



LOUISIANA RURAL AMBULANCE ALLIANCE

(A NOT FOR PROFIT ORGANIZATION)

FINANCIAL STATEMENTS

DECEMBER 31, 2024





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INDEPENDENT AUDITORS' REPORT

To the Board of Directors
Louisiana Rural Ambulance Alliance
St. Gabriel, Louisiana

Opinion

We have audited the accompanying financial statements of the Louisiana Rural Ambulance Alliance (a non-profit organization) (the "Alliance"), which comprises the statements of financial position as of December 31, 2024 and 2023, and the related statements of activities and changes in net assets, functional expenses, and cash flows for each of the years then ended, and the related notes to the financial statements.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the Louisiana Rural Ambulance Alliance as of December 31, 2024 and 2023, and the changes in its net assets and its cash flows for each of the years then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audits in accordance with auditing standards generally accepted in the United States of America ("GAAS") and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States ("*Government Auditing Standards*"). Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of the Alliance and to meet our other ethical responsibilities in accordance with the relevant ethical requirements relating to our audits. 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 these 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.

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 Alliance's ability to continue as a going concern for one year after the date that the financial statements are available to be issued.

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 GAAS 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 GAAS 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 Alliance'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 Alliance's ability to continue as a going concern for a reasonable period of time.

We are required to communicate to 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.



Supplementary Information

Our audit was conducted for the purposes of forming an opinion on the financial statements as a whole. The schedule of compensation, benefits, and other payments to chief executive officer is presented for purposes of additional analysis and is not a required part of the 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 financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the 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 chief executive officer is fairly stated, in all material respects, in relation to the financial statements as a whole.

Other Reporting Required by Government Auditing Standards

In accordance with *Government Auditing Standards*, we have also issued our report dated June 20, 2025, on our consideration of the Alliance'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 Alliance'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 Alliance's internal control over financial reporting and compliance.

EisnerAmper LLP

EISNERAMPER LLP
Baton Rouge, Louisiana
June 20, 2025



LOUISIANA RURAL AMBULANCE ALLIANCE
(A NOT FOR PROFIT ORGANIZATION)
STATEMENTS OF FINANCIAL POSITION
DECEMBER 31, 2024 AND 2023

	<u>2024</u>	<u>2023</u>
<u>ASSETS</u>		
Cash and cash equivalents	\$ 1,447,650	\$ 2,061,485
Contract receivables	107,318	1,394,425
Promises to give - governmental agencies	16,867	-
Prepaid expenses	68,507	67,806
Investments	831,063	757,992
Buildings and equipment, net	3,523,325	3,670,404
Construction in progress	88,704	65,853
	<u>6,083,434</u>	<u>8,017,965</u>
TOTAL ASSETS	\$ 6,083,434	\$ 8,017,965
<u>LIABILITIES</u>		
Accounts payable	\$ 25,877	\$ 1,108,679
Accrued expenses	3,657	-
Due to related party	17,078	65,766
Compensated absences	7,245	-
TOTAL LIABILITIES	53,857	1,174,445
<u>NET ASSETS</u>		
Without donor restrictions	6,011,491	6,740,562
With donor restrictions	18,086	102,958
TOTAL NET ASSETS	6,029,577	6,843,520
TOTAL LIABILITIES AND NET ASSETS	\$ 6,083,434	\$ 8,017,965

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

LOUISIANA RURAL AMBULANCE ALLIANCE
(A NOT FOR PROFIT ORGANIZATION)
STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS
YEAR ENDED DECEMBER 31, 2024

