorado.gov/dora/licensing/Lookup/LicenseL ookup.aspx



Mandatory Peer Review

• HB 10-1236, Section 12-2-108,117, C.R.S.

- Individual and Firm Licenses
 - Issues attest or compilation reports
- Required every 3 years
 - Report to the CO Board of Accountancy



How do we prepare for an audit?



Audit Preparation

- Policies & Procedures
- Year-end accruals
- Bank reconciliations
- Trial balance
- Documentation



Policies & Procedures

- Policies
 - Bids requests for proposals
 - Approval of expenditures thresholds
 - Authorized check signers
 - Wire transfers
 - Revenue recognition
 - Receivable balance adjustments
 - Overtime
 - Adjusting journal entries
 - Capitalization thresholds
 - Budget transfers



Policies & Procedures

- Procedures
 - How do you process payroll?
 - Who reconciles the bank statement?
 - How do you determine amounts for billing to customers?
 - What happens when you collect money from customers?
 - Who enters and approves billing/receivable adjustments?
- Changes due to remote working?



Year-end accruals

- What vendor payments were made in January?
- Were there hours worked in the prior year for your first payroll in January?
- What cash receipts came in during January that were for the prior year?
- Do you have projects in process that haven't been billed by the vendor?
- Property taxes?



Year-end accruals

- Capital assets
 - Depreciation
 - Additions
 - Deletions
- Long term debt
 - Interest owed
 - Payments made
 - New debt?



Bank Reconciliations

- Reconcile each bank account to cash balances
 - Operating bank
 - Savings
 - CDs Money Market ColoTrust/CSAFE
- How many reconciling items do you have?
 - Did they get resolved in the following month?



Trial balance

- Each fund's debits and credits should balance
- Beginning fund balance should equal prior year ending fund balance from the audit report



Subsequent Events

- Did you have a significant loss?
- Did you issue debt?
- What about new equipment did you order that new fire truck?
- Has anyone filed a lawsuit against you?
- Amendments to the CARES Act enacted after the statement of net position but prior to issuance of the financial statements.



Documentation Documentation Documentation

- If it's not documented it didn't happen!
- Document thought process and key decisions
- Approvals
- Contracts/agreements
- Board minutes
- Electronic records
- Auditor request list



What is the Audit Process?

Management's Responsibilities
Auditor's Responsibilities



Management's Role

- Management's responsibilities:
 - Financial statements
 - Financial records complete
 - Controls designed to prevent & detect fraud
 - Related party disclosures
 - Violation of laws
 - Liabilities or other loss contingencies
 - Compliance with contracts
 - Subsequent events



Audit Process

Audit scope

• Auditor's responsibility

• Timeline

• Engagement letter



Auditor's Role

- Independent audit
- AICPA standards
- Federal standards OMB & GAO
- Understand internal control
 - Not necessarily find fraud
- Auditor's opinion



Auditor's Role

- Understand internal control
 - Inspect
 - Observe
 - Inquire
 - Confirm

• Financial statements fairly stated



Why should we care about internal controls?







Internal Controls

- Perception of public trust
- Headline test
- Reduce/discover errors
- Fraud prevention/reduction

Management's responsibility!



Internal Controls - COSO

- Favorable Control Environment/
 "Tone At the Top"
- Conducting Risk Assessment
- Control Activities/Policies and Procedures
- Effective Communication
- Monitoring of the effectiveness of control-related policies and procedures





Green Book 5 Components - 17 Principles

Control Environment

- 1. Demonstrate Commitment to Integrity and Ethical Values
- 2. Exercise Oversight Responsibility
- 3. Establish Structure, Responsibility, and Authority
- 4. Demonstrate Commitment to Competence
- 5. Enforce Accountability

Risk Assessment

- 6. Define Objectives and Risk Tolerances
- 7. Identify, Analyze, and Respond to Risk
- 8. Assess Fraud Risk
- 9. Analyze and Respond to Change

Control Activities

- 10. Design Control Activities
- 11. Design Activities for the Information System
- 12. Implement Control Activities

Information & Communication

- 13. Use Quality Information
- 14. Communicate Internally
- 15. Communicate Externally

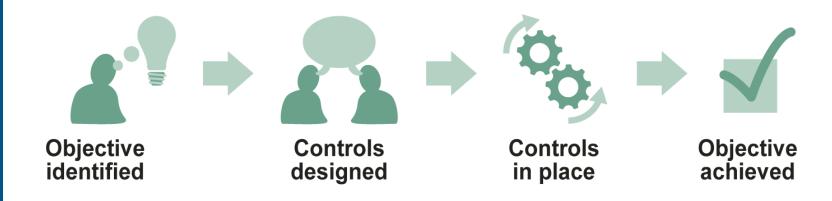
Monitoring

- 16. Perform Monitoring Activities
- 17. Remediate Deficiencies



Source: GAO

Definition of Internal Control



Source: GAO. | GAO-14-704G



How does internal control work?

Internal control helps an entity



Run its operations efficiently and effectively



Report reliable information about its operations



Comply with applicable laws and regulations

Source: GAO



Definition of Internal Control

Bake good cakes







Objective

Controls
Designed

Controls in place

Objective achieved!







Other Resources

- GAO Green Book:
 - https://www.gao.gov/assets/670/665712.
- COSO Internal Control:
 - https://www.coso.org/Documents/99002
 5P-Executive-Summary-final-may20.pdf



Hold on – who's responsible for finding fraud?



feds investigate

County employee's \$1 million mistake deepens budget crisis

Former bookkeeper sentenced to 10 years for embezzlement/

Former Fire Chief Guilty Of Embezzling **Hundreds Of Thousands Of Dollars**

councilman charged pleads guilty to theft embezzling city money

budget mismanagement fire chief arrested felony theft accusations



Fraud

Common Government Fraud Schemes

- Corruption = 48%
- Billing Schemes = 18%
- Expense Reimbursements = 17%
- Skimming = 7%
- Payroll Schemes = 17%

https://www.acfe.com/report-to-the-nations/2020/



Fraud - Discovery

- Tips = 43%
- Internal audits = 15%
- External audits = 4%
- External auditors are NOT responsible for discovering fraud.
- Management is responsible for preventing/discovering fraud through internal controls



Fraud – other facts

- Of the types of industry where fraud occurs:
 - 44% Private company
 - 26% Public company
 - -9% Nonprofit
 - 16% Government organizations
 - 45% Federal median loss \$200k
 - 21% State median loss \$91k
 - 32% Local median loss \$75k







Source: https://www.acfe.com/report-to-the-nations/2020/

Components of Internal Control

- Control Environment
 - Tone at the top
- Risk Assessment
 - Analyze fraud risk
- Control Activities
 - Design of controls policies & procedures
- Information & Communication
 - Communication of policies and procedures
- Monitoring
 - Monitor and evaluate results







What does the audit opinion mean?



- Report on the Financial Statements
- Management's Responsibility
- Auditor's Responsibility
- Opinions
- Other Matters
- Other Reporting Required



• We have audited...

- Management's Responsibility
 - Preparation of the financial statement
 - Design, implementation, maintenance of internal control
 - Free from material misstatement



- Auditor responsibility
 - Express opinions based on audit
 - In accordance with professional standards
 - plan and perform the audit
 - obtain reasonable assurance
 - financial statements free of material misstatement...



- An audit involves...
 - Procedures to obtain audit evidence
 - Risk assessments
 - Not express opinion on internal controls
 - Evaluate accounting policies
 - Significant accounting estimates
 - Overall statement presentation
- "We believe our audit provides a reasonable basis for our opinions."



"In our opinion..."

- Unmodified
- Modified
- Disclaimer
- Adverse



Opinion - Unmodified

Clean

- "The financial statements ...
 - present fairly
 - in all material respects
 - financial position
 - results of financial operations and cash flows
 - in accordance with generally accepted accounting principles."



Opinion - Modified

Except for...

- "The financial statements ...
 - present fairly
 - in all material respects
 - financial position
 - results of financial operations and cash flows
 - in accordance with generally accepted accounting principles."



Opinion - Disclaimer

• The auditor does not express an opinion



Opinion - Adverse

- "The financial statements ... do NOT present fairly
 - in all material respects
 - financial position
 - results of financial operations and cash flows
 - in accordance with generally accepted accounting principles."



- Other Matters
 - Required supplementary information
 - Other Information
 - Supplementary information
 - Combining fund statements
 - Statistical section
- Other Reporting Required by Government Auditing Standards
 - Single audit



RSI versus SI

- What is RSI? (Required Supplementary Information)
 - MD&A (Management's Discussion & Analysis)
 - General fund budget schedule
 - Major special revenue fund budget schedule
- What is SI? (Supplementary Information)
 - Non major funds statements
 - Budget schedules other funds
 - HUTF (Highway Users Tax Fund)
 - Statistical section



Management Letter

- Required communications
- Auditor's recommendations
 - Deficiency in internal control
 - Significant deficiency
 - Material weakness



What do we have to consider if we received federal grants due to COVID-19?



• When is it required?

-\$750,000 or more <u>expended</u> in Federal financial assistance during the calendar/fiscal year

- True whether received directly from the feds or through the state or county.



- As a result of COVID-19, you may be subject to single audit for the first time.
 - Work with your auditor to determine if they have the capacity/competencies to conduct a single audit.



 Obtain a comprehensive understanding of your federal awards

-Look at your grant award

 Specific compliance requirements are based on the compliance supplement and federal award document



- Understand the auditee requirements under Part 2 CFR Part 200 Uniform Administrative Requirements
 - Cost Principles, and Audit Requirements for Federal Awards. Auditee responsibilities are outlined in Subpart F
 - Audit Requirements in in Sections 200.508 through 500.512.



You will need time to:

- Ensure internal controls over compliance with the federal awards
- Document purchasing policies
- -Prepare adequate documentation to support your compliance with federal award requirements



- Other key items:
 - Communicate allowable uses and terms of conditions of new funding throughout the organization
 - Consider increased monitoring and oversight to manage the risk of increased volume of transactions/activity.
 - Retain documentation, for example, grantor communications as well as auditor communications.



