

**HARBOR CENTER DISTRICT**  
**SLIDELL, LOUISIANA**  
**FINANCIAL STATEMENTS**  
**DECEMBER 31, 2025 AND 2024**



**ERICKSEN KRENTEL**<sup>LLP</sup>  
CERTIFIED PUBLIC ACCOUNTANTS • CONSULTANTS

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## **INDEPENDENT AUDITORS' REPORT**

To the Commissioners of the  
Harbor Center District  
Slidell, Louisiana

### **Report on the Audit of the Financial Statements**

#### ***Opinion***

We have audited the accompanying financial statements of the business-type activities of the Harbor Center District, as of and for the years ended December 31, 2025 and 2024, and the related notes to the financial statements, which collectively comprise the Harbor Center District's basic financial statements as listed in the table of contents.

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the business-type activities of the Harbor Center District, as of December 31, 2025 and 2024, and the respective changes in financial position and cash flows thereof for the years then ended in accordance with accounting principles generally accepted in the United States of America.

#### ***Basis for Opinion***

We conducted our audit in accordance with auditing standards generally accepted in the United States of America, the *Louisiana Governmental Audit Guide*, and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of the Harbor Center District and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

#### ***Responsibilities of Management for the Financial Statements***

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.



To the Commissioners of the  
Harbor Center District  
May 7, 2026

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the Harbor Center District's ability to continue as a going concern for twelve months beyond the financial statement date, including any currently known information that may raise substantial doubt shortly thereafter.

***Auditors' Responsibilities for the Audit of the Financial Statements***

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards and *Government Auditing Standards* will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with generally accepted auditing standards and *Government Auditing Standards*, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Harbor Center District's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the Harbor Center District's ability to continue as a going concern for a reasonable period of time.



To the Commissioners of the  
Harbor Center District  
May 7, 2026

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audit.

***Required Supplementary Information***

Accounting principles generally accepted in the United States of America require that the management's discussion be presented to supplement the basic financial statements. Such information is the responsibility of management and, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board, who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

***Supplementary Information***

Our audit was conducted for the purpose of forming an opinion on the financial statements that collectively comprise the Harbor Center District's basic financial statements. The schedule of compensation, benefits, and other payments to agency head is presented for the purpose of additional analysis as required by Louisiana Revised Statute 24:513(A)(3) and is also not a required part of the basic financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the basic financial statements.

The information has been subjected to the auditing procedures applied in the audit of the basic financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the basic financial statements or to the basic financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the schedule of compensation, benefits, and other payments to agency head, is fairly stated in all material respects in relation to the basic financial statements as a whole.



**ERICKSEN KRENTEL** LLP

CERTIFIED PUBLIC ACCOUNTANTS • CONSULTANTS

To the Commissioners of the  
Harbor Center District  
May 7, 2026

**Other Reporting Required by *Government Auditing Standards***

In accordance with *Government Auditing Standards*, we have also issued our report dated May 7, 2026, on our consideration of the Harbor Center District's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the Harbor Center District's internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Harbor Center District's internal control over financial reporting and compliance.

May 7, 2026  
Mandeville, Louisiana

*Erickson Krentel, LLP*  
Certified Public Accountants

**REQUIRED SUPPLEMENTARY INFORMATION**

**HARBOR CENTER DISTRICT**  
**MANAGEMENT'S DISCUSSION AND ANALYSIS**  
**AS OF AND FOR THE YEARS ENDED DECEMBER 31, 2025 AND 2024**

This section of the Harbor Center District's (the District) annual financial report presents background information and management's analysis of the District's financial performance during the years ended December 31, 2025 and 2024. Please read it in conjunction with the financial statements in this report.

**Financial Highlights**

The assets of the District exceeded its liabilities by \$18,231,450. Net position decreased \$1,135,885 from December 31, 2024.

During the year, the District's total operating revenues, which consists primarily of hotel occupancy taxes, facility rental fees and state appropriations, increased by \$160,576 from December 31, 2024. Net non-operating revenues, which consist of interest income, interest expense, and bond issuance costs, decreased by \$48,525 from December 31, 2024.

The District had an increase in operating expenses of \$216,855 from December 31, 2024.

**Required Financial Statements**

The Basic Financial Statements of the District report information about the District using Governmental Accounting Standards Board (GASB) accounting principles. These statements offer short-term and long-term financial information about its activities.

The Statement of Net Position includes all of the District's assets and liabilities. The difference between assets and liabilities is net position. It provides the basis for evaluating the capital structure of the District and assessing the liquidity and financial flexibility of the District.

All of the current year's revenues and expenses are accounted for in the Statement of Revenues, Expenses and Changes in Net Position. This statement measures improvements in the District's operations over the past year and can be used to determine whether the District has been able to recover all of its costs through ad valorem taxes, hotel occupancy taxes and other revenue sources.

The final required financial statement is the Statement of Cash Flows. The primary purpose of this statement is to provide information about the District's cash from operations, investing and financing activities, and to provide answers to such questions as where did cash come from, what was cash used for and what was the change in cash balance during the reporting period.

**Financial Analysis of the District**

The Statement of Net Position and the Statement of Revenues, Expenses, and Changes in Net Position report information about the District's activities. These two statements report the net position of the District and changes in them. Increases or decreases in the District's net position are one indicator of whether its financial health is improving or deteriorating.

**HARBOR CENTER DISTRICT**  
**MANAGEMENT'S DISCUSSION AND ANALYSIS (CONTINUED)**  
AS OF AND FOR THE YEARS ENDED DECEMBER 31, 2025 AND 2024

***Summary of Net Position***

A summary of the District's Statement of Net Position is presented in Table 1 below:

**TABLE 1**  
**Condensed Statements of Net Position**  
*(In thousands)*

	December 31 2025	December 31 2024	Dollar Change	Percentage Change
Total current assets	\$ 763	\$ 927	\$ (164)	-17.69%
Capital assets	<u>17,573</u>	<u>18,552</u>	<u>(979)</u>	<u>-5.28%</u>
Total assets	<u><u>18,336</u></u>	<u><u>19,479</u></u>	<u><u>(1,143)</u></u>	<u><u>-5.87%</u></u>
Total current liabilities	<u>105</u>	<u>112</u>	<u>(7)</u>	<u>-6.25%</u>
Net position				
Net investment in capital assets	17,573	18,553	(980)	-5.28%
Unrestricted	<u>658</u>	<u>814</u>	<u>(156)</u>	<u>-19.16%</u>
Total net position	<u><u>18,231</u></u>	<u><u>19,367</u></u>	<u><u>(1,136)</u></u>	<u><u>-5.87%</u></u>
Total liabilities and net position	\$ <u><u>18,336</u></u>	\$ <u><u>19,479</u></u>	\$ <u><u>(1,143)</u></u>	<u><u>-5.87%</u></u>

For the year ended December 31, 2025, net position decreased by \$1,135,885, to a total of \$18,231,450. The change in total net position results primarily from operating expenses exceeding operating revenues.