	Without Restrictions	With Restrictions	Total
<u>REVENUES AND OTHER SUPPORT</u>			
Public support:			
Contributions from government agencies	\$ 122,630	\$ 12,000	\$ 134,630
Other revenue:			
Service fee - Surge contract	149,963	-	149,963
Service fee - HHS asset maintenance contract	205,597	-	205,597
Educational events and training	60,181	-	60,181
Investment earnings, net	57,994	-	57,994
Loss on disposal of assets	(5,100)	-	(5,100)
Miscellaneous	39,708	-	39,708
Total revenues	630,973	12,000	642,973
Net assets released from purpose restrictions	96,872	(96,872)	-
Total revenues and other support	727,845	(84,872)	642,973
<u>EXPENSES</u>			
Program services:			
Emergency response	143,180	-	143,180
Asset maintenance	175,173	-	175,173
EMS Readiness	110,066	-	110,066
Member services	587,035	-	587,035
Total program services	1,015,454	-	1,015,454
Support services	441,462	-	441,462
Total expenses	1,456,916	-	1,456,916
Change in net assets	(729,071)	(84,872)	(813,943)
Net assets at beginning of year	6,740,562	102,958	6,843,520
Net assets at end of year	\$ 6,011,491	\$ 18,086	\$ 6,029,577

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

LOUISIANA RURAL AMBULANCE ALLIANCE
(A NOT FOR PROFIT ORGANIZATION)
STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS
YEAR ENDED DECEMBER 31, 2023

	Without Restrictions	With Restrictions	Total
<u>REVENUES AND OTHER SUPPORT</u>			
Public support:			
Contributions from government agencies	\$ 242,813	\$ 150,000	\$ 392,813
Other revenue:			
Service fee - Surge contract	2,199,103	-	2,199,103
Service fee - HHS asset maintenance contract	167,751	-	167,751
Service fee - EMS Readiness	725,154	-	725,154
Educational events and training	50,500	-	50,500
Investment earnings, net	81,366	-	81,366
Contributions of non-financial assets	50,000	-	50,000
Miscellaneous	16,371	-	16,371
Total revenues	3,533,058	150,000	3,683,058
Net assets released from purpose restrictions	47,042	(47,042)	-
Total revenues and other support	3,580,100	102,958	3,683,058
<u>EXPENSES</u>			
Program services:			
Emergency response	1,844,524	-	1,844,524
Asset maintenance	174,997	-	174,997
EMS Readiness	367,317	-	367,317
Member services	567,257	-	567,257
Total program services	2,954,095	-	2,954,095
Support services	196,492	-	196,492
Total expenses	3,150,587	-	3,150,587
Change in net assets	429,513	102,958	532,471
Net assets at beginning of year	6,311,049	-	6,311,049
Net assets at end of year	\$ 6,740,562	\$ 102,958	\$ 6,843,520

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

LOUISIANA RURAL AMBULANCE ALLIANCE
(A NOT FOR PROFIT ORGANIZATION)
STATEMENTS OF FUNCTIONAL EXPENSES
YEARS ENDED DECEMBER 31, 2024 AND 2023

	2024						
	Program Services					Support Services	
	Emergency Response	Asset Maintenance	EMS Readiness	Member Services	Total	General and Administrative	Total Expenses
Committees and dues	\$ -	\$ -	\$ -	\$ 3,795	\$ 3,795	\$ -	\$ 3,795
Contract services	127,901	-	5,785	62,086	195,772	374	196,146
Depreciation	-	16,843	44,114	139,080	200,037	98,751	298,788
Education	-	-	52,952	-	52,952	-	52,952
Employee benefits	555	8,198	-	18,533	27,286	28,419	55,705
Insurance	-	20,151	-	-	20,151	57,713	77,864
Meals	-	-	-	-	-	3,700	3,700
Miscellaneous	-	11,380	-	111,181	122,561	6,430	128,991
Professional services	-	11,300	-	3,511	14,811	3,630	18,441
Repairs and maintenance	-	30,455	-	-	30,455	21,963	52,418
Salaries	3,489	55,544	-	111,162	170,195	178,565	348,760
Service charges	-	-	-	-	-	35	35
Supplies	11,235	18,535	7,215	10,320	47,305	16,922	64,227
Telecommunications	-	936	-	100,416	101,352	-	101,352
Travel and lodging	-	1,831	-	26,951	28,782	-	28,782
Utilities	-	-	-	-	-	24,960	24,960
Total Expenses	\$ 143,180	\$ 175,173	\$ 110,066	\$ 587,035	\$ 1,015,454	\$ 441,462	\$ 1,456,916