- 2020 OMB Compliance Supplement
 - The 2020 Supplement applies to single audits of organizations with fiscal year-ends of June 30, 2020, and after.
 - The 2020 Compliance Supplement is expected to be issued in two parts this year.
 - The first part is expected soon (?) and will contain limited information on the new programs resulting from the COVID-19 funding.
 - The second part will be an addendum likely issued in the early fall. Until the addendum is issued, auditors do not expect to have the information necessary to complete testing over the new COVID-19 programs.



COVID-19 Pandemic – Tips for managing internal controls over financial reporting

- Review policies & procedures
 - Update them as necessary for changes within the control environment
- Document, document, document
 - -Formally document where certain decisions have been made
 - Exceptions to purchasing policies
 - Changes in timelines or new responsibilities being granted.



COVID-19 Pandemic – Tips for managing internal controls over financial reporting

- Consider the accounting impact of the COVID-19 pandemic
 - Key judgments, valuations and assumptions within financial statements.
- Implement enhanced monitoring processes and controls to monitor the effectiveness of daily/weekly transaction processing controls.
 - Communicate the results of any changes to process/control owners.



COVID-19 Pandemic – Tips for managing internal controls over financial reporting

- Additional due diligence over changing control environments may be required.
 - -Changes in the close process including how the preparation and management's review of the financial statements takes place.



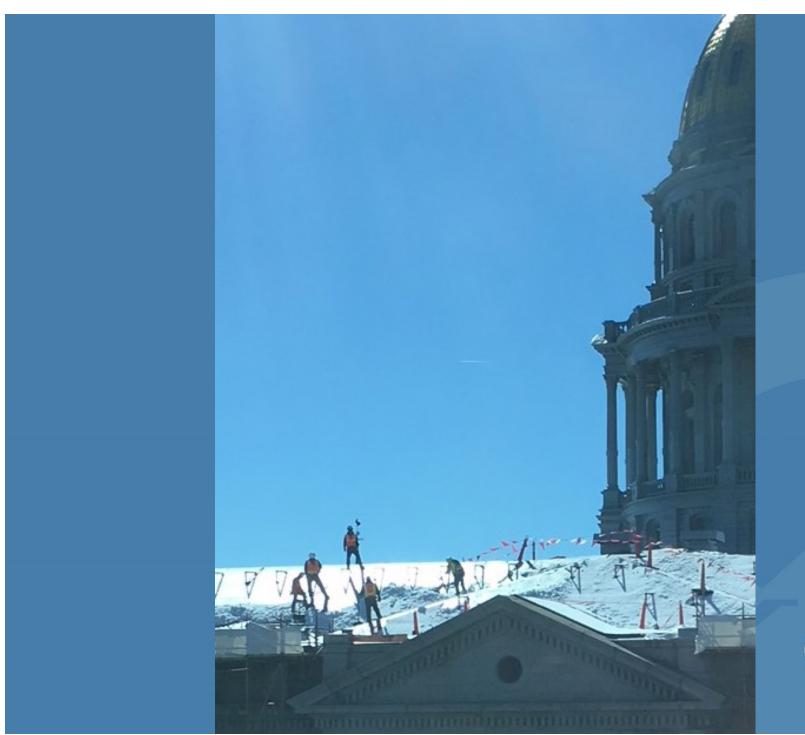
Important links

- https://www.gfoa.org/coronavirus
- https://www.gasb.org/COVID19
- http://www.cde.state.co.us/caresact
- https://cdola.colorado.gov/local-government-covid19
- https://www.colorado.gov/pacific/osc/osc-guidance-cares-act
- https://www.whitehouse.gov/omb/management/o ffice-federal-financial-management/
- https://www.ecfr.gov/cgi-bin/text-idx?SID=43818a406fca87af118aad31587cf50e &mc=true&tpl=/ecfrbrowse/Title02/2cfr200_main_02.tpl











What does the OSA do with the audit?



OSA Review of Audit

- Review for compliance with Statutes
 - Budget Law
 - Disclosure of compliance with TABOR
- Valid CPA License

- Auditor's opinion
 - Unmodified(clean), modified or disclaimer?



Review of audit report

- Financial statements include all required by GASB
 - Statement of Net Position
 - Statement of Activities
 - Fund Statements
 - MD&A
- Footnotes contain appropriate disclosures
 - Cash and investments
 - Capital assets
 - Long-term debt
 - Pension



Common Deficiencies

- Auditor's Opinion
- Financial Statement Presentations
- Note Disclosures
 - Reporting entity component units
 - Summary of significant accounting policies
 - Cash & investments
 - Defined benefit and/or defined contribution plans (GASB 68 pension disclosures)
 - Other note disclosures
 - Capital assets & long term debt
 - Violation of law



Component Units

- Describe component units included in the reporting entity
 - Criteria for adding
 - Information for separate financial statements

Watch for changes year to year



Summary of Significant Accounting Policies

• Basis of presentation

Basis of accounting

 Assets, liabilities, net position and fund balances

Revenues



Cash and Investments

- PDPA
 - Section 11-10.5-101 et seq., C.R.S.
 - DORA Division of Banking
 - http://www.dora.state.co.us/banking/

- Investments
 - Section 24-75-601 et seq., C.R.S.



Other Note Disclosures

- Capital Assets
 - Schedule of changes
 - Consistency with prior year information
- Long Term Debt
 - Schedule of changes due within 1 year
 - Payments for first 5 years, 5 year
 increments thereafter
 - Consistency with prior year information



Other Note Disclosures

- Expenditures exceed budget
 - Violation of Local Government Budget Law (Section 29-1-101, et seq., C.R.S.)
- Disclose in the audit
 - Local Government Audit Law, Section 29-1-605(1)(c), C.R.S.
 - Full disclosure by the auditor of violations of state or local law which come to his attention
 - Budget or compliance with TABOR



What are the new GASB requirements?



GASB Statement 95: Postponement of the Effective Dates of Certain Authoritative Guidance

Issued in May 2020.

• Postpones the effective dates of certain provisions in Statement and Implementation Guides that first became effective or are scheduled to become effective for periods beginning after June 15, 2018 and later.



GASB Statements postponed under GASB 95

The effective dates of certain provisions contained in the following pronouncements are postponed by one year:

- Statement No. 83 Certain Asset Retirement Obligations
- Statement No. 84 Fiduciary Activities
- Statement No. 88 Certain Disclosures Related to Debt, including Direct Borrowings and Direct Placements.
- Statement No. 89 Accounting for Interest Cost Incurred before the End of a Construction Period.
- Statement No. 90 Majority Equity Interests.
- Statement No. 91 Conduit Debt Obligations.
- Statement No. 92 Omnibus 2020
- Statement No. 93 Replacement of Interbank Offered Rates.
- Implementation Guides 2017-3, 2018-1, 2019-1, &
 2019-2



GASB Statements postponed under GASB 95

The effective dates of the following pronouncements are postponed by 18 months:

- Statement No. 87 Leases.
- Implementation Guide No. 2019-3, Leases.



Upcoming GASB Standards 2020

Effective for reporting periods beginning after June 15, 2019

(Fiscal Years 6/30/20, 9/30/20, 12/31/20)

- GASB 83: Certain Asset Retirement Obligations
- GASB 88: Certain Disclosures Related to Debt, including Direct Borrowings & Direct Placements
- Implementation Guide 2018-1



GASB 83: Certain Asset Retirement Obligations

- Retirement of a tangible capital asset
- Disposal of a replaced part
- Environmental remediation
 - Nuclear reactors, wind turbines, sewage treatment plants, x-ray machines
- Includes legally enforceable liabilities



GASB 83: Certain Asset Retirement Obligations

- Obligating event
- Recognition of a Deferred Outflow of Resources
 - Best estimate of the current value of expected outlays
 - Annually adjust current value for general inflation/deflation and other changes.



GASB 83: Certain Asset Retirement Obligations

Note disclosures

- General description
- Methods/assumptions used to measure the liabilities
- Estimated remaining useful life
- How legal provisions met
- Amount of assets restricted



GASB 88: Disclosures related to Debt including Direct Borrowings and Direct Placements

- Defines debt
 - Liability from a contractual obligation to pay cash
 - One or more payments to settle fixed amount
 - Debt does not include leases or accounts payable
 - Except for contracts for leases reported as a financed purchase of the underlying asset



GASB 88: Disclosures related to Debt including Direct Borrowings and Direct Placements

- Disclosure requirements
 - Amount of unused lines of credit
 - Assets pledged as collateral for debt
 - Terms of debt agreements
 - Events of default
 - Termination events
 - Subjective acceleration clauses
 - Separate direct borrowings/placements



Implementation Guide 2018-1

New and revised questions

- Pensions/OPEB
- Statistical section
- GASB 62 utilities
- GASB 77 Tax abatements
- Cash flows reporting



Upcoming GASB Standards 2020 – FY2021

Effective for reporting periods beginning after December 15, 2019

(Fiscal Years 12/31/20, 6/30/21, 9/30/21)

- GASB 84: Fiduciary Activities
- Implementation Guide 2019-2
- GASB 90: Majority Equity Interests



GASB 84: Fiduciary Activities

- Identifying and reporting fiduciary activities
- Stand-alone business type activities should report fiduciary activities
- Flows statements required



GASB 84: Fiduciary Activities

Four types

- Pension and other employee benefit trust funds
 - Could be component units
- Investment trust funds
- Private-purpose trust funds
- Custodial funds
 - Trust or equivalent arrangement NOT present



GASB 84: Fiduciary Activities

- Does the government control the assets?
- AND those assets are NOT
 - Derived from the government's own source revenues or,
 - From grants
 - Exception pass through grants for which the government does not have administrative or direct financial involvement



Implementation Guide 2019-2

Question and answer guidance to address implementation issues associated with GASB 84 – Fiduciary Activities.