**HARBOR CENTER DISTRICT**  
**MANAGEMENT'S DISCUSSION AND ANALYSIS (CONTINUED)**  
AS OF AND FOR THE YEARS ENDED DECEMBER 31, 2025 AND 2024

***Summary of Revenue, Expenses and Changes in Net Position***

A summary of the District's Statement of Revenue, Expenses, and Changes in Net Position is presented in Table 2 below:

**TABLE 2**  
**Condensed Statements of Revenue, Expenses, and Changes in Net Position**  
*(In thousands)*

	<u>2025</u>	<u>2024</u>
Operating revenue		
Hotel occupancy taxes	\$ 627	\$ 656
Other general revenues	<u>847</u>	<u>657</u>
 Total operating revenue	 <u>1,474</u>	 <u>1,313</u>
 Operating expenses:		
Depreciation	980	812
Salaries and benefits	623	564
Insurance	288	295
Repairs & maintenance	173	189
Utilities	185	152
Advertising	34	25
Legal & other professional services	32	45
Event expense	88	74
Communication	21	22
Accounting	22	25
Other operating expenses	185	211
Total operating expenses	<u>2,631</u>	<u>2,414</u>
 Income (loss) from operations	 (1,157)	 (1,101)
 Non-operating expenses	 -	 (3)
Non-operating revenues	<u>21</u>	<u>73</u>
 Total non-operating revenues (net)	 <u>21</u>	 <u>70</u>
 Change in net position	 (1,136)	 (1,031)
 Net position - beginning of year	 <u>19,367</u>	 <u>20,398</u>
Net position - end of year	<u>\$ 18,231</u>	<u>\$ 19,367</u>

**HARBOR CENTER DISTRICT**  
MANAGEMENT'S DISCUSSION AND ANALYSIS (CONTINUED)  
AS OF AND FOR THE YEARS ENDED DECEMBER 31, 2025 AND 2024

***Sources of Revenue***

***Operating Revenue***

Operating revenues consist primarily of hotel occupancy taxes collected within Wards 8 and 9 of St. Tammany Parish, state appropriations and facility rental fees. Hotel occupancy taxes have served as the primary operating revenue for the District since its inception. These taxes are remitted to the St. Tammany Parish Sheriff's Office, who serves as tax collector for St. Tammany Parish. The Sheriff then remits the funds collected to the District. The facility was in service during the current fiscal year with the District recording facility rental fees in the amount of \$501,505.

**Operating and Financial Performance**

The following summarizes the District's Statements of Revenue, Expenses and Changes in Net Position between December 31, 2024 and December 31, 2025:

Total operating revenues, derived from hotel occupancy taxes, facility rental fees and state appropriations, decreased by \$160,576 from December 31, 2024. Non-operating revenues, which consists of interest income, decreased by \$51,663 from December 31, 2024.

Total operating expenses increased by \$216,855, or 8.98%, from December 31, 2024. Non-operating expenses, which consists of interest expense and bond issuance costs, decreased by \$3,138 from December 31, 2024.

**Non-Operating Revenues and Expenses**

Non-operating revenues consist of interest income, generated primarily from the District's investment of excess cash in interest-bearing accounts.

The District's interest for the December 31, 2025 year end amounted to \$21,251.

**HARBOR CENTER DISTRICT**  
**MANAGEMENT’S DISCUSSION AND ANALYSIS (CONTINUED)**  
**AS OF AND FOR THE YEARS ENDED DECEMBER 31, 2025 AND 2024**

**Capital Assets**

**TABLE 3**  
**Capital Assets**  
*(In thousands)*

	2025	2024	Dollar Change	Percentage Change
Land	\$ 2,188	\$ 2,188	\$ -	0.00%
Land improvements	2,196	2,196	-	0.00%
Facility	23,504	23,504	-	0.00%
Facility equipment	1,416	1,416	-	0.00%
Furniture and fixtures	453	453	-	0.00%
Sign	950	950	-	0.00%
Accumulated depreciation	<u>(13,134)</u>	<u>(12,155)</u>	<u>(979)</u>	8.05%
Total Capital Assets	<u>\$ 17,573</u>	<u>\$ 18,552</u>	<u>\$ (979)</u>	

Total property, plant and equipment decreased by \$979,658 due to increased accumulated depreciation. Depreciation expense has been recognized on capital assets in the amount of \$979,658 for the year ended December 31, 2025.

**Long-Term Debt**

At December 31, 2025, the District had no general obligations bonds outstanding.

**Economic Factors and Next Year’s Budget**

Facility rentals will remain consistent and strong throughout 2026, increasing due to the availability of the new meeting rooms. Hotel tax collections and St. Tammany Parish Fund revenue are expected to be within budgeted projections. While the District has decreased cash reserves due to funds invested in prior year’s expansion, the facility has completed all large maintenance projects. Therefore, no large, unbudgeted expenditures are expected. The District will closely monitor its financial position and budget, making any adjustments necessary to maintain a solid financial position throughout the year.

**Contacting the District’s Financial Manager**

This financial report is designed to provide our citizens, customers and creditors with a general overview of the District’s finances and to demonstrate the District’s accountability for the money it receives. If you have questions about this report or need additional financial information, contact Mrs. Victoria Paz, General Manager, 985-781-3650.

## **BASIC FINANCIAL STATEMENTS**

**HARBOR CENTER DISTRICT**  
**STATEMENTS OF NET POSITION**  
**DECEMBER 31, 2025 AND 2024**

**ASSETS**

<b><u>CURRENT ASSETS:</u></b>	<u>2025</u>	<u>2024</u>
Cash and cash equivalents	\$ 625,843	\$ 759,621
Hotel occupancy tax receivable	45,612	52,905
Other receivables	9,200	6,968
Prepaid expenses	<u>82,534</u>	<u>107,359</u>
Total current assets	<u>763,189</u>	<u>926,853</u>
<b><u>CAPITAL ASSETS:</u></b>		
Land	2,188,430	2,188,430
Land improvements	2,195,790	2,195,791
Facility	23,504,042	23,504,042
Facility equipment	1,415,593	1,415,593
Furniture and fixtures	453,381	453,381
Sign	950,248	950,248
Accumulated depreciation	<u>(13,134,323)</u>	<u>(12,154,665)</u>
Total capital assets, net	<u>17,573,161</u>	<u>18,552,820</u>
Total assets	<u>18,336,350</u>	<u>19,479,673</u>
<b><u>LIABILITIES:</u></b>		
Accounts payable and accruals	20,532	33,226
Accrued payroll liabilities	17,743	16,562
Facility deposits	<u>66,625</u>	<u>62,549</u>
Total liabilities	<u>104,900</u>	<u>112,337</u>
<b><u>NET POSITION:</u></b>		
Net investment in capital assets	17,573,161	18,552,820
Unrestricted:	<u>658,289</u>	<u>814,516</u>
Total net position	<u>\$ 18,231,450</u>	<u>\$ 19,367,336</u>

**HARBOR CENTER DISTRICT**  
**STATEMENTS OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION**  
**FOR THE YEARS ENDED DECEMBER 31, 2025 AND 2024**

<b><u>OPERATING REVENUES:</u></b>	2025	2024
Hotel occupancy taxes	\$ 626,607	\$ 655,872
State appropriations	310,550	248,561
Facilities rental	501,505	379,658
Other income	<u>35,361</u>	<u>29,356</u>
 Total operating revenues	 <u>1,474,023</u>	 <u>1,313,447</u>
 <b><u>OPERATING EXPENSES:</u></b>		
Depreciation	979,658	811,663
Salaries and wages	622,718	563,630
Insurance	288,113	295,013
Repairs and maintenance	173,066	189,280
Utilities	185,036	152,644
Employee insurance	83,973	97,707
Advertising	34,453	25,120
Communication	21,280	21,699
Payroll taxes	49,961	44,707
Event expense	88,050	73,702
Legal and other professional services	31,816	45,044
Accounting	21,755	25,390
Office supplies	11,783	13,836
Retirement	5,559	8,632
Auto	1,817	6,300
Contract labor	18,440	11,427
Dues and subscriptions	4,777	3,418
Bank service fees	4,228	4,721
Travel	4,583	2,477
Bad debt	-	17,894
Miscellaneous	<u>93</u>	<u>-</u>
 Total operating expenses	 <u>2,631,159</u>	 <u>2,414,304</u>
 Operating loss	 <u>(1,157,136)</u>	 <u>(1,100,857)</u>