	2023						
	Program Services					Support Services	
	Emergency Response	Asset Maintenance	EMS Readiness	Member Services	Total	General and Administrative	Total Expenses
Committees and dues	\$ -	\$ -	\$ -	\$ 1,724	\$ 1,724	\$ -	\$ 1,724
Contract services	1,818,547	68,054	204,314	160,518	2,251,433	6,700	2,258,133
Depreciation	-	21,834	31,995	137,794	191,623	72,611	264,234
Education	-	-	99,458	-	99,458	-	99,458
Insurance	-	30,321	-	-	30,321	49,955	80,276
In-kind trainings	-	-	-	50,000	50,000	-	50,000
Meals	-	-	-	-	-	939	939
Miscellaneous	-	12,497	-	73,615	86,112	907	87,019
Professional services	13,293	11,175	-	29,866	54,334	1,980	56,314
Repairs and maintenance	-	13,892	-	-	13,892	34,834	48,726
Service charges	-	-	-	-	-	360	360
Supplies	6,172	16,542	31,550	15,195	69,459	7,318	76,777
Telecommunications	-	-	-	87,086	87,086	-	87,086
Travel and lodging	6,512	682	-	11,459	18,653	-	18,653
Utilities	-	-	-	-	-	20,888	20,888
Total Expenses	\$ 1,844,524	\$ 174,997	\$ 367,317	\$ 567,257	\$ 2,954,095	\$ 196,492	\$ 3,150,587

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

LOUISIANA RURAL AMBULANCE ALLIANCE
(A NOT FOR PROFIT ORGANIZATION)
STATEMENTS OF CASH FLOWS
YEARS ENDED DECEMBER 31, 2024 AND 2023

	<u>2024</u>	<u>2023</u>
<u>CASH FLOWS FROM OPERATING ACTIVITIES</u>		
Change in net assets	\$ (813,943)	\$ 532,471
Adjustments to reconcile change in net assets to net cash provided by (used in) operating activities:		
Depreciation	298,788	264,234
Loss on disposal of assets	5,100	-
Net realized (gain) loss on investments	(12,282)	1,650
Unrealized gain on investments	(24,560)	(66,573)
(Increase) decrease in contract receivables	1,287,107	(1,262,015)
Increase in promises to give - governmental agencies	(16,867)	-
Increase in prepaid expenses	(701)	(15,175)
Decrease in due to related parties	(48,688)	(40,571)
Increase (decrease) in accounts payable	(1,082,802)	744,562
Increase in accrued expenses	3,657	-
Increase in compensated absences	7,245	-
Net cash provided by (used in) operating activities	<u>(397,946)</u>	<u>158,583</u>
<u>CASH FLOWS FROM INVESTING ACTIVITIES</u>		
Purchases of buildings, equipment, and construction in progress	(179,660)	(1,075,638)
Purchases of investments	(253,479)	(390,475)
Proceeds from sales of investments	217,250	375,078
Net cash used in investing activities	<u>(215,889)</u>	<u>(1,091,035)</u>
Change in cash and cash equivalents	(613,835)	(932,452)
Cash and cash equivalents at beginning of year	<u>2,061,485</u>	<u>2,993,937</u>
Cash and cash equivalents at end of year	<u><u>\$ 1,447,650</u></u>	<u><u>\$ 2,061,485</u></u>

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

LOUISIANA RURAL AMBULANCE ALLIANCE
(A NOT FOR PROFIT ORGANIZATION)