GASB 90: Majority Equity Interests

- Interest in legally separate organization
 - Ownership of shares in stock
 - Explicit measurable right to net resources
- Clarifies reporting as an investment or component unit



Upcoming GASB Standards 2021 – FY2022

Effective for reporting periods beginning after June 15, 2020

(Fiscal Years 12/31/21, 6/30/22, 9/30/22)

- Implementation Guide 2019-1
 - Derivative instruments
 - Disaster-related expenditure-driven grants
 - Irrevocable split-interest agreements
 - Postemployment benefits
 - Tax abatement disclosures
 - Transfers of capital assets within a financial reporting entity



Upcoming GASB Standards 2021 – FY2022

Effective for reporting periods beginning after December 15, 2020 (Fiscal Years 12/31/21, 6/30/22, 9/30/22)

 GASB 89: Accounting for Interest Cost Incurred before the end of a Construction Period



GASB 89: Accounting for Interest Cost Incurred before the end of a Construction Period

- Business type activities
 - Recognize interest cost as expense in the period incurred
- Governmental type activities
 - Recognize as an expenditure consistent with governmental fund accounting principles



Upcoming GASB Standards 2022

Effective for reporting periods beginning after June 15, 2021

(Fiscal Years 6/30/22, 9/30/22, 12/31/22)

- GASB 87: Leases
- Implementation Guides 2019-3, 2020-1
- GASB 92: Omnibus 2020
- GASB 93: Replacement of Interbank
 Offered Rates
- GASB 97: Certain Component Unit Criteria and IRS Code 457 Deferred Compensation Plans



- No more operating leases
- New definition:
 - A contract that conveys control of the right to use another entity's nonfinancial asset (the underlying asset) as specified in the contract for a period of time in an exchange or exchange-like transaction.



- Scope Exclusions:
 - Short term leases (maximum 12 months)
 - Contracts for services
 - Financed purchases
 - Leases of inventory, intangible assets, biological assets
 - Contracts for service concession arrangements
 - Supply contracts power purchase agreements
 - Leases of investment assets



Lessee initial reporting:

- Asset intangible lease asset
 - Value of lease liability plus prepayments and initial direct costs
- Liability
 - Present value of future lease payments
 - Based on index or rate



Lessor initial reporting:

- Lease receivable
 - Value of lease (generally same items as lessee's liability)
 - Continue to report leased asset
- Deferred inflow
 - Lease receivable plus any cash received upfront related to future period



Subsequent reporting

- Lessee
 - Amortize asset over shorter of useful life or lease term
 - Reduce liability by lease payments (less interest)
- Lessor
 - Depreciate leased asset
 - Reduce receivable by payments
 - Revenue over the lease in a systematic and rational manner



Short term leases

- Defined as maximum possible term 12 months or less
- Lessee
 - Recognize expenses based on terms
 - No asset or liability
- Lessor
 - Lease payments as revenue
 - No receivables or deferred inflows



Disclosures - lessee

- Basis, terms, conditions
- Total amount leased assets and accumulated depreciation
 - Disclosed separately from other capital assets by major classes
- Amount recognized in current period
- P&I requirements to maturity



Disclosures – lessor

- Basis, terms, conditions
- Amount recognized in current period
- Terms of options to terminate or abate payments

Implementation Guide 2019-3

Q&A associated with GASB 87
 Implementation Guide 2020-1



GASB 92: Omnibus 2020

- Omnibus statements in essence "clear up the loose ends" from recent prior statements the GASB has issued to address issues identified in practice.
- This Omnibus addresses eight recent pronouncements, including:
 - GASB 87 Leases
 - GASB 84 Fiduciary Activities, and
 - GASB 83 Asset Retirement Obligations.



GASB 93: Replacement of Interbank Offered Rates

- GASB 93 establishes accounting and reporting requirements related to the replacement of Interbank Offered Rates such as the London Interbank Offered Rate (LIBOR) for hedging derivative instruments.
- As a result of global reference rate reform, LIBOR is expected to cease to exist in its current form after Dec. 31, 2021.



GASB 97: Certain Component Unit Criteria, and Accounting and Financial Reporting for Internal Revenue Code Section 457 Deferred Compensation Plans

- GASB 97 is an amendment of GASB 14 and 84, and supersedes GASB 32.
- GASB 97 amends the criteria for reporting governmental fiduciary component units separate legal entities included in a government's financial statements.
- The guidance will result in comparable information about fiduciary component units and IRS Section 457 plans, two areas where accounting differences have emerged among governmental entities.
- Includes guidance for determining whether a primary government is financially accountable for a potential component unit.
- Requires a Sec. 457 plan to be classified as either a pension plan or another employee benefit plan, depending on whether the plan meets the definition of a pension plan.



GASB 97: Certain Component Unit Criteria, and Accounting and Financial Reporting for Internal Revenue Code Section 457 Deferred Compensation Plans

- An amendment of GASB 14 and 84, and supersedes GASB 32.
- Amends the criteria for reporting governmental fiduciary component units
 - separate legal entities included in a government's financial statements.
- The guidance will result in comparable information about fiduciary component units and IRS Section 457 plans, two areas where accounting differences have emerged among governmental entities.



Upcoming GASB Standards 2022 - FY23

Effective for reporting periods beginning after December 15, 2021 (Fiscal Years 12/31/22, 6/30/23, 9/30/23)

- GASB 91: Conduit Debt



GASB 91: Conduit Debt

Definition of conduit debt:

- Debt instrument issued in the name of a state or local government that is for the benefit of a third party primarily liable for the repayment of the debt instrument.
- Conduit debt obligation must meet certain characteristics.



GASB 91: Conduit Debt

• Generally - issuer has no liability ... unless ...

Qualitative factors indicate that the issuer will "more likely than not" support one or more debt service payments.

- Bankruptcy
- Failure to meet coverage ratios or make payments
- Disclosure requirements



Upcoming GASB Standards 2023

Effective for reporting periods beginning after June 15, 2022

(Fiscal Years 6/30/23, 9/30/23, 12/31/23)

- GASB 94: Public-Private and Public-Public Partnerships and Availability Payment Arrangements
- GASB 96: Subscription-Based
 Information Technology Arrangements



GASB 94: Public-Private and Public-Public Partnerships and Availability Payment Arrangements

- Provides guidance to improve accounting and financial reporting for public-private and public-public partnership arrangements (commonly referred to as P3s) and availability payment arrangements (commonly referred to as APAs).
- Prior accounting guidance applicable to certain P3 arrangements was included in GASB 60, Accounting and Financial Reporting for Service Concession Arrangements (SCA)s. However, the existing guidance didn't address all forms of P3 arrangements.



GASB 94: Public-Private and Public-Public Partnerships and Availability Payment Arrangements

- GASB 94 encompasses all guidance related to the accounting and financial reporting for P3 arrangements, including SCAs, and supersedes GASB 60.
 - Defines and establishes criteria for publicprivate and public-public partnerships (PPPs)
 - Defines and establishes certain criteria where service concession arrangements are considered PPPs
 - Defines and establishes criteria for availability payment arrangements (APA)
- GASB 94 also introduces new disclosure requirements for P3 arrangements.



GASB 96: Subscription-Based Information Technology Arrangements

GASB 96 provides guidance for governmental entities that utilize subscription-based information technology arrangements (SBITAs) or have plans to purchase subscription-based software in the future.

- SBITAs are contracts that give governmental entities the right to use a vendor's IT software for a specified time in exchange for payment. For these arrangements to qualify under GASB 96, the contract cannot be cancellable, and if there is a termination option at the end of the subscription term, it must be reasonably certain that neither the vendor nor the entity will exercise that option.
- SBITAs with terms of 12 months or less are excluded from these new reporting requirements and can be expensed as the IT services are utilized.



GASB 96: Subscription-Based Information Technology Arrangements

- SBITAs result in a right-to-use subscription asset—an intangible asset—and a corresponding subscription liability.
- Provides the capitalization criteria for outlays other than subscription payments, including implementation costs of a SBITA.
- Requires note disclosures regarding a SBITA.



GASB Standards - Summary

GASB Standard	Name	Effective for reporting periods beginning after
2018-01	Implementation Guide 2018-01	June 15, 2019
2019-01	Implementation Guide 2019-01	June 15, 2020
2019-02	Implementation Guide 2019-02	December 15, 2019
GASB 83	Certain Asset Retirement Obligations	June 15, 2019
GASB 84	Fiduciary Activities	December 15, 2019
GASB 85	Omnibus 2017	June 15, 2017
GASB 86	Certain Debt Extinguishment Issues	June 15, 2017
GASB 87	Leases and Implementation Guide 2019-3	June 15, 2021
GASB 88	Certain Disclosures Related to Debt, including Direct Borrowings and Direct Placements	June 15, 2019
GASB 89	Accounting for Interest Cost Incurred before the end of a Construction Period	December 15, 2020
GASB 90	Majority Equity Interests	December 15, 2019
GASB 91	Conduit Debt	December 15, 2021
GASB 92	Omnibus 2020	June 15, 2021
GASB 93	Replacement of Interbank Offered Rates	June 15, 2021
GASB 94	Public-Private and Public-Public Partnerships and Availability Payment Arrangements	June 15, 2022
GASB 95	Postponement of the Effective Dates of Certain Authoritative Guidance	June 15, 2018
GASB 96	Subscription-Based Information Technology Arrangements	June 15, 2022
GASB 97	Certain Component Unit Criteria and IRS Code 457 Deferred Compensation Plans	June 15, 2021



GASB Standards - In the Works

Conceptual framework

- Disclosure
- Recognition

Major projects

- Financial reporting model
- Revenue & expense recognition



GASB Standards - In the Works

Practice issues

- Compensated absences –
 reexamination of GASB 16
- Prior-period adjustments, accounting changes, and error corrections – reexamination of GASB 62
- Risks and uncertainties disclosures



GASB Standards - In the Works

Pre-agenda research activities

- Capital assets
- Going concern disclosures
- Interim financial reporting
- Investment fees

https://gasb.org/home



- Reexamination of GASB 34, 35, 37, 41, and 46 and Interpretation 6
- History:
 - Invitation to Comment Dec 2016
 - Preliminary Views Sept 2018
- Exposure Draft issued June 2020
 - Comments due February 26, 2021
 - Public hearings March-April 2021



Recognition in Governmental Funds

- Short-term transactions
 - Period of inception to conclusion is 1 year or less

Government Wide

- Long-term transactions
 - Period of inception to conclusion is greater than 1 year



Management's Discussion and Analysis (MD&A)

- Information presented confined to the following five topics:
 - Introduction,
 - Financial Summary
 - Detailed Analyses
 - Significant Capital Asset and Long-Term Debt Activity
 - Currently Known Facts, Decisions, or Conditions



Other proposed changes

- Proprietary fund statement of revenues mirror statement of cash flows
- Two variance columns
 - Original and final budget
 - Final budget to actual
- All budget schedules RSI
- Unusual or infrequent items



Statement terminology changes – Governmental Funds:

- Short-Term Financial Resources Balance Sheet
- Statement of Short-Term Financial Resource Flows
 - Instead of Statement of Revenues,
 Expenditures and Changes in Fund Balances
 Governmental Funds



Governmental Funds Statement of Short-Term Financial Resource Flows

- Inflows of resources from current activities (detailed)
 - Total inflows of resources from current activities
- Outflows of resources from current activities (detailed)
 - Total outflows of resources from current activities
- Net flows from current activities
- Net flows from noncurrent activities (detailed)
 - Total net flows from noncurrent activities
- Unusual or infrequent items (detailed)
- Net change in fund balances
- Fund balances—beginning of period
- Fund balances—end of period

The terms *revenues* and *expenditures* are no longer applicable to governmental funds.