**HARBOR CENTER DISTRICT**  
**STATEMENTS OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION (CONTINUED)**  
FOR THE YEARS ENDED DECEMBER 31, 2025 AND 2024

<u>NON-OPERATING REVENUES (EXPENSES):</u>	<u>2025</u>	<u>2024</u>
Interest income	21,251	72,914
Interest expense	-	(2,718)
Bond issuance expense	-	(420)
Total non-operating revenues (expenses)	<u>21,251</u>	<u>69,776</u>
 Change in net position	 (1,135,885)	 (1,031,081)
Net position, beginning of year	<u>19,367,335</u>	<u>20,398,416</u>
Net position, end of year	<u>\$ 18,231,450</u>	<u>\$ 19,367,335</u>

**HARBOR CENTER DISTRICT**  
**STATEMENTS OF CASH FLOWS**  
**FOR THE YEARS ENDED DECEMBER 31, 2025 AND 2024**

<b><u>CASH FLOWS FROM OPERATING ACTIVITIES:</u></b>	<u>2025</u>	<u>2024</u>
Cash received from hotel occupancy taxes	\$ 633,900	\$ 654,960
Cash received from customers	503,349	393,641
Cash received from state revenue sharing and appropriations	310,550	248,561
Cash received from other operating receipts	35,361	29,356
Cash paid for salaries and related benefits	(762,847)	(718,279)
Cash paid for operating expenses	<u>(875,342)</u>	<u>(888,021)</u>
Net cash (used) by operating activities	<u>(155,029)</u>	<u>(279,782)</u>
<b><u>CASH FLOWS FROM CAPITAL AND RELATED FINANCING ACTIVITIES:</u></b>		
Cash received from ad valorem taxes	-	185,722
Cash received from interest	21,251	72,914
Principal payments on bonds payable	-	(225,000)
Payments for bond interest costs	-	(7,188)
Purchases of capital assets	<u>-</u>	<u>(3,118,703)</u>
Net cash (used) by capital and related financing activities	<u>21,251</u>	<u>(3,092,255)</u>
<b>NET (DECREASE) IN CASH AND CASH EQUIVALENTS</b>	<b>(133,778)</b>	<b>(3,372,037)</b>
<b>CASH AND CASH EQUIVALENTS - BEGINNING OF YEAR</b>	<b><u>759,621</u></b>	<b><u>4,131,658</u></b>
<b>CASH AND CASH EQUIVALENTS - END OF YEAR</b>	<b><u>\$ 625,843</u></b>	<b><u>\$ 759,621</u></b>
<b><u>RECONCILIATION OF OPERATING INCOME TO NET CASH PROVIDED (USED) BY OPERATING ACTIVITIES</u></b>		
	<u>2025</u>	<u>2024</u>
Operating loss	\$ (1,157,136)	\$ (1,100,857)
Adjustments to reconcile operating loss to net cash (used) by operating activities		
Depreciation expense	979,658	811,663
Decrease (increase) in hotel occupancy tax receivable	7,293	(912)
Decrease (increase) in other receivables	(2,232)	581
Decrease (increase) in prepaid expenses	24,825	(13,611)
(Decrease) increase in accounts payable	(12,694)	7,255
(Decrease) increase in accrued liabilities	1,181	2,697
(Decrease) increase in facility deposits	<u>4,076</u>	<u>13,402</u>
Net cash (used) by operating activities	<u>\$ (155,029)</u>	<u>\$ (279,782)</u>

**HARBOR CENTER DISTRICT**  
**NOTES TO FINANCIAL STATEMENTS**  
**DECEMBER 31, 2025 AND 2024**

**(1) SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

**Nature Of Activities**

The Governmental Accounting Standards Board (GASB) approved Statement No. 34, “*Basic Financial Statements – and Management’s Discussion and Analysis – for State and Local Governments*”. The implementation of this statement has created additional statements, schedules, reports, and note disclosures as follows:

- A Management’s Discussion and Analysis (MD&A) section providing an analysis of the overall financial position and results of operations.
- Financial statements are prepared using the full accrual accounting method for all activities.

These and other changes are reflected in the accompanying financial statements (including notes to the financial statements). The Harbor Center District (the District) implemented this Statement as of July 1, 2003. The District’s significant accounting policies are explained in the following note disclosure.

**Basis Of Presentation**

The financial statements of the District have been prepared in conformity with Generally Accepted Accounting Principles (GAAP) as applied to government units. The GASB is the accepted standard-setting body for establishing governmental accounting and financial reporting principles.

**Basis Of Accounting**

The District utilizes the proprietary fund method of accounting whereby revenue and expenses are recognized on the accrual basis. Revenues are recorded when they are earned, and expenses are recorded at the time liabilities are incurred. Substantially all revenues and expenses are subject to accrual.

**Reporting Entity**

The District was created by Act 685 of the 1986 Regular Session of the Louisiana Legislature. However, the District did not become active until December 1997. As such, the date of December 1, 1997 has been utilized as the inception date.

The District consists of the entire area within Wards 8 and 9 of St. Tammany Parish, and is generally authorized to acquire, construct, develop, maintain and operate an Events Center and the programs and events undertaken therein.

The control and management of the affairs of the District are vested in a Board of Commissioners (the Board). The Board consists of 14 members, all of whom must be qualified voters of Wards 8 and 9 of St. Tammany Parish, except for the executive director of the St. Tammany Parish Tourist Commission. The Board is appointed by the following entities and individuals:

**HARBOR CENTER DISTRICT**  
**NOTES TO FINANCIAL STATEMENTS (CONTINUED)**  
DECEMBER 31, 2025 AND 2024

**(1) SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)**

**Reporting Entity (Continued)**

Entity/Individual	Number of Appointments
Mayor of the City of Slidell	1
City Council of the City of Slidell	3
Board of Aldermen of the Town of Pearl River	1
St. Tammany Parish Council	2
St. Tammany Chamber of Commerce.	1
State Representative for District 90	1
State Representative for District 76	1
State Representative for District 74	1
East St. Tammany Business Alliance	1
St. Tammany Parish Tourist and Convention Commission	1
State Senator for District 1	1

No elected public official is eligible for appointment to the Board, and members of the Board serve without compensation.

**Cash And Cash Equivalents**

Cash includes amounts in demand deposits, interest-bearing demand deposits, and money market accounts. Cash equivalents include amounts in time deposits and those investments with original maturities of 90 days or less. Under state law, the District may deposit funds in demand deposits, interest-bearing deposits, money market accounts, or time deposits with state banks organized under Louisiana law and national banks having their principal offices in Louisiana.

**Bond Issuance Costs**

The Harbor Center District has implemented GASB 65, *Items Previously Reported as Assets and Liabilities*, which states that debt issuance costs should be recognized as an expense in the period incurred. As of December 31, 2015, the Harbor Center District reports bond issuance costs as a non-operating expense in the Statement of Revenues, Expenses, and Changes in Fund Net Position.

**Capital Assets**

Property, plant, and equipment are recorded at cost or, if contributed property, at their fair market value at the time of the contribution. The District's policy is to capitalize assets purchased in the amount \$1,000 or more. These assets are depreciated over their useful lives, which are three to ten years for furniture, fixtures and facility equipment, twenty years for the sign, twenty-five years for land improvements and forty years for the facility building.

**HARBOR CENTER DISTRICT**  
NOTES TO FINANCIAL STATEMENTS (CONTINUED)  
DECEMBER 31, 2025 AND 2024

**(1) SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)**

**Use Of Estimates**

The preparation of financial statements in conformity with GAAP requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from those estimates.