NOTES TO FINANCIAL STATEMENTS

1. Summary of Significant Accounting Policies

Nature of Activities

The Louisiana Rural Ambulance Alliance (the Alliance) is a non-profit organization that was formed on September 8, 1995, to promote the ambulance industry in the State of Louisiana. To accomplish this purpose, the Alliance engages in educational and legislative activities on behalf of its members. In addition to the promotion of the ambulance industry, the Alliance also assists the Bureau of Emergency Medical Services of the State of Louisiana in emergency response for declared emergencies as well as the Bureau of Community Preparedness of the State of Louisiana for establishing, expanding, training, and sustaining the state health workforce for current and future pandemics.

Program Services

Emergency Response

The Alliance provides ambulatory services in the event of declared emergencies. Included in the ambulance services are staffing and operational support to the Bureau of Emergency Medical Services.

Asset Maintenance

The Alliance purchases, tracks, and maintains assets for use by the Emergency Medical Service Public Health workforce.

EMS Readiness

The Alliance establishes, expands, and sustains an Emergency Medical Services Public Health workforce for current and future pandemics.

Member Services

The Alliance provides education, training, and legislative services to the members of the Louisiana Rural Ambulance Association.

Support Services

General and Administrative

The support service category includes the functions necessary to secure proper administrative functioning of the Alliance's governing board, maintain an adequate working environment, and manage financial responsibilities of the Alliance.

Basis of Accounting

The Alliance prepares its financial statements on the accrual basis of accounting. Accordingly, revenues are recognized when earned and expenses are recognized when incurred.

To ensure proper usage of restricted and unrestricted assets, the Alliance maintains its accounts according to accounting principles generally accepted in the United States of America, whereby funds are classified in accordance with specified restrictions or objectives.

LOUISIANA RURAL AMBULANCE ALLIANCE
(A NOT FOR PROFIT ORGANIZATION)

NOTES TO FINANCIAL STATEMENTS

1. **Summary of Significant Accounting Policies** (continued)

Cash and Cash Equivalents

The Alliance considers all cash accounts and money markets funds with a maturity of three months or less when purchased to be cash and cash equivalents.

Contract Receivables

Management considers contract receivables that are more than 180 days old based on the invoice date to be uncollectible. There is no interest charged on past due accounts. No reserve for credit losses has been established. Management has determined that all receivables as of each year end are collectible.

Promises to Give - Government Agencies

Promises to give consists of unremitted reimbursements of expenses from government agencies that are based upon individual grant requirements. Management has determined that all amounts due from government agencies as of each year end are collectible.

Investments

Investments in marketable securities with readily determinable fair values are valued at their fair values in the statements of financial position. Investment expenses, such as investment advisory fees, are netted against investment income (loss) in the statements of activities and changes in net assets.

Buildings and Equipment

The Alliance capitalizes buildings and equipment over \$1,500 at cost, or if donated, at fair value on the date of donation. Lesser amounts are expensed. Depreciation and amortization are computed using the straight-line method over the estimated useful lives of the assets ranging from 5 to 40 years, or in the case of leased assets or leasehold improvements, the lesser of the useful life of the asset or the lease term. When assets are sold or otherwise disposed of, the cost and related depreciation and amortization are removed from the accounts, and any resulting gain or loss is included in the statement of activities. Costs of maintenance and repairs that do not improve or extend the useful lives of the respective assets are expensed currently.

The carrying values of buildings and equipment are reviewed for impairment whenever events or circumstances indicate that the carrying value of an asset may not be recoverable from the estimated future cash flows expected to result from its use and eventual disposition. When considered impaired, an impairment loss is recognized to the extent carrying value exceeds the fair value of the asset. There were no indicators of asset impairment during the years ended December 31, 2024 and 2023.