Sample City

Statement of Short-Term Financial Resource Flows

Governmental Funds

for the Year Ended June 30, 20X5 (amounts expressed in thousands)

		General Fund		Transportation Special Resources Fund		Debt Service Fund		Infrastructure Capital Projects Fund		Nonmajor Governmental Funds		Total Governmental Funds	
INFLOWS OF RESOURCES FROM CURRENT ACTIVITIES													
Taxes:													
Sales tax	S	104,142	\$	51,442	\$	_	\$	123,983	\$	_	S	279,567	
Property tax		_		_		78,930		_		_		78,930	
Franchise tax		22,706		_		_		_		416		23,122	
Use tax		34,880		_		_		6,188		_		41,068	
Hotel/motel tax		157		_		_		_		7,713		7,870	
Special assessment tax		_		_		_		_		2,739		2,739	
Payments in lieu of taxes		15,737		_		_		_		_		15,737	
Intergovernmental		1,597		30,337		_		_		18,654		50,588	
Charges for services		13,905		6,848		_		_		13,042		33,795	
Licenses, permits, and fees		3,532		_		_		_		_		3,532	
Fines and forfeitures		7,853		_		_		_		121		7,974	
Investment earnings		6,792		2,295		_		11,028		325		20,440	
Miscellaneous		2,075		_		46		128		273		2,522	
Transfers in	_	1,980								917		2,897	
Total inflows of resources from current activities		215,356		90,922		78,976		141,327		44,200		570,781	





Statement of Short-Term Financial Resource Flows Continued...

Sample City
Statement of Short-Term Financial Resource Flows
Governmental Funds
for the Year Ended June 30, 20X5
(amounts expressed in thousands)

	General Fund	Transportation Special Resources Fund	Debt Service Fund	Infrastructure Capital Projects Fund	Nonmajor Governmental Funds	Total Governmental Funds
OUTFLOWS OF RESOURCES FROM CURRENT ACTIVITIES						
General government	29,097	60,535	_	2,168	66	91,866
Public safety	142,770	_	_	6,067	15,652	164,489
Public works	1,882	16,934	_	2,446	173	21,435
Culture and recreation	21,354	_	_	36	740	22,130
Social and economic development	11,614	_	_	_	13,787	25,401
Transfers out				917	2,390	3,307
Total outflows of resources from current activities	206,717	77,469		11,634	32,808	328,628
Net flows from current activities	8,639	13,453	78,976	129,693	11,392	242,153
NET FLOWS FROM NONCURRENT ACTIVITIES						
Debt service:						
Principal	(1,262)	_	(54,214)	(8,742)	_	(64,218)
Interest and other charges	(54)	_	(22,221)	(6,029)	_	(28,304)
Long-term debt issued	_	_	30,649	119,681	_	150,330
Premium on debt issued	_	_	1,600	6,249	_	7,849
Payment to bond refunding escrow agent	_	_	(32,230)	_	_	(32,230)
Capital outlay	(1,103)	_	_	(151,907)	(5,034)	(158,044)
Proceeds from the sale of capital assets	275	_	_	_	_	275
Transfers in	650	_	_	192	386	1,228
Transfers out	(662)			(17,377)	(3,290)	(21,329)
Total net flows from noncurrent activities	(2,156)		(76,416)	(57,933)	(7,938)	(144,443)
UNUSUAL OR INFREQUENT ITEM						
Flood damage	(7,500)					(7,500)
Net change in fund balances	(1,017)	13,453	2,560	71,760	3,454	90,210
Fund balances—beginning of period	55,009	4,024	65,729	548,550	14,879	688,191
Fund balances—end of period	\$ 53,992	\$ 17,477	\$ 68,289	\$ 620,310	\$ 18,333	\$ 778,401



Statement changes – Proprietary Funds:

Operating revenues

Operating expenses

Income (loss) generated by operations

Noncapital subsidies

Appropriations

Taxes

Grants

Gifts

Unusual or infrequent items



Proprietary Fund Statement of Revenues, Expenses, and Changes in Fund Net Position

- Operating revenues (detailed)
 - Total operating revenues
- Operating expenses (detailed)
 - Total operating expenses
 - Operating income (loss)
- Noncapital subsidies (detailed)
 - Total noncapital subsidies
 - Operating income (loss) and noncapital subsidies
- Other nonoperating revenues and expenses (detailed)
 - Total other nonoperating revenues and expenses
 - Income (loss) before unusual or infrequent items
- Unusual or infrequent items (detailed)
 - Increase (decrease) in fund net position
- Fund net position—beginning of period
- Fund net position—end of period



Sample City

Statement of Revenues, Expenses, and Changes in Fund Net Position

Proprietary Funds

for the Year Ended June 30, 20X5 (amounts expressed in thousands)

OPERATING REVENUES									
Charges for services	\$	41,003	\$ 18,636	\$	2,561	\$	62,200	\$	42,523
Miscellaneous		283	 33		104		420		78
Total operating revenues	-	41,286	 18,669		2,665	-	62,620	-	42,601
OPERATING EXPENSES									
Personnel services		13,991	_		_		13,991		5,786
Contractual services		13,952	16,406		4,893		35,251		4,117
Insurance claims and expenses		_	_		_		_		26,388
Depreciation		11,767	8,972		2,375		23,114		415
Other		1,067	 	- <u> </u>	165		1,232		7,834
Total operating expenses		40,777	25,378		7,433		73,588		44,540
Operating income (loss)	-	509	(6,709)		(4,768)	-	(10,968)		(1,939
NONCAPITAL SUBSIDIES									
Intergovernmental revenue		_	_		_		_		881
Transfers in		_	2,090		110		2,200		300
Transfers out		(1,980)	_		_		(1,980)		_
Total noncapital subsidies		(1,980)	2,090		110		220		1,181
Operating income (loss) and noncapital subsidies		(1,471)	 (4,619)		(4,658)		(10,748)	-	(758
OTHER NONOPERATING REVENUES (EXPENSES)									
Investment earnings		1,496	75		103		1,674		446
Other		_	_		_		_		3
Interest expense		(1,910)	(448)		(963)		(3,321)		_
Capital contributions		2,938	_		_		2,938		_
Transfers in		1,032	 15,360		2,384		18,776		1,215
Total other nonoperating revenue (expenses)		3,556	 14,987		1,524	<u> </u>	20,067		1,664
Increase/decrease in fund net position		2,085	10,368		(3,134)		9,319		906
Total fund net position—beginning of period		331,657	 177,997	, <u>in</u>	29,423	<u>, 11</u>	539,077	<u> </u>	12,387
Total fund net position—end of period	\$	333,742	\$ 188,365	\$	26,289	\$	548,396	\$	13,293



Recognition examples

- Property taxes receivable
 - No change
- Prepaid item
 - Prepaid item / outflows of resources
- Inventory
 - Inventory / outflows of resources



Financial Reporting Model Improvements EFFECTIVE DATE AND TRANSITION

- The requirements of this Statement are effective based on a government's total annual revenues in the first fiscal year beginning after June 15, 2022, as follows:
 - a) Governments with total annual revenues of \$75 million or more should apply the requirements of this Statement for fiscal years beginning after June 15, 2024, and all reporting periods thereafter.
 - (June 30, 2025 and December 31, 2025)
 - b) Governments with total annual revenues of less than \$75 million should apply the requirements of this Statement for fiscal years beginning after June 15, 2025, and all reporting periods thereafter.
 - (June 30, 2026 and December 31, 2026)



GASB Public Hearing – March 5, 2019

- My comments:
 - Conceptually agree with short-term approach
 - Concerns with change in terminology
 - Revenues to Inflows of Resources
 - Expenditures to Outflows of Resources



GASB Exposure Drafts

- Revenue and Expense Recognition
 - Comments due: February 26, 2021

- Recognition of Elements of Financial Statements
 - Comments due: February 26, 2021



How do we analyze fiscal health?



Fiscal Health Analysis for Counties and Municipalities

History

Roles of the OSA and DOLA

 Development of the Fiscal Health Analysis Report

Trends and evaluation of ratios



Fiscal Health Analysis - History

Report provides information on ratios

 Fiscal Health of Colorado School Districts

Home rule counties and municipalities

Other State's analysis



Focus on Highest Risk

- General Fund
- Governmental Funds
- Debt
- Changes in Net Position
- Includes Enterprise Funds



Factors to Consider

- Starting point for discussions
- One tool in your tool box
- MD&A
- Economic factors
- One year doesn't tell the whole story
- Current budgetary actions



Questions to Guide Analysis

- What will this ratio tell me?
- What will a trend in this ratio tell me?
- How do I calculate the ratio?
- Where do I find the information?
- What is the benchmark and financial indicator criteria?
- What questions should be considered if the government misses the benchmark?



Ratio 1: Cash to Liabilities (CLR)

Is there enough cash to pay current liabilities?

- Formula: Entity-wide unrestricted cash and investments Entity-wide current liabilities
- <u>Benchmark</u>: The numeric benchmark is 1.0. When a government has a CLR of 1.0 it has exactly enough cash available to pay off its current liabilities.
- <u>Financial indicator</u>: Continuous decline in CLR from year one to year three, with year three less than 1.0, OR CLR less than 1.0 all three years.



Ratio 1: Cash to Liabilities (CLR)

What questions should be considered if a government is below the benchmark?

- Does the government have trouble paying debts as they become due?
- *Is the government incurring more liabilities?*
- Are there timing issues?



Ratio 2: Unrestricted Fund Balance (UFB)

How long will reserves last to pay future expenditures?