**Net Position**

Net position is comprised of the various net earnings from operations, non-operating revenues, expenses, and contributions of capital. Net position is classified in the following three components:

Net investment in capital assets – Consists of all capital assets, net of accumulated depreciation and reduced by outstanding balances of any bonds or other borrowing that are attributable to the acquisition, construction, or improvement of those assets.

Restricted – Consists of external constraints placed on net position used by creditors, grantors, contributors, or laws or regulations of the government or constraints imposed by law through constitutional provisions or enabling legislation.

Unrestricted – Consists of all other assets that are not included in the other categories previously mentioned.

The District's policy is to first apply restricted resources when an expense is incurred for purposes for which both restricted and unrestricted net position is available.

**Restricted Assets**

Restricted assets, as presented in the financial statements, represent investment earnings that is restricted for re-payment of the bond issue or future construction costs.

**Operating Revenues**

The District identifies operating revenues primarily as those revenues received from ad valorem taxes restricted for operations, hotel occupancy taxes and facilities rentals. These revenues are available to pay the general operating expenses of the District

**Non-Operating Revenues**

The District identifies non-operating revenues primarily as those revenues received from ad valorem taxes restricted for bond repayment and interest income. These revenues are not derived from the District's core operating activities or available to pay general operating expenses.

**HARBOR CENTER DISTRICT**  
**NOTES TO FINANCIAL STATEMENTS (CONTINUED)**  
DECEMBER 31, 2025 AND 2024

**(1) SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)**

**Date of Management’s Review**

Subsequent events have been evaluated through May 7, 2026, which is the date the financial statements were available to be issued.

**(2) CASH AND CASH EQUIVALENTS**

At December 31, 2025 and 2024, the District has cash (book balances) as follows:

	2025	2024
Interest-bearing demand deposits	\$ 625,843	\$ 759,621

At December 31, 2025, the cash bank balance with a local financial institution totaled \$630,296. \$250,000 of this balance is insured by the Federal Deposit Insurance Corporation and the remaining balance is collateralized by securities held by the District’s agent in the District’s name. At December 31, 2024, the cash bank balance with a local financial institution totaled \$761,090. \$250,000 of this balance is insured by the Federal Deposit Insurance Corporation and the remaining balance is collateralized by securities held by the District’s agent in the District’s name. The District has no formal policy regarding custodial credit risk.

**(3) BONDS PAYABLE**

On December 21, 2012 the District issued \$2,135,000 of General Obligation Refunding Bonds, Series 2012, due between March 1, 2015 and March 1, 2024. The proceeds of the bonds are being used to refund the outstanding Series 2004 General Obligation Bonds for bonds maturing March 1, 2014 and thereafter and paying the costs of issuance of the 2012 bonds. Interest at 2.16%, is payable semi-annually on March 1 and September 1 of each year through 2024.

In May of 2022, the board levied 0.25 mills for the 2023 calendar year for bonds.

In accordance with the Bond Agreements, the District has established a restricted cash account into which the District deposits the proceeds from the collections of the Ad Valorem tax. Funds are transferred from the restricted cash account to the paying agent for the payment of principal and interest. In accordance with the Revised Statutes of the State of Louisiana, aggregate debt payable solely from ad valorem taxes shall not exceed 10% of the total assessed valuation of taxable property. At December 31, 2025, there was no requirement for the District to be in compliance with these statutes as there was no bond activity. At December 31, 2024, the District was in compliance with the applicable statutory requirements and had outstanding bond activity.

**HARBOR CENTER DISTRICT**  
**NOTES TO FINANCIAL STATEMENTS (CONTINUED)**  
DECEMBER 31, 2025 AND 2024

**(3) BONDS PAYABLE (CONTINUED)**

A summary of the changes in bonds payable follows:

<u>December 31, 2023</u>	<u>Additions</u>	<u>Payments</u>	<u>December 31, 2024</u>	<u>Amounts due within one year</u>
\$ 225,000	\$ -	\$ (225,000)	\$ -	\$ -
<u>\$ 225,000</u>	<u>\$ -</u>	<u>\$ (225,000)</u>	<u>\$ -</u>	<u>\$ -</u>

**(4) RISKS OF LOSS**

The District is exposed to various risks of losses related to general liability; theft of, damage to, and destruction of assets; error and omissions; workers' compensation; employee health and accident; and natural disasters. In the opinion of management, all such matters are adequately covered by commercial insurance purchased by the District, or if not so covered, are not expected to have a material effect on the financial statements of the District.

**(5) DEFERRED COMPENSATION PLAN**

During 2004 the District adopted a deferred compensation plan for its employees. The plan follows Internal Revenue Service Code Section 457(b) and is a defined contribution plan. The effective date of the plan is April 1, 2003. Participants may contribute through salary reduction up to the maximum allowed by the Internal Revenue Code. Employer contributions are permitted under the plan up to a 4% match of the participant's salary at the employer's discretion. Participants are immediately vested in employee and employer contributions. Retirement expense was \$5,559 and \$8,632 for the years ended December 31, 2025 and 2024, respectively.

**HARBOR CENTER DISTRICT**  
**NOTES TO FINANCIAL STATEMENTS (CONTINUED)**  
DECEMBER 31, 2025 AND 2024

**(6) CAPITAL ASSETS**

The District's capital assets are listed below:

	<u>12/31/2024</u>	<u>Additions</u>	<u>Transfers</u>	<u>12/31/2025</u>
Capital assets not depreciated:				
Land	\$ 2,188,430	\$ -	\$ -	\$ 2,188,430
Total capital assets not depreciated	<u>2,188,430</u>	<u>-</u>	<u>-</u>	<u>2,188,430</u>
Other capital assets:				
Land improvements	2,195,790	-	-	2,195,790
Facility	23,504,042	-	-	23,504,042
Facility equipment	1,415,593	-	-	1,415,593
Furniture and fixtures	453,381	-	-	453,381
Sign	950,248	-	-	950,248
Construction in progress	-	-	-	-
Accumulated depreciation	<u>(12,154,665)</u>	<u>(979,658)</u>	<u>-</u>	<u>(13,134,323)</u>
	<u>16,364,389</u>	<u>(979,658)</u>	<u>-</u>	<u>15,384,731</u>
	<u>\$ 18,552,819</u>	<u>\$ (979,658)</u>	<u>\$ -</u>	<u>\$ 17,573,161</u>
	<u>12/31/2023</u>	<u>Additions</u>	<u>Transfers</u>	<u>12/31/2024</u>
Capital assets not depreciated:				
Land	\$ 2,188,430	\$ -	\$ -	\$ 2,188,430
Total capital assets not depreciated	<u>2,188,430</u>	<u>-</u>	<u>-</u>	<u>2,188,430</u>
Other capital assets:				
Land improvements	2,195,790	-	-	2,195,790
Facility	19,097,848	3,078,888	1,327,306	23,504,042
Facility equipment	1,375,778	39,815	-	1,415,593
Furniture and fixtures	453,381	-	-	453,381
Sign	950,248	-	-	950,248
Construction in progress	1,327,306	-	(1,327,306)	-
Accumulated depreciation	<u>(11,343,002)</u>	<u>(811,663)</u>	<u>-</u>	<u>(12,154,665)</u>
	<u>14,057,349</u>	<u>2,307,040</u>	<u>-</u>	<u>16,364,389</u>
	<u>\$ 16,245,779</u>	<u>\$ 2,307,040</u>	<u>\$ -</u>	<u>\$ 18,552,819</u>

**HARBOR CENTER DISTRICT**  
**NOTES TO FINANCIAL STATEMENTS (CONTINUED)**  
**DECEMBER 31, 2025 AND 2024**

**(7) NEW ACCOUNTING PRONOUNCEMENTS**

The GASB has released Statement No. 103, Financial Reporting Model Improvements (Statement 103). This Statement improves key components of the financial reporting model to enhance its effectiveness in providing information that is essential for decision making and assessing a government's accountability. This Statement also addresses certain application issues. The requirements of this statement are effective for periods beginning after June 15, 2025. The District plans to adopt this Statement as applicable by the effective date.