LOUISIANA RURAL AMBULANCE ALLIANCE
(A NOT FOR PROFIT ORGANIZATION)

NOTES TO FINANCIAL STATEMENTS

1. **Summary of Significant Accounting Policies** (continued)

Leases

The Alliance is not operating under any significant leases as of December 31, 2024 and 2023. The Alliance follows accounting standards and updates related to accounting for leases. Under the standards for finance and operating leases other than those considered to be short-term, the Alliance recognizes lease right of use assets and related lease liabilities. The Alliance does not recognize short-term finance and operating leases on its statements of financial position. A short-term finance or operating lease has an original term of twelve months or less and does not have a purchase option that is likely to be exercised.

Net Assets

Net assets without donor restrictions are available for use at the discretion of the Board of Directors (the Board) and/or management for general operating purposes.

Net assets with donor or grantor restrictions consist of assets whose use is limited by donor or grantor-imposed time and/or purpose restrictions.

Revenue Recognition

The majority of the Alliance's revenue is derived from grants with government agencies and service fees.

Grants are non-exchange transactions that benefit the general public and are recorded like contributions.

Contributions of noncash assets are recorded at their fair values in the period received. Contributions of donated services that create or enhance nonfinancial assets or that require specialized skills, are provided by individuals possessing those skills, and would typically need to be purchased if not provided by donation, are recorded at their fair values in the period received. The Alliance did not recognize any in-kind trainings during the year ended December 31, 2024. The Alliance recognized \$50,000 of in-kind trainings during the year ended December 31, 2023.

The Alliance reports contributions restricted by donors as increases in net assets without donor restrictions if the restrictions expire (that is, when a stipulated time restriction ends or purpose restriction is accomplished) in the reporting period in which the revenue is recognized. All other donor-restricted contributions are reported as increases in net assets with donor restrictions, depending on the nature of the restrictions. When a restriction expires, net assets with donor restrictions are reclassified to net assets without donor restrictions and reported in the statements of activities and changes in net assets as net assets released from restrictions.

The service fee revenue under the Surge contract is earned over time based upon contractually determined hourly rates associated with emergency transportation management services and supply of ambulances including ALS, BLS, and fixed wing air. The contract for these services is initiated upon the written notification of a declaration of a state of emergency by the State Health Officer or his designee of the State of Louisiana. On a contingency basis, the Alliance provides support to the Emergency Medical Services – Tactical Operations Center. These services are recognized and billed on a monthly basis as the services are provided.

LOUISIANA RURAL AMBULANCE ALLIANCE
(A NOT FOR PROFIT ORGANIZATION)

NOTES TO FINANCIAL STATEMENTS

1. **Summary of Significant Accounting Policies** (continued)

Revenue Recognition (continued)

The service fee revenue under the HHS asset maintenance contract is earned over time as the asset management services are provided. These services are billed quarterly after the services are provided.

The service fee revenue under the EMS Readiness contract is earned as the contract deliverables and performance measures are met. These services are billed upon completion of the deliverables as specified in the contract.

Expenses

Expenses are recognized by the Alliance on an accrual basis. Costs paid in advance and not yet incurred are recorded as prepaid until the applicable period.

Functional Allocation of Expenses

The statements of functional expenses present expenses by function and natural classification. Expenses are charged directly to programs in categories based on specific identification. Indirect expenses, if any, are allocated based on amounts approved by the respective contracts. No allocation of general and administrative costs has been made to program services.

Use of Estimates

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from those estimates.

Income Taxes

The Alliance accounts for income taxes in accordance with the income tax accounting guidance included in the Financial Accounting Standards Board (FASB) Accounting Standards Codification (ASC).

The Alliance is a nonprofit organization that is exempt from income taxes under Section 501(c)(3) of the Internal Revenue Code and classified by the Internal Revenue Service as other than a private foundation. Therefore, the Alliance has not recorded a provision for income taxes in the accompanying financial statements.

Management has evaluated the Alliance's tax positions and concluded that the Alliance has taken no uncertain tax positions that require adjustment to or disclosure in the financial statements to comply with the provisions of the accounting guidance for income taxes.