- Formula: <u>General fund unrestricted fund balance</u> General fund total expenditures (net of transfers)
- <u>Benchmark</u>: Unrestricted fund balance no less than 2 months of regular general fund expenditures, or a ratio of 0.167.
- <u>Financial indicator</u>: Continuous decline in UFB from year one to year three, with year three less than 0.167, OR UFB zero or less in year three.



Ratio 2: Unrestricted Fund Balance (UFB)

What questions should be considered if a government is below the benchmark?

- Will the government have a problem paying its future expenditures?
- Does the government think that a 2-month reserve is appropriate?
- What are the circumstances that led to decreasing UFB and was it planned?



Ratio 3: Debt Burden Ratio (DBR)

Do annual revenues cover debt service payments?

Formula:

Total governmental revenue of fund(s) paying debt service
Total governmental debt payments

- <u>Benchmark</u>: A DBR of 1 would indicate debt service equals the annual revenue of the fund supporting the debt.
- <u>Financial indicator</u>: Continuous decline in DBR from year one to year three, AND year three less than 1.0.



Ratio 3: Debt Burden Ratio (DBR)

What questions should be considered if a government is below the benchmark?

- Does the ratio indicate the government may not have the ability to pay its future debt service expenditures?
- Does the ratio indicate the government has declining revenue to make consistent debt service payments?



Ratio 4: Tax Revenue per Capita (TRC)

What is the relationship between population growth and tax revenue growth?

- Formula: <u>Total governmental funds tax revenue</u> Population
- <u>Benchmark</u>: A steady or increasing number, irrespective of what the number actually is.
- <u>Financial indicator</u>: Continuous decline in TRC from year one to year three.



Home

Population

Births, Deaths, Migration

Economy & Labor Force

Housing & Households

Census & ACS



STATE DEMOGRAPHY OFFICE

The State Demography Office is the primary state agency for population and demographic information.

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- State Demography Office Census 2020 Page
- Registration Open: 36th Annual State Demography Summit, November 2, 2018
- · Census 2020: Colorado Complete Count Campaign Application
- Crosstabs The Blog Taking a Closer Look at the Economics & Demographics of Colorado
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Home > Population > Population Totals Municipalities

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Population Totals for Colorado Municipalities

Historical Census - years (1870 to 2010)

Population totals for Colorado, counties & places, 1870 to 2010 are available here.

Population Estimates - years (2010 to Current)

Population estimates are produced annually by the State Demography Office. The most recent estimate available is for the year of 2016 and was finalized in August 2017.

- Municipalities within Counties, 2010 Current
- Municipalities Ranked by Population

User Lookup: This option allows the user to select any combination of counties or municipalities for the years 2010 to current.

Population Forecasts

Population forecasts are not available for municipalities. Forecasts are available for counties and sub-state regions only.

Ratio 4: Tax Revenue per Capita (TRC)

What questions should be considered if a government is below the benchmark?

- Does the ratio indicate the government is generating too little revenue per citizen to provide services?
- Should the government consider other revenue sources to provide the same level of services?



Ratio 5: Expenditures per Capita (EPC)

What is the relationship between population and annual general fund expenditures?

Formula:

General fund expenditures (net of transfers)

Population

- <u>Benchmark</u>: A steady or declining number, irrespective of what the number actually is.
- <u>Financial indicator</u>: Continuous increase in EPC from year one to year three.



Ratio 5: Expenditures per Capita (EPC)

What questions should be considered if a government is above the benchmark?

- Do changes in the ratio indicate the government is spending too little per citizen?
- Was the increase in EPC due to planned spending?



Ratio 6: Operating Margin Ratio (OMR)

How much is added to reserves for every dollar generated in revenues?

Formula:

<u>General fund total revenue – (general fund total expenditures, net of transfers)</u>
General fund total revenue

- <u>Benchmark</u>: An OMR of zero means a government has equal revenue and expenditures. Greater than zero indicates more revenue than expenditures, less than zero indicates more expenditures than revenues.
- <u>Financial indicator</u>: Decrease in OMR from year one to year three, with year three less than zero, OR OMR less than zero all three years.



Ratio 6: Operating Margin Ratio (OMR)

What questions should be considered if a government is below the benchmark?

- Does the ratio indicate the government is spending too much money?
- Were there planned reductions in fund balance?
- Are there timing issues?



Ratio 7: Enterprise Funds Net Position (EFNP)

Is net position in the enterprise fund increasing or decreasing?

- Formula: Current year net position of the enterprise fund Prior year net position of the enterprise fund
- <u>Benchmark</u>: A steady or constant EFNP over time, irrespective of what the number actually is.
- <u>Financial indicator</u>: Continuous decrease in EPC from year one to year three, with year three less than zero, OR negative net position all three years.



Ratio 7: Enterprise Funds Net Position (EFNP)

What questions should be considered if a government is below the benchmark?

- Is the government spending too much?
- What plan does the government have to reverse the trend?
- Should the government maintain more or less reserves?



Trend Analysis

- Purpose
 - Users analyze fiscal health themselves
 - Starting point for discussions
 - Transparency
- OSA use as part of review process
 - IF deficiency identified warranting formal letter
 - Provide results of analysis as a courtesy
 - No response required



Appendices

- Appendix A
 - Ratio descriptions, calculations, benchmarks, financial indicators
- Appendix B
 - Sample financial statements of where to find ratio information





Fiscal Health Analysis for Colorado Counties and Municipalities

Instructions:

1. Begin by referring to the OSA's Fiscal Health Analysis Report for guidance, examples and background information. The report can be found by visiting the Office of the State Auditor's web site at the link noted below. Then simply click on the "local government" bar on the left side of the page, and look for the "Fiscal Health Analysis for Colorado Counties and Municipalities Report" among the list of available documents.

www.state.co.us/auditor

- 2. Enter the information from your financial statements in the yellow fields for each year.
- **3.** Review the results below and consider the questions included in the Fiscal Health Analysis for Colorado Counties and Municipalities Report for further discussion and analysis. "Yes" in the calculated result column means you missed the benchmark and "No" means you met the benchmark for this ratio.

Ratio 1: Cash to Liabilities Ratio (CLR)

Year 1:	20X1		Inputs (below)	С	alculated Result
		Entity-wide Unrestricted Cash and Investments =	\$ 46,678,891		7.16
		Entity-wide Current Liabilities =	\$ 6,517,427		
Year 2:	20X2				
		Entity-wide Unrestricted Cash and Investments =	\$ 37,532,831		5.37
		Entity-wide Current Liabilities =	\$ 6,989,354		
Year 3:	20X3				
		Entity-wide Unrestricted Cash and Investments =	\$ 11,887,585		0.98
		Entity-wide Current Liabilities =	\$ 12,130,189		
			Below Benchmar	k?	Yes



Year 1:	20X1			-	nputs (below)	Calculated Resul
		Curre	nt Year Net Position of the Enterprise Fund =	\$	75,826,958	1.25
		Pri	or Year Net Position of the Enterprise Fund =	\$	60,446,647	
Year 2:	20X2					
		Curre	nt Year Net Position of the Enterprise Fund =	\$	49,287,320	0.65
		Pri	or Year Net Position of the Enterprise Fund =	\$	75,826,958	
Year 3:	20X3					
		Curre	nt Year Net Position of the Enterprise Fund =	\$	(4,928,732)	(0.10
		Pri	or Year Net Position of the Enterprise Fund =	\$	49,287,320	
					Below Benchmark	? Yes
Sum	mary of	Ratios				
					Missed Bencl	nmark?
Ratio 1: (Cash to Liabilities	Ratio (CLR)			Yes	
Ratio 2: (Jnrestricted Fund	d Balance Ratio	(UFB)		Yes	
Ratio 3: [Debt Burden Ratio	o (DBR)			Yes	
Ratio 4: 1	ax Revenue per	Capita (TRC)			Yes	
Ratio 5: E	xpenditures per	Capita (EPC)			Yes	
Ratio 6: 0	Operating Margin	Ratio (OMR)			Yes	
	nterprise Funds	Net Position (EFNP)		Yes	
Ratio 7: E						



the results.

School District Fiscal Health

COLORADO OFFICE OF THE STATE AUDITOR



COLORADO SCHOOL DISTRICTS

FISCAL HEALTH ANALYSIS FISCAL YEARS 2016-2018



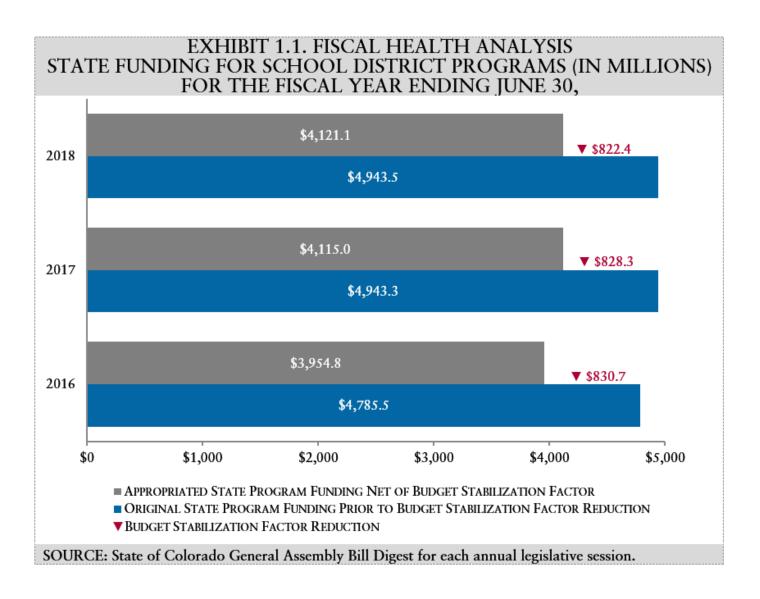
School Fiscal Health Analysis

School District Fiscal Health Analysis

• July 2019

• Reviewed trends over Fiscal Years ended 2016, 2017, 2018







- Education Loan Program Tax and Revenue Anticipation Notes
 - Issued by State Treasurer
 - Districts can request short term loans
 - Repaid by June 25
 - 27 Districts participated in this program
 - Loans ranged from \$512k to \$270 million
 - Total \$529 million



EXHIBIT 2.1. FISCAL HEALTH ANALYSIS NUMBER OF SCHOOL DISTRICTS MISSING FINANCIAL BENCHMARKS ¹ FOR THE 3-YEAR PERIOD ENDING JUNE 30						
FISCAL HEALTH RATIO 2016 2017 2018						
Ratio 1: Asset Sufficiency Ratio	0	1	0			
Ratio 2: Debt Burden Ratio	8	6	6			
Ratio 3: Operating Reserve Ratio 0 1 1						
Ratio 4: Operating Margin Ratio	22	24	13			
Ratio 5: Deficit Fund Balance Ratio 7 7 10						
Ratio 6: Change in Fund Balance Ratio 11 8 4						
TOTAL INDICATORS ¹ 48 47 34						
TOTAL DISTRICTS WITH ONE OR MORE MISSED BENCHMARKS	39	35	30			

SOURCE: Analysis performed by the Office of the State Auditor, Local Government Division, using data from audited financial statements submitted by school districts.