The GASB has released Statement No. 104, Disclosure of Certain Capital Assets (Statement 104). The requirements of this Statement will improve financial reporting by providing users of financial statements with essential information about certain types of capital assets in order to make informed decisions and assess accountability. Additionally, the disclosure requirements will improve consistency and comparability between governments. This Statement is effective for periods beginning after June 15, 2025. The District plans to adopt this Statement as applicable by the effective date.

The GASB has released Statement No. 105, Subsequent Events. This Statement improves the financial reporting requirements for subsequent events, thereby enhancing consistency in their application and better meeting the information needs of financial statement users. The requirements of this Statement are effective for periods beginning after June 15, 2026. The District plans to adopt this Statement as applicable by the effective date.

**OTHER SUPPLEMENTARY INFORMATION**

**HARBOR CENTER DISTRICT**  
**SCHEDULE OF COMPENSATION, BENEFITS AND OTHER**  
**PAYMENTS TO AGENCY HEAD**  
**FOR THE YEAR ENDED DECEMBER 31, 2025**

	General Manager Kathy Lowrey <u>1/1/2025-4/4/2025</u>	General Manager Victoria Paz <u>1/13/2025-12/31/2025</u>
Salary	\$ 34,013	\$ 84,088
Benefits - insurance	2,041	524
Benefits - retirement	-	3,600
Car allowance	<u>1,817</u>	<u>-</u>
Total	<u>\$ 37,871</u>	<u>\$ 88,212</u>

**OTHER REPORT REQUIRED BY  
*GOVERNMENT AUDITING STANDARDS***



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

To the Commissioners of the  
Harbor Center District  
Slidell, Louisiana

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the business-type activities of the Harbor Center District as of and for the year ended December 31, 2025, and the related notes to the financial statements, which collectively comprise the Harbor Center District's basic financial statements, and have issued our report thereon dated May 7, 2026.

**Report on Internal Control over Financial Reporting**

In planning and performing our audit of the financial statements, we considered the Harbor Center District's internal control over financial reporting (internal control) as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing our opinions on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Harbor Center District's internal control. Accordingly, we do not express an opinion on the effectiveness of the Harbor Center District's internal control.

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

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



**ERICKSEN KRENTEL** LLP

CERTIFIED PUBLIC ACCOUNTANTS • CONSULTANTS

To the Commissioners of the  
Harbor Center District  
Slidell, Louisiana

### **Report on Compliance and Other Matters**

As part of obtaining reasonable assurance about whether the Harbor Center District's financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the financial statements. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

### **Purpose of This Report**

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the entity's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the entity's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

May 7, 2026  
Mandeville, Louisiana

*Ericksen Krentel, LLP*  
Certified Public Accountants

**HARBOR CENTER DISTRICT**  
**SCHEDULE OF FINDINGS AND RESPONSES**  
**FOR THE YEAR ENDED DECEMBER 31, 2025**

**A. SUMMARY OF AUDIT RESULTS**

1. The independent auditors' report expresses an unmodified opinion on the financial statements of the Harbor Center District.
2. No significant deficiencies or material weaknesses in internal control relating to the audit of the financial statements were reported in the Independent Auditors' Report on Internal Control over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance with *Government Auditing Standards*.
3. No instances of noncompliance material to the financial statements of the Harbor Center District were reported in the Independent Auditors' Report on Internal Control over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance with *Government Auditing Standards*.
4. No management letter was issued for the year ended December 31, 2025.

**B. FINDINGS – FINANCIAL STATEMENT AUDIT**

There were no findings for the year ended December 31, 2025.

**HARBOR CENTER DISTRICT**  
**SUMMARY SCHEDULE OF PRIOR YEAR FINDINGS**  
**FOR THE YEAR ENDED DECEMBER 31, 2025**

**FINDINGS – FINANCIAL STATEMENT AUDIT**

There were no findings for the year ended December 31, 2024.

**MANAGEMENT LETTER**

There was no management letter issued for the year ended December 31, 2024.

**LOUISIANA LEGISLATIVE AUDITOR**  
**STATEWIDE AGREED-UPON PROCEDURES**  
**HARBOR CENTER DISTRICT**  
**SLIDELL, LOUISIANA**  
**FOR THE YEAR ENDED**  
**DECEMBER 31, 2025**



**ERICKSEN KRENTEL**<sup>LLP</sup>  
CERTIFIED PUBLIC ACCOUNTANTS • CONSULTANTS



**INDEPENDENT ACCOUNTANTS' REPORT**  
**ON APPLYING AGREED-UPON PROCEDURES**

To the Commissioners of the  
Harbor Center District

We have performed the procedures enumerated below on the control and compliance (C/C) areas identified by the Louisiana Legislative Auditor's (LLA's) Statewide Agreed-Upon Procedures (SAUPs) for the year ended December 31, 2025. The Harbor Center District's management is responsible for those C/C areas identified in the SAUPs.

The Harbor Center District has agreed to and acknowledged that the procedures performed are appropriate to meet the intended purpose of the engagement, which is to perform specified procedures on the C/C areas identified in LLA's SAUPs for the year ended December 31, 2025. Additionally, LLA has agreed to and acknowledged that the procedures performed are appropriate for its purposes. This report may not be suitable for any other purpose. The procedures performed may not address all the items of interest to a user of this report and may not meet the needs of all users of this report and, as such, users are responsible for determining whether the procedures performed are appropriate for their purposes.

Our procedures and associated findings are detailed in Schedule "1."

We were engaged by the Harbor Center District to perform this agreed-upon procedures engagement and conducted our engagement in accordance with attestation standards established by the American Institute of Certified Public Accountants and applicable standards of *Government Auditing Standards*. We were not engaged to and did not conduct an examination or review engagement, the objective of which would be the expression of an opinion or conclusion, respectively, on those C/C areas identified in the SAUPs. Accordingly, we do not express such an opinion or conclusion. Had we performed additional procedures, other matters might have come to our attention that would have been reported to you.

We are required to be independent of the Harbor Center District and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements related to our agreed-upon procedures engagement.

This report is intended solely to describe the scope of testing performed on those C/C areas identified in the SAUPs, and the result of that testing, and not to provide an opinion on control or compliance. Accordingly, this report is not suitable for any other purpose. Under Louisiana Revised Statute 24:513, this report is distributed by the LLA as a public document.