LOUISIANA RURAL AMBULANCE ALLIANCE
(A NOT FOR PROFIT ORGANIZATION)

NOTES TO FINANCIAL STATEMENTS

1. **Summary of Significant Accounting Policies** (continued)

Compensated Absences

Employees earn paid time off at various rates depending upon length of their employment. Accumulated paid time off is recorded as an expense and liability as the benefits accrue to employees. Employees are entitled to payout of accumulated paid time off upon retirement or termination. Employees earn 40 hours of sick leave at the beginning of each year. Unused sick leave at the end of the year is forfeited. The compensated absences liability was \$7,245 at December 31, 2024. There was no compensated absences liability for the year ended December 31, 2023.

2. **Cash and Cash Equivalents**

At December 31, 2024 and 2023 the carrying amounts of the Alliance's deposits were \$1,447,650 and \$2,061,485, respectively. These deposits are at cost, which approximates fair value.

3. **Concentrations of Credit Risk**

At various times throughout the year, the carrying value of the Alliance's deposits were in excess of FDIC insurance. Management believes that the risk of default is minimal.

4. **Buildings and Equipment**

Buildings and equipment at December 31, 2024 and 2023 consist of the following:

	2024	2023
Building	\$ 2,858,064	\$ 2,783,724
Land improvements	10,250	10,250
Furniture and equipment	2,239,357	2,182,328
	5,107,671	4,976,302
Less: Accumulated depreciation	(1,584,346)	(1,305,898)
Buildings and equipment, net	\$ 3,523,325	\$ 3,670,404

Depreciation expense was \$298,788 and \$264,234 for the years ended December 31, 2024 and 2023, respectively.

Construction in progress as of December 31, 2024 and 2023 includes a shop building that is still in the planning phase.

LOUISIANA RURAL AMBULANCE ALLIANCE
(A NOT FOR PROFIT ORGANIZATION)

NOTES TO FINANCIAL STATEMENTS

5. Contributions from Government Agencies

Contributions and contracts with government agencies for the years ended December 31, 2024 and 2023 consisted of the following:

	2024		
	Without Restrictions	With Restrictions	Total
Department of Health and Human Services – Opioid Response Training Initiative	\$ 22,711	\$ -	\$ 22,711
Department of Health and Human Services – Asset Maintenance	-	12,000	12,000
United States Department of Agriculture - RATE	99,919	-	99,919
Total	<u>\$ 122,630</u>	<u>\$ 12,000</u>	<u>\$ 134,630</u>

	2023		
	Without Restrictions	With Restrictions	Total
Department of Health and Hospitals – Opioid Response	\$ 138,962	\$ -	\$ 138,962
United States Department of Agriculture - RATE	103,851	-	103,851
Louisiana Ambulance Alliance – Opioid Abuse Prevention Fund	-	150,000	150,000
Total	<u>\$ 242,813</u>	<u>\$ 150,000</u>	<u>\$ 392,813</u>

Net assets in the amount of \$96,872 were released from restrictions by incurring expenses satisfying the restricted purposes or by occurrences of other events specified by the grant. The amount of remaining net assets with donor restrictions related to the Opioid Abuse Prevention Fund was \$6,086. The Alliance received \$12,000 in proceeds from the sale of fixed assets in the current year which are to be spent on allowable costs under the HHS contract. The total amount of remaining of net assets with donor restrictions at December 31, 2024 was \$18,086.

Net assets in the amount of \$47,042 were released from restrictions by incurring expenses satisfying the restricted purposes or by occurrences of other events specified by the grant. The amount of remaining net assets with donor restrictions at December 31, 2023 was \$102,958.

6. Service Fees

The Alliance has a contract with the State of Louisiana to provide ambulance services as needed in the event of declared emergencies. Included in the ambulance services are staffing and operational support to the Bureau of Emergency Medical Services. The Alliance requests reimbursement from