¹ Some districts had indicators in more than one category.

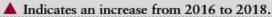


EXHIBIT 2.2. FISCAL HEALTH ANALYSIS OF SCHOOL DISTRICTS SCHOOL DISTRICTS MISSING TWO OR MORE FINANCIAL BENCHMARKS FOR THE 3-YEAR PERIOD ENDING JUNE 30,

1	TOR THE 5-TEAR TERIOD ENDING JONE 50,						
COUNTY	DISTRICT	2016	2017	2018			
Arapahoe/Adams	Adams-Arapahoe 28J School District	2	0	0			
Cheyenne	Kit Carson R1 School District ²	2	0	0			
El Paso	Calhan RJ-1 School District	2	0	0			
El Paso	Ellicott 22 School District ²	2	2	0			
El Paso	Fountain 8 School District	0	2	0			
El Paso	Miami-Yoder 60JT School District ²	0	2	0			
Garfield	Garfield County 16 School District	0	2	0			
Grand County	West Grand	0	0	2 🛕			
Kit Carson	Bethune R-5 School District	0	2	1			
Kit Carson	Hi-Plains R-23 ¹	2	2	1			
La Plata/Archuleta	Ignacio 11 JT School District	2	0	0			
Larimer	Park (Estes Park) R-3 School District ^{1,2}	2	3	1			
Larimer	Thompson R2-J School District	1	1	2 🛕			
Las Animas	Las Animas County RE-1 School District	0	2	1			
Las Animas	Primero Reorganized 2 School District ¹	0	2	2 🛕			
Phillips	Holyoke RE-1J School District	0	2	1			
Routt	Hayden RE-1 School District	1	4	1			
Routt	Steamboat Springs RE-2 School District	2	0	0			
San Juan	Silverton 1 School District	0	0	2 🛦			
Weld/Broomfield	Weld County RE-8 School District	2	1	1			
NUMBER OF DIST	RICTS WITH TWO OR MORE RATIOS						
BELOW THE BENC		9	11	4			
DEEC W ITTE DEING	THINKING.						

SOURCE: Office of the State Auditor, Local Government Division, Fiscal Health of Colorado School District reports 2016-2018.

²Districts with changed amount of indicators from the prior year due to the addition of the DFBR back into the report.





¹Districts missing two or more benchmarks in two or more report years in the 3-year period. See current year and prior years' APPENDIX B for more information.

- 30 school districts with one or more missed benchmarks
 - 26 districts with one
 - 4 districts with two
 - Primero Reorganized 2 (Las Animas)
 - Silverton 1 (San Juan)
 - Thompson R2-J (Larimer)
 - West Grand (Grand)



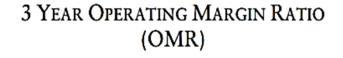
EXHIBIT 2.3. FISCAL HEALTH ANALYSIS OF SCHOOL DISTRICTS CHANGE IN TOTAL GENERAL FUND REVENUE AND EXPENDITURES PER FUNDED PUPIL FOR THE YEARS ENDING JUNE 30, 2016 THROUGH 2018 (SORTED BY PERCENTAGE CHANGE IN GENERAL FUND EXPENDITURES)

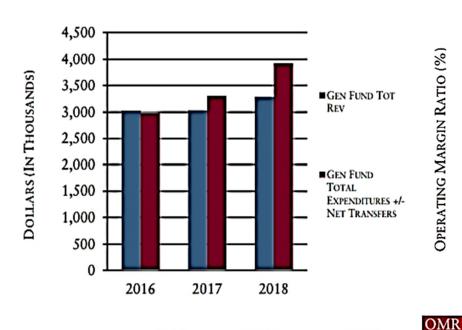
		INCREASE	PERCENT	INCREASE IN	PERCENT
		(DECREASE) IN	CHANGE IN	TOTAL	CHANGE IN
		TOTAL	TOTAL	GENERAL FUND	TOTAL GENERAL
COUNTY	SCHOOL DISTRICT	GENERAL FUND	GENERAL FUND	EXPENDITURES	FUND
		REVENUE PER	REVENUE PER	PER PUPIL	EXPENDITURES
		PUPIL FROM	PUPIL FROM	FROM	PER PUPIL FROM
		FY2016-2018	FY2016-2018	FY2016-2018	FY 2016-2018
Las Animas	Primero RE-2	\$2,055	13%	\$5,871	37%
San Juan	Silverton 1	\$(1,269)	-5%	\$4,196	20%
Grand	West Grand 1-JT	\$430	4%	\$1,558	13%
Larimer	Thompson R2-J	\$476	6%	\$514	6%

SOURCE: Analysis performed by the Office of the State Auditor, Local Government Division, using data from audited financial statements submitted by school districts. District student count figures were obtained from the Colorado Department of Education's statewide funded pupil counts for Fiscal Years 2016 through 2018.

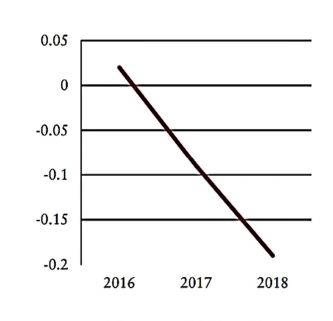


Primero RE-2 School District (Las Animas)





3 YEAR OMR TRENDING



-0.09

-0.19

0.02

	2010	2017	2010
Revenue	\$3,030,092	\$3,036,312	\$3,285,953
Expenditures	\$2,974,973	\$3,307,227	\$3,925,596

2017

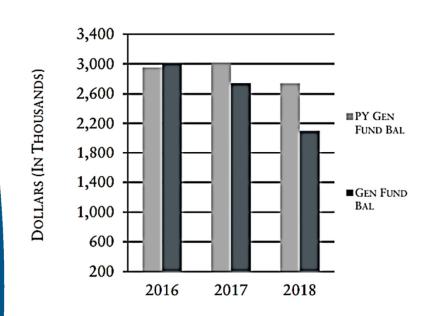
2018

2016

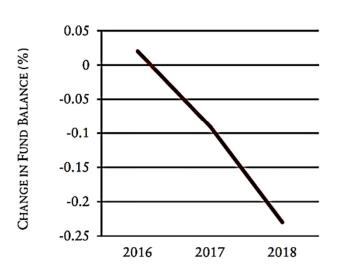


Primero RE-2 School District (Las Animas)

3 YEAR CHANGE IN FUND BALANCE RATIO (CFBR)



3 YEAR CFBR TRENDING



0.02

-0.09

-0.23

CFBR

	2016	2017	2018
PY Fund Bal	\$2,955,320	\$3,010,438	\$2,739,523
CV Fund Ral	\$3,010,439	\$2 739 523	\$2,099,880



School District Fiscal Health - 2017

EXHIBIT 2.3. FISCAL HEALTH ANALYSIS OF SCHOOL DISTRICTS CHANGE IN TOTAL GENERAL FUND REVENUE AND EXPENDITURES PER FUNDED PUPIL

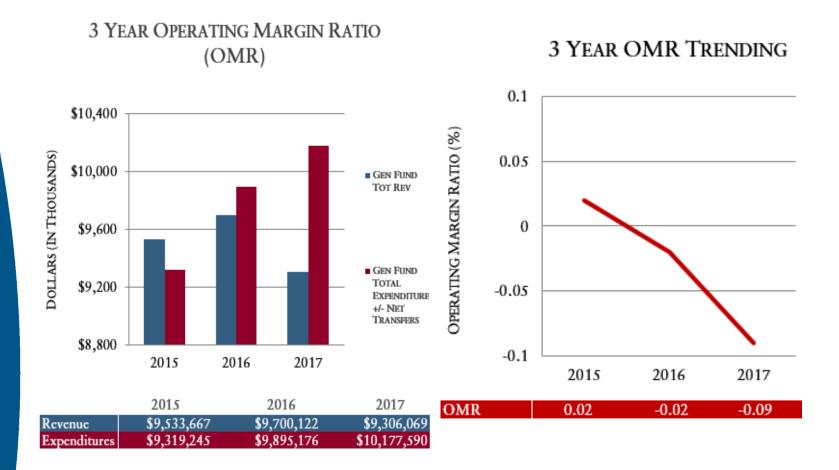
FOR THE YEARS ENDING JUNE 30, 2015 THROUGH 2017 (SORTED BY PERCENTAGE CHANGE IN GENERAL FUND EXPENDITURES)

,					/
		INCREASE	PERCENT	INCREASE IN	PERCENT
		(DECREASE) IN	CHANGE IN	TOTAL	Change in
		TOTAL	TOTAL	GENERAL FUND	TOTAL GENERAL
COUNTY	SCHOOL DISTRICT	GENERAL FUND	GENERAL FUND	EXPENDITURES	FUND
		REVENUE PER	REVENUE PER	PER PUPIL	EXPENDITURES
		PUPIL FROM	PUPIL FROM	FROM	PER PUPIL FROM
		FY2015-2017	FY2015-2017	FY2015-2017	FY 2015-2017
Las Animas	Las Animas County RE-1 (Trinidad)	\$694	9%	\$1,672	22%
Las Animas	Primero RE-2	\$680	4%	\$2,610	17%
Phillips	Holyoke RE-1J	\$611	6%	\$1,471	15%
Kit Carson	Hi-Plains R-23	\$1,341	9%	\$2,095	13%
Garfield	Garfield 16	\$376	4%	\$1,271	12%
Routt	Hayden RE-1	\$918	7%	\$1,243	9%
El Paso	Fountain 8	\$835	8%	\$1,011	9%
Kit Carson	Bethune R-5	\$(299)	-2%	\$1,054	7%
Larimer	Park (Estes Park) R-3	\$(110)	-1%	\$154	1%
COLD OF A 1		c tr.			