May 7, 2026  
Mandeville, Louisiana

*Erickson Krentel, LLP*  
Certified Public Accountants

**HARBOR CENTER DISTRICT**  
**STATEWIDE AGREED-UPON PROCEDURES**  
**FOR THE YEAR ENDED DECEMBER 31, 2025**

**WRITTEN POLICIES AND PROCEDURES**

1. **Procedure:** Obtain and inspect the entity's written policies and procedures and observe whether they address each of the following categories and subcategories if applicable to public funds and the entity's operations:
  - a) ***Budgeting***, including preparing, adopting, monitoring, and amending the budget.
  - b) ***Purchasing***, including (1) how purchases are initiated; (2) how vendors are added to the vendor list; (3) the preparation and approval process of purchase requisitions and purchase orders; (4) controls to ensure compliance with the Public Bid Law; and (5) documentation required to be maintained for all bids and price quotes.
  - c) ***Disbursements***, including processing, reviewing, and approving.
  - d) ***Receipts/Collections***, including receiving, recording, and preparing deposits. Also, policies and procedures should include management's actions to determine the completeness of all collections for each type of revenue or agency fund additions (e.g. periodic confirmation with outside parties, reconciliation to utility billing after cutoff procedures, reconciliation of traffic ticket number sequences, agency fund forfeiture monies confirmation).
  - e) ***Payroll/Personnel***, including (1) payroll processing, (2) reviewing and approving time and attendance records, including leave and overtime worked, and (3) approval process for employee rates of pay or approval and maintenance of pay rate schedules.
  - f) ***Contracting***, including (1) types of services requiring written contracts, (2) standard terms and conditions, (3) legal review, (4) approval process, and (5) monitoring process.
  - g) ***Travel and Expense Reimbursement***, including (1) allowable expenses, (2) dollar thresholds by category of expense, (3) documentation requirements, and (4) required approvers.
  - h) ***Credit Cards (and debit cards, fuel cards, purchase cards, if applicable)***, including (1) how cards are to be controlled, (2) allowable business uses, (3) documentation requirements, (4) required approvers of statements, and (5) monitoring card usage (e.g., determining the reasonableness of fuel card purchases).
  - i) ***Ethics***, including (1) the prohibitions as defined in Louisiana Revised Statute (R.S.) 42:1111-1121, (2) actions to be taken if an ethics violation takes place, (3) system to monitor possible ethics violations, and (4) a requirement that documentation is maintained to demonstrate that all employees and officials were notified of any changes to the entity's ethics policy.
  - j) ***Debt Service***, including (1) debt issuance approval, (2) continuing disclosure/EMMA reporting requirements, (3) debt reserve requirements, and (4) debt service requirements.

HARBOR CENTER DISTRICT  
STATEWIDE AGREED-UPON PROCEDURES (CONTINUED)  
FOR THE YEAR ENDED DECEMBER 31, 2025

**WRITTEN POLICIES AND PROCEDURES (CONTINUED)**

- a) ***Information Technology Disaster Recovery/Business Continuity***, including (1) identification of critical data and frequency of data backups, (2) storage of backups in a separate physical location isolated from the network, (3) periodic testing/verification that backups can be restored, (4) use of antivirus software on all systems, (5) timely application of all available system and software patches/updates, and (6) identification of personnel, processes, and tools needed to recover operations after a critical event.
- b) ***Prevention of Sexual Harassment***, including R.S. 42:342-344 requirements for (1) agency responsibilities and prohibitions, (2) annual employee training, and (3) annual reporting.

**Results:** No exceptions were found as a result of applying the procedure.

**BOARD AND FINANCE COMMITTEE**

1. **Procedure:** Obtain and inspect the board/finance committee minutes for the fiscal period, as well as the board's enabling legislation, charter, bylaws, or equivalent document in effect during the fiscal period, and:
  - a) Observe that the board/finance committee met with a quorum at least monthly, or on a frequency in accordance with the board's enabling legislation, charter, bylaws, or other equivalent document.
  - b) For those entities reporting on the governmental accounting model, review the minutes from all regularly schedule board/finance committee meetings held during the fiscal year and observe whether the minutes from at least one meeting each month referenced or included monthly budget-to-actual comparisons on the general fund, quarterly budget-to-actual comparisons, at a minimum, on all proprietary funds, and semi-annual budget- to-actual comparisons, at a minimum, on all special revenue funds. Alternatively, for those entities reporting on the not-for-profit accounting model, observe that the minutes referenced or included financial activity relating to public funds if those public funds comprised more than 10% of the entity's collections during the fiscal period.
  - c) For governmental entities, obtain the prior year audit report and observe the unassigned fund balance in the general fund. If the general fund had a negative ending unassigned fund balance in the prior year audit report, observe that the minutes for at least one meeting during the fiscal period referenced or included a formal plan to eliminate the negative unassigned fund balance in the general fund.
  - d) Observe whether the board/finance committee received written updates of the progress of resolving audit finding(s), according to management's corrective action plan at each meeting until the findings are considered fully resolved.

**Results:** No exceptions were found as a result of applying the procedures.

**HARBOR CENTER DISTRICT**  
STATEWIDE AGREED-UPON PROCEDURES (CONTINUED)  
FOR THE YEAR ENDED DECEMBER 31, 2025

**BANK RECONCILIATIONS**

3. **Procedure:** Obtain a listing of entity bank accounts for the fiscal period from management and management's representation that the listing is complete. Ask management to identify the entity's main operating account. Select the entity's main operating account and randomly select four additional accounts (or all accounts if less than five). Randomly select one month from the fiscal period, obtain and inspect the corresponding bank statement and reconciliation for each selected account, and observe that:
- a) Bank reconciliations include evidence that they were prepared within two months of the related statement closing date (e.g., initialed and dated or electronically logged);
  - b) Bank reconciliations include written evidence that a member of management or a board member who does not handle cash, post ledgers, or issue checks has reviewed each bank reconciliation within one month of the date the reconciliation was prepared (e.g., initialed and dated or electronically logged); and
  - c) Management has documentation reflecting it has researched reconciling items that have been outstanding for more than 12 months from the statement closing date, if applicable.

**Results:** No exceptions were found as a result of applying the procedure.

**COLLECTIONS (EXCLUDING ELECTRONIC FUNDS TRANSFERS)**

4. **Procedure:** Obtain a listing of deposit sites for the fiscal period where deposits for cash/checks/money orders (cash) are prepared and management's representation that the listing is complete. Randomly select five deposit sites (or all deposit sites if less than five).
5. **Procedure:** For each deposit site selected, obtain a listing of collection locations and management's representation that the listing is complete. Randomly select one collection location for each deposit site (e.g. five collection locations for five deposit sites), obtain and inspect written policies and procedures relating to employee job duties (if there are no written policies or procedures, then inquire of employees about their job duties) at each collection location, and observe that job duties are properly segregated at each collection location such that
- a) Employees responsible for cash collections do not share cash drawers/registers;
  - b) Each employee responsible for collecting cash is not also responsible for preparing/making bank deposits, unless another employee/official is responsible for reconciling collection documentation (e.g., pre-numbered receipts) to the deposit;
  - c) Each employee responsible for collecting cash is not also responsible for posting collection entries to the general ledger or subsidiary ledgers, unless another employee/official is responsible for reconciling ledger postings to each other and to the deposit; and

HARBOR CENTER DISTRICT  
STATEWIDE AGREED-UPON PROCEDURES (CONTINUED)  
FOR THE YEAR ENDED DECEMBER 31, 2025

**COLLECTIONS (EXCLUDING ELECTRONIC FUNDS TRANSFERS) (CONTINUED)**

- d) The employee(s) responsible for reconciling cash collections to the general ledger and/or subsidiary ledgers, by revenue source and/or custodial fund additions, is (are) not also responsible for collecting cash, unless another employee/official verifies the reconciliation.
6. **Procedure:** Obtain from management a copy of the bond or insurance policy for theft covering all employees who have access to cash. Observe that the bond or insurance policy for theft was in force during the fiscal period.
7. **Procedure:** Randomly select two deposit dates for each of the five bank accounts selected for Bank Reconciliations #3 (select the next deposit date chronologically if no deposits were made on the dates randomly selected and randomly select a deposit if multiple deposits are made on the same day). Alternatively, the practitioner may use a source document other than bank statements when selecting the deposit dates for testing, such as a cash collection log, daily revenue report, receipt book, etc. Obtain supporting documentation for each of the 10 deposits and:
- a) Observe that receipts are sequentially pre-numbered.
  - b) Trace sequentially pre-numbered receipts, system reports, and other related collection documentation to the deposit slip.
  - c) Trace the deposit slip total to the actual deposit per the bank statement.
  - d) Observe that the deposit was made within one business day of receipt at the collection location (within one week if the depository is more than ten miles from the collection location or the deposit is less than \$100 and the cash is stored securely in a locked safe or drawer).
  - e) Trace the actual deposit per the bank statement to the general ledger.

**Results:** No exceptions were found as a result of applying the procedures.

**NON-PAYROLL DISBURSEMENTS (EXCLUDING CARD PURCHASES, TRAVEL REIMBURSEMENTS, AND PETTY CASH PURCHASES)**

8. **Procedure:** Obtain a listing of locations that process payments for the fiscal period and management's representation that the listing is complete. Randomly select 5 locations (or all locations if less than five).
9. **Procedure:** For each location selected under procedure #8 above, obtain a listing of those employees involved with non-payroll purchasing and payment functions. Obtain written policies and procedures relating to employee job duties (if the agency has no written policies and procedures, then inquire of employees about their job duties), and observe that job duties are properly segregated such that

HARBOR CENTER DISTRICT  
STATEWIDE AGREED-UPON PROCEDURES (CONTINUED)  
FOR THE YEAR ENDED DECEMBER 31, 2025

**NON-PAYROLL DISBURSEMENTS (EXCLUDING CARD PURCHASES, TRAVEL REIMBURSEMENTS, AND PETTY CASH PURCHASES)(CONTINUED)**

- a) At least two employees are involved in initiating a purchase request, approving a purchase, and placing an order or making the purchase;
  - b) At least two employees are involved in processing and approving payments to vendors;
  - c) The employee responsible for processing payments is prohibited from adding/modifying vendor files, unless another employee is responsible for periodically reviewing changes to vendor files;
  - d) Either the employee/official responsible for signing checks mails the payment or gives the signed checks to an employee to mail who is not responsible for processing payments; and
  - e) Only employees/officials authorized to sign checks approve the electronic disbursement (release) of funds, whether through automated clearinghouse (ACH), electronic funds transfer (EFT), wire transfer, or some other electronic means.
10. **Procedure:** For each location selected under procedure #8 above, obtain the entity's non-payroll disbursement transaction population (excluding cards and travel reimbursements) and obtain management's representation that the population is complete. Randomly select five disbursements for each location, obtain supporting documentation for each transaction and
- a) Observe whether the disbursement, whether by paper or electronic means, matched the related original itemized invoice, and supporting documentation indicates that deliverables included on the invoice were received by the entity, and
  - b) Observe whether the disbursement documentation included evidence (e.g., initial/date, electronic logging) of segregation of duties tested under procedure #9 above, as applicable.
11. **Procedure:** Using the entity's main operating account and the month selected in Bank Reconciliations procedure #3, randomly select 5 non-payroll-related electronic disbursements (or all electronic disbursements if less than 5) and observe that each electronic disbursement was (a) approved by only those persons authorized to disburse funds (e.g., sign checks) per the entity's policy, and (b) approved by the required number of authorized signers per the entity's policy. Note: If no electronic payments were made from the main operating account during the month selected the practitioner should select an alternative month and/or account for testing that does include electronic disbursements.

**Results:** No exceptions were found as a result of applying the procedure.

HARBOR CENTER DISTRICT  
STATEWIDE AGREED-UPON PROCEDURES (CONTINUED)  
FOR THE YEAR ENDED DECEMBER 31, 2025

**CREDIT CARDS/DEBIT CARDS/FUEL CARDS/PURCHASE CARDS (CARDS)**

12. **Procedure:** Obtain from management a listing of all active credit cards, bank debit cards, fuel cards, and purchase cards (cards) for the fiscal period, including the card numbers and the names of the persons who maintained possession of the cards. Obtain management's representation that the listing is complete.
  
13. **Procedure:** Using the listing prepared by management, randomly select 5 cards (or all cards if less than 5) that were used during the fiscal period. Randomly select one monthly statement or combined statement for each card (for a debit card, randomly select one monthly bank statement). Obtain supporting documentation, and
  - a) Observe whether there is evidence that the monthly statement or combined statement and supporting documentation (e.g., original receipts for credit/debit card purchases, exception reports for excessive fuel card usage) was reviewed and approved, in writing (or electronically approved) by someone other than the authorized card holder (those instances requiring such approval that may constrain the legal authority of certain public officials, such as the mayor of a Lawrason Act municipality, should not be reported); and
  - b) Observe that finance charges and late fees were not assessed on the selected statements.
  
14. **Procedure:** Using the monthly statements or combined statements selected under procedure #13 above, excluding fuel cards, randomly select 10 transactions (or all transactions if less than 10) from each statement, and obtain supporting documentation for the transactions (e.g., each card should have 10 transactions subject to inspection). For each transaction, observe that it is supported by (1) an original itemized receipt that identifies precisely what was purchased, (2) written documentation of the business/public purpose, and (3) documentation of the individuals participating in meals (for meal charges only). For missing receipts, the practitioner should describe the nature of the transaction and observe whether management had a compensating control to address missing receipts, such as a "missing receipt statement" that is subject to increased scrutiny.
  
15. **Procedure:** Using the list of terminated employees obtained in Payroll and Personnel procedure #20 identify those individuals who had access to cards and randomly select 5 terminated employees (or all terminated employees with card access if less than 5) from this population. Observe evidence that the cards have been deactivated for these terminated employees. In cases where a card is shared by multiple users, obtain evidence that the terminated employees' authorization has been removed.

**Results:** No exceptions were found as a result of applying the procedure..

HARBOR CENTER DISTRICT  
STATEWIDE AGREED-UPON PROCEDURES (CONTINUED)  
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**TRAVEL AND TRAVEL-RELATED EXPENSE REIMBURSEMENTS (EXCLUDING CARD TRANSACTIONS)**

16. **Procedure:** Obtain from management a listing of all travel and travel-related expense reimbursements during the fiscal period and management's representation that the listing or general ledger is complete. Randomly select five reimbursements and obtain the related expense reimbursement forms/prepaid expense documentation of each selected reimbursement, as well as the supporting documentation. For each of the five reimbursements selected:

- a) If reimbursed using a per diem, observe that the approved reimbursement rate is no more than those rates established either by the State of Louisiana ([doa.la.gov/doa/ost/ppm-49-travel-guide/](http://doa.la.gov/doa/ost/ppm-49-travel-guide/)) or the U.S. General Services Administration ([www.gsa.gov](http://www.gsa.gov));
- b) If reimbursed using actual costs, observe that the reimbursement is supported by an original itemized receipt that identifies precisely what was purchased.
- c) Observe that each reimbursement is supported by documentation of the business/public purpose (for meal charges, observe that the documentation includes the names of those individuals participating) and other documentation required by Written Policies and Procedures procedure #1A(vii); and
- d) Observe that each reimbursement was reviewed and approved, in writing, by someone other than the person receiving reimbursement.