SOURCE: Analysis performed by the Colorado Office of the State Auditor, Local Government Division, using data from audited financial statements submitted by school districts. District student count figures were obtained from the Colorado Department of Education's statewide funded pupil counts for Fiscal Years 2015 through 2017.



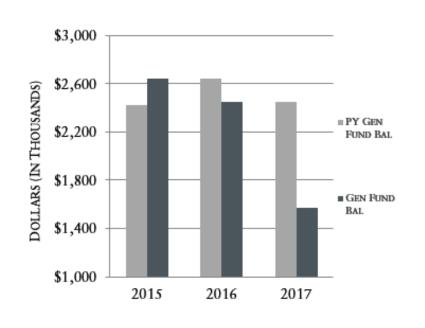
Las Animas RE-1 School District (Trinidad)





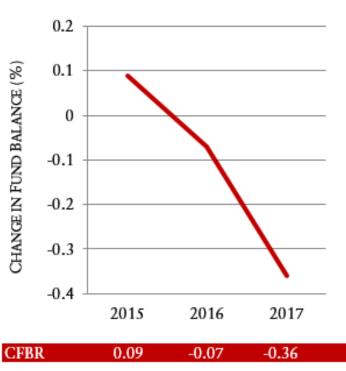
Las Animas RE-1 School District (Trinidad)

3 YEAR CHANGE IN FUND BALANCE RATIO (CFBR)



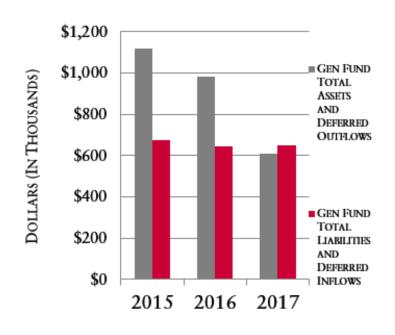
CY Fund Bal	\$2,641,673	\$2,446,619	\$1,575,098
PY Fund Bal	\$2,427,251	\$2,641,673	\$2,446,619
	2015	2016	2017

3 YEAR CFBR TRENDING



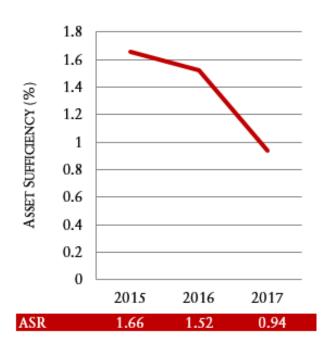


3 YEAR ASSET SUFFICIENCY RATIO (ASR)



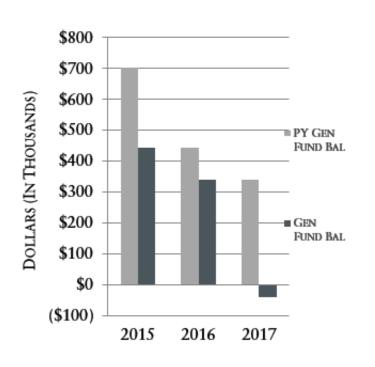
2015 2016 2017 Assets \$1,117,636 \$985,165 \$609,526 Liabilities \$673,679 \$646,526 \$649,463

3 YEAR ASR TRENDING

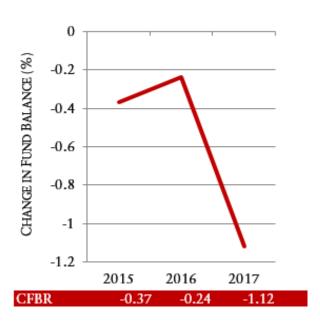




3 YEAR CHANGE IN FUND BALANCE RATIO (CFBR)



3 YEAR CFBR TRENDING



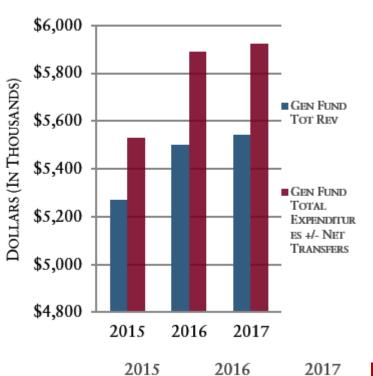


 2015
 2016
 2017

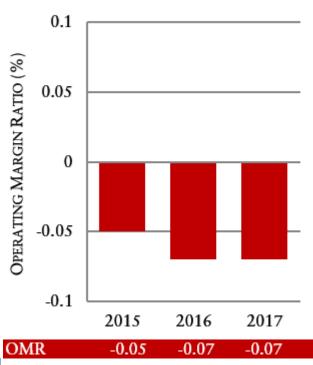
 PY Fund Bal
 \$704,460
 \$443,957
 \$338,638

 CY Fund Bal
 \$443,957
 \$338,639
 (\$39,937)

3 YEAR OPERATING MARGIN RATIO (OMR)



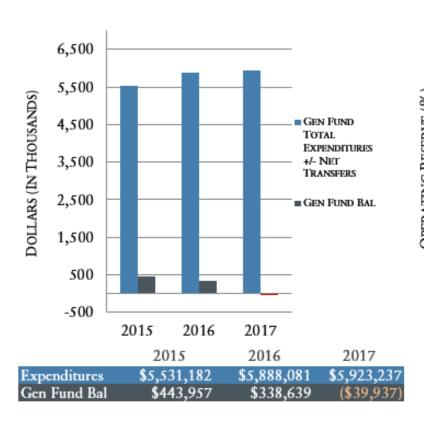
3 YEAR OMR TRENDING



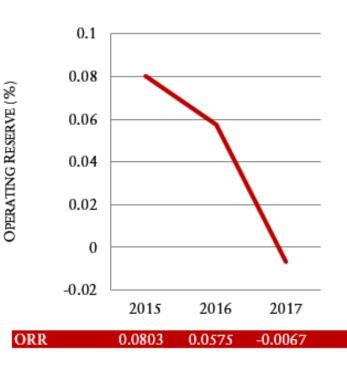


Revenue \$5,270,679 \$5,501,016 \$5,544,665 Expenditures \$5,531,182 \$5,888,081 \$5,923,23

3 YEAR OPERATING RESERVE RATIO (ORR)



3 YEAR ORR TRENDING





- Missed benchmarks do not always mean there is a problem
 - Increase in special needs student enrollment
 - Capital expenditures
 - Increased wages to attract and retain employees
- However: the more missed benchmarks, the greater the risk
 - Identify potential problems early



Best Practices

- Financial Policies
 - Internal controls
 - Budget
 - Capital improvement
 - Debt
 - Revenue and Expenditure
 - Investments
 - Minimum levels of reserve



Best Practices

- Management and Operations
 - Systems to monitor performance
 - Budget to actual
 - Program performance
 - Fiscal health financial condition
 - Asset inventory
 - Capital improvement plan
 - Define and implement budget processes
 - Professional management and staff



GFOA Best Practices

http://gfoa.org/best-practices

 The Use of Trend Data and Comparative Data for Financial Analysis





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Dianne E. Ray, CPA, MPA

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The OSA is a nonpartisan agency in Colorado's Legislative Branch. Our performance, financial, and IT audits provide the General Assembly, agencies, and the public with thorough, credible, and impartial

assessments of the operation of state programs and the use of state and federal funds. Our audits provide solution-based recommendations that focus on reducing costs, increasing efficiency, promoting the achievement of legislative intent, improving effectiveness of programs and the quality of services, ensuring transparency in government, and ensuring the accuracy and integrity of financial and other information that decision makers need to hold government agencies accountable for the use of public resources.

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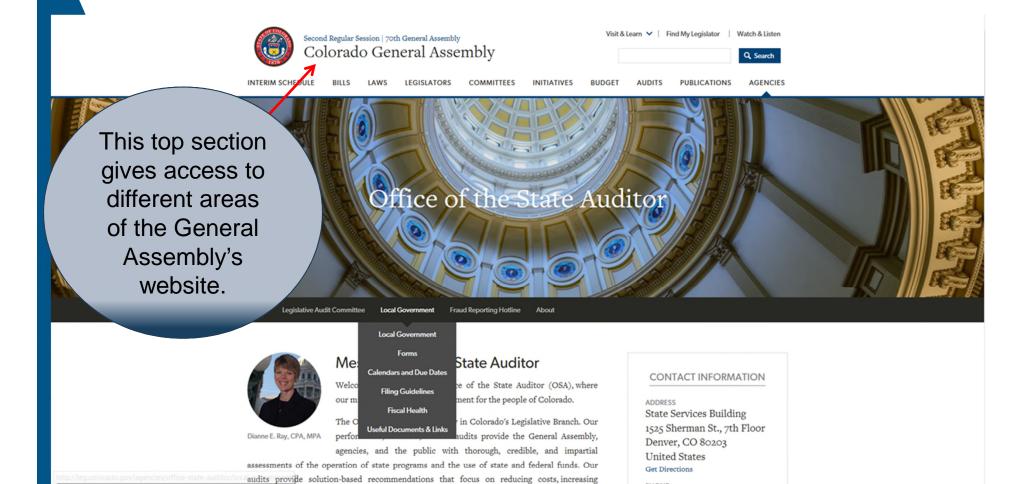


Tax Expenditures

Section 39-21-305(1)(d) and (e), C.R.S., requires the State Auditor to evaluate all of the State's tax expenditures at least once every 5 years and publish a multi-year schedule for completing the evaluations by no later than September 15, 2017. The first evaluation report must be published by September 14, 2018, and subsequent reports must be published no later than September 15 each year thereafter.

Section 39-21-302, C.R.S., defines a tax expenditure as "a tax provision that provides a gross or taxable income definition, deduction, exemption, credit, or rate for certain persons, types of income, transactions, or property that results in reduced tax revenue." Tax expenditures reduce the amount of tax collected from sales and use, income, insurance, alcohol, tobacco, fuel, and severance taxes. The Department of Revenue estimated in its 2016 Tax Profile & Expenditure Report that the revenue impact of tax expenditures in 2015 was \$4.3 billion.