**Results:** No exceptions were found as a result of applying the procedure.

**CONTRACTS**

17. **Procedure:** Obtain from management a listing of all agreements/contracts for professional services, materials and supplies, leases, and construction activities that were initiated or renewed during the fiscal period. Alternatively, the practitioner may use an equivalent selection source, such as an active vendor list. Obtain management's representation that the listing is complete. Randomly select 5 contracts (or all contracts if less than 5) from the listing, excluding the practitioner's contract, and

- a) Observe whether the contract was bid in accordance with the Louisiana Public Bid Law (e.g., solicited quotes or bids, advertised), if required by law.
- b) Observe whether the contract was approved by the governing body/board, if required by policy or law (e.g., Lawrason Act, Home Rule Charter).
- c) If the contract was amended (e.g. change order), observe that the original contract terms provided for such an amendment and that amendments were made in compliance with the contract terms (e.g., if approval is required for any amendment, the documented approval); and

HARBOR CENTER DISTRICT  
STATEWIDE AGREED-UPON PROCEDURES (CONTINUED)  
FOR THE YEAR ENDED DECEMBER 31, 2025

**CONTRACTS (CONTINUED)**

- d) Randomly select one payment from the fiscal period for each of the five contracts, obtain the supporting invoice, agree the invoice to the contract terms, and observe that the invoice and related payment agreed to the terms and conditions of the contract.

**Results:** No exceptions were found as a result of applying the procedure.

**PAYROLL AND PERSONNEL**

18. **Procedure:** Obtain a listing of employees and officials employed during the fiscal period and management's representation that the listing is complete. Randomly select five employees or officials, obtain related paid salaries and personnel files, and agree paid salaries to authorized salaries/pay rates in the personnel files.
19. **Procedure:** Randomly select one pay period during the fiscal period. For the five employees or officials selected under procedure #18 above, obtain attendance records and leave documentation for the pay period, and:
  - a) Observe that all selected employees or officials documented their daily attendance and leave (e.g., vacation, sick, compensatory);
  - b) Observe whether supervisors approved the attendance and leave of the selected employees or officials.
  - c) Observe that any leave accrued or taken during the pay period is reflected in the entity's cumulative leave records; and
  - d) Observe the rate paid to the employees or officials agrees to the authorized salary/pay rate found within the personnel file.
20. **Procedure:** Obtain a listing of those employees or officials that received termination payments during the fiscal period and management's representation that the list is complete. Randomly select two employees or officials and obtain related documentation of the hours and pay rates used in management's termination payment calculations and the entity's policy on termination payments. Agree the hours to the employee's or official's cumulative leave records, agree the pay rates to the employee's or official's authorized pay rates in the employee's or official's personnel files, and agree the termination payment to entity policy.
21. **Procedure:** Obtain management's representation that employer and employee portions of third-party payroll related amounts (e.g. payroll taxes, retirement contributions, health insurance premiums, garnishments, workers' compensation premiums, etc.) have been paid, and any associated forms have been filed by required deadlines.

**Results:** No exceptions were found as a result of applying the procedures.

HARBOR CENTER DISTRICT  
STATEWIDE AGREED-UPON PROCEDURES (CONTINUED)  
FOR THE YEAR ENDED DECEMBER 31, 2025

**ETHICS**

22. **Procedure:** Using the five randomly selected employees/officials from Payroll and Personnel procedure #18 obtain ethics documentation from management, and
- a) Observe whether the documentation demonstrates that each employee/official completed one hour of ethics training during the calendar year as required by R.S. 42:1170 and
  - b) Observe whether the entity maintains documentation which demonstrates that each employee and official were notified of any changes to the entity's ethics policy during the fiscal period, as applicable.
  - c) Inquire and/or observe whether the agency has appointed an ethics designee as required by R.S. 42:1170.

**Results:** No exceptions were found as a result of applying the procedure.

**DEBT SERVICE**

23. **Procedure:** Obtain a listing of bonds/notes and other debt instruments issued during the fiscal period and management's representation that the listing is complete. Select all debt instruments on the listing, obtain supporting documentation, and observe that State Bond Commission approval was obtained for each debt instrument issued as required by Article VII, Section 8 of the Louisiana Constitution.
24. **Procedure:** Obtain a listing of bonds/notes outstanding at the end of the fiscal period and management's representation that the listing is complete. Randomly select one bond/note, inspect debt covenants, obtain supporting documentation for the reserve balance and payments, and agree actual reserve balances and payments to those required by debt covenants (including contingency funds, short-lived asset funds, or other funds required by the debt covenants).

**Results:** No exceptions were found as a result of applying the procedure.

**FRAUD NOTICE**

25. **Procedure:** Obtain a listing of misappropriations of public funds and assets during the fiscal period and management's representation that the listing is complete. Select all misappropriations on the listing, obtain supporting documentation, and observe that the entity reported the misappropriation(s) to the legislative auditor and the district attorney of the parish in which the entity is domiciled as required by R.S. 24:523.

HARBOR CENTER DISTRICT  
STATEWIDE AGREED-UPON PROCEDURES (CONTINUED)  
FOR THE YEAR ENDED DECEMBER 31, 2025

**FRAUD NOTICE (CONTINUED)**

26. **Procedure:** Observe that the entity has posted on its premises and website, the notice required by R.S. 24:523.1 concerning the reporting of misappropriation, fraud, waste, or abuse of public funds.

**Results:** No exceptions were found as a result of applying the procedures.

**INFORMATION TECHNOLOGY DISASTER RECOVERY/BUSINESS CONTINUITY**

27. **Procedure:** Perform the following procedures:

- a) Obtain and inspect the entity's most recent documentation that it has backed up its critical data (if there is no written documentation, then inquire of personnel responsible for backing up critical data) and observe evidence that such backup (a) occurred within the past week, (b) was not stored on the government's local server or network, and (c) was encrypted.
- b) Obtain and inspect the entity's most recent documentation that it has tested/verified that its backups can be restored (if there is no written documentation, then inquire of personnel responsible for testing/verifying backup restoration) and observe evidence that the test/verification was successfully performed within the past 3 months.
- c) Obtain a listing of the entity's computers currently in use, and their related locations, and management's representation that the listing is complete. Randomly select 5 computers and observe while management demonstrates that the selected computers have current and active antivirus software and that the operating system and accounting system software in use are currently supported by the vendor.

28. **Procedure:** Randomly select 5 terminated employees (or all terminated employees if less than 5) using the list of terminated employees obtained in Payroll and Personnel procedure #20. Observe evidence that the selected terminated employees have been removed or disabled from the network.

29. **Procedure:** Using the 5 randomly selected employees/officials from Payroll and Personnel procedure #18, obtain cybersecurity training documentation from management, and observe that the documentation demonstrates that the following employees/officials with access to the agency's information technology assets have completed cybersecurity training as required by R.S. 42:1267. The requirements are as follows:

- Hired before June 9, 2020 - completed the training, and
- Hired on or after June 9, 2020 - completed the training within 30 days of initial service or employment.

**Results:** We performed these procedures and discussed results with management.

HARBOR CENTER DISTRICT  
STATEWIDE AGREED-UPON PROCEDURES (CONTINUED)  
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**PREVENTION OF SEXUAL HARASSMENT**

30. **Procedure:** Using the 5 randomly selected employees/officials from Payroll and Personnel procedure #18, obtain sexual harassment training documentation from management, and observe that the documentation demonstrates each employee/official completed at least one hour of sexual harassment training during the calendar year as required by R.S. 42:343.
31. **Procedure:** Observe that the entity has posted its sexual harassment policy and complaint procedure on its website (or in a conspicuous location on the entity's premises if the entity does not have a website).
32. **Procedure:** Obtain the entity's annual sexual harassment report for the current fiscal period, observe that the report was dated on or before February 1, and observe that the report includes the applicable requirements of R.S. 42:344:
- a) Number and percentage of public servants in the agency who have completed the training requirements;
  - b) Number of sexual harassment complaints received by the agency;
  - c) Number of complaints which resulted in a finding that sexual harassment occurred;
  - d) Number of complaints in which the finding of sexual harassment resulted in discipline or corrective action; and
  - e) Amount of time it took to resolve each complaint.

**Results:** No exceptions were found as a result of applying the procedures.