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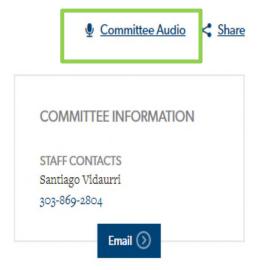
JOINT COMMITTEE YEAR ROUND COMMITTEE

Legislative Audit Committee

VIEW BY SESSION

2019 Regular Session

The Legislative Audit Committee (LAC) is a permanent standing committee comprised of four senators and four representatives with equal representation from the two major political parties. The Committee is responsible for reviewing and releasing audit reports and recommending special studies. The LAC also recommends an appointment for State Auditor to the leadership of the General Assembly every five years. The meeting minutes can be found on the Office of the State Auditor's webiste. Click here: https://leg.colorado.gov/agencies/office-stateauditor/minutes.

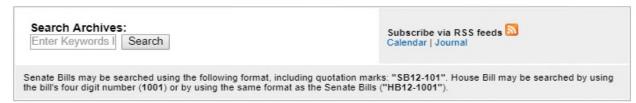




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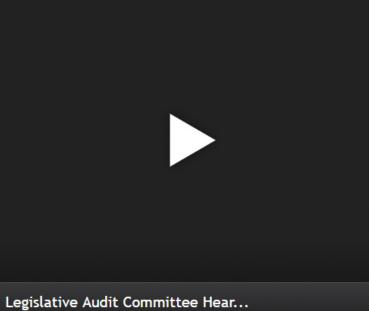
Name	Date
Legislative Audit Committee Hearing	June 10, 2019 - 10:00 AM
Legislative Audit Committee Hearing	June 11, 2019 - 09:00 AM
Legislative Audit Committee Hearing	July 29, 2019 - 10:00 AM
Legislative Audit Committee Hearing	July 30, 2019 - 09:00 AM
Legislative Audit Committee Hearing	September 16, 2019 - 10:00 AM
Legislative Audit Committee Hearing	September 17, 2019 - 09:00 AM
Legislative Audit Committee Hearing	November 04, 2019 - 10:00 AM
Legislative Audit Committee Hearing	November 05, 2019 - 09:00 AM
Legislative Audit Committee Hearing	December 02, 2019 - 10:00 AM
Legislative Audit Committee Hearing	December 03, 2019 - 09:00 AM



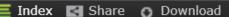
Name	Date	Duration			
Legislative Audit Committee Hearing	Mar 19, 2019	01h 12m	Documents ▼	Audio	Download MP4
Legislative Audit Committee Hearing	Feb 26, 2019	01h 42m	Documents ▼	Audio	Download MP4
Legislative Audit Committee Hearing	Feb 12, 2019	01h 59m	Documents ▼	Audio	Download MP4
Legislative Audit Committee Hearing	Jan 29, 2019	01h 33m	Documents ▼	Audio	Download MP4
Legislative Audit Committee Hearing	Jan 15, 2019	01h 20m	Documents ▼	Audio	Download MP4















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- Roll Call
- Title Insurance Regulation #1756P
- Approve Minutes Aug/18
- OSA Annual Report
- Governance
- Audit Requests: 1) Great Colo Payback 2) RTD Farebox
- Colorado Lottery #1753P
- Lottery Legislative Discussion
- Status: Public Administrators #1678P
- School Districts Fiscal Health #1839S



AGENDA

Legislative Audit Committee September 24-25, 2018

Legislative Services Building - 1" Fl. Hearing Room B 200 E. 14th Ave., Denver, CO 80203

Monday, September 24, 2018

10:00 a.m. - 11:30 a.m. Department of Regulatory Agencies

Title Insurance Regulation, September 2018

Performance Audit #1756P

11:30 a.m. - Noon General Business

· LAC Hearing Minutes of August 13-14, 2018

OSA Annual Report, Fiscal Year 2018

· Required Communication with Those Charged with Governance

Audit Request

Noon - 1:30 p.m. Recess

2;45р.т. - 3;00 р.т.

1:30 p.m. - 2:45 p.m. Department of Revenue

Colorado Lottery, August 2018 Performance Audit #1753P

General Business

Colorado Lottery Legislative Discussion

Status Report

Judicial Branch - Public Administrators August 2017, Performance Audit #1678P

3:00 p.m. - 4:00 p.m. Colorado School Districts

Fiscal Health Analysis, Fiscal Years 2015-2017, September 2018

Informational Report #1839S

Recess

Tuesday, September 25, 2018

9:00 a.m. - 10:30 a.m. Judicial Branch

Office of the Child's Representative, September 2018 Performance Audit #1776P

10:30 a.m. - 11:30 a.m. Tax Expenditures, September 2018

Compilation Report #2018-TE1

· Department of Natural Resources - State Land Board

October 2017, Performance Audit #1681P

· Governor's Office of Economic Development and International Trade -Office of Film, Television, and Media

May 2017, Performance Audit #1670P

Legislation

OSA Bill Draft

General Business

Update on Verification of OIT Recommendations

Information Only

Adjourn



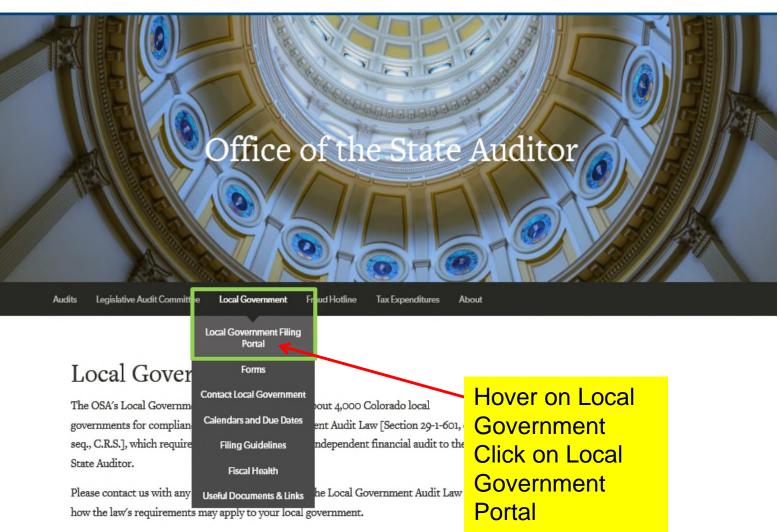
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- Submit audit reports through the website
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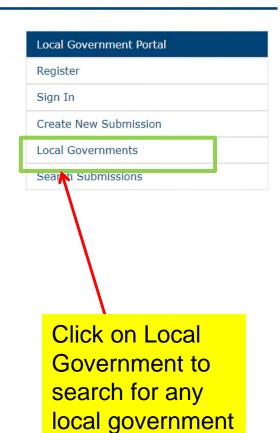
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Jefferson

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Sanitation District



Applewood Sanitation District

Office of the State Auditor

Arvada West Town Center Business Improvement District

Address:

8390 E. Crescent Pkwy.

Suite 300

Greenwood Village, CO 80111

Control Number: 3905.00

Status: Active

Click on "view" to pull up your selected audit/exemption.

Submissions

Submission Type	Submission Status	Submission Year	
Exemption	Processed	2016	View
Exemption	Processed	2017	View



Office of the State Auditor

2016 Exemption submission for Arvada West Town Center Business Improvement District #3905.00

Submission Type Exemption

Submission Year 2016

Submission Status Processed

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Local Government Arvada West Town Center Business Improvement District #3905.00



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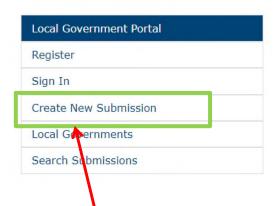
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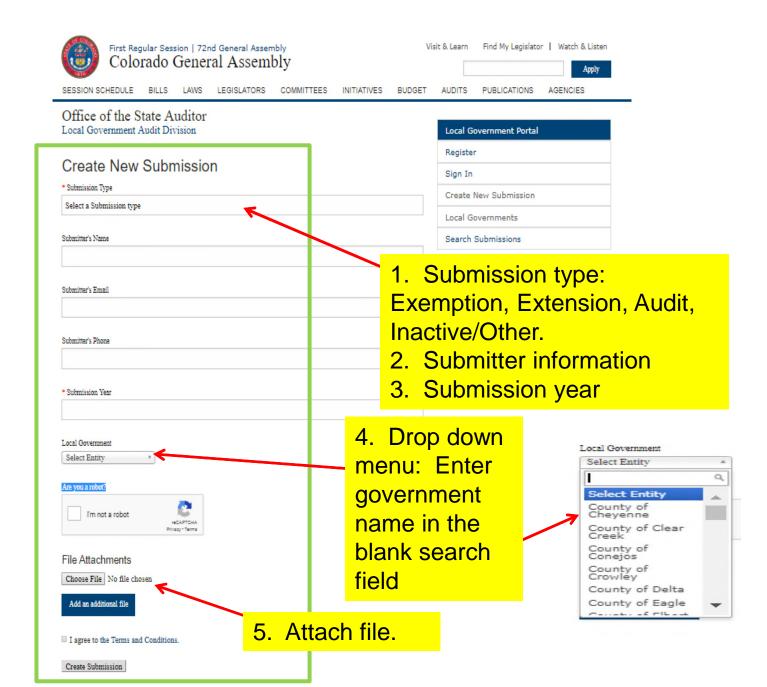
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Click on "Create New Submission" to submit an audit or exemption.





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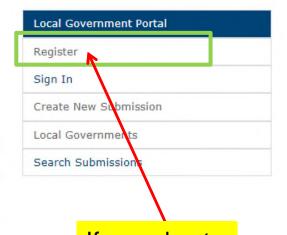
This website is intended to enable local governments to electronically file copies of certain documents required by state statute for public information, research, and compliance purposes with the Office of the State Auditor (OSA). The files are public records and accessible through this system subject to the state auditor's local government document retention policies.

In order for a local government's staff or officials to file a document, the local government must have an active account and the registered account holder must have appropriate filing privileges for the document to be submitted. Most local governments have a single account holder. The registered account holder is responsible for the appropriate use of and security for the account and associated privileges as an authorized representative of the governing body of the local government.

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QUESTIONS?

Thank you!!!





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Direct: 303-869-3002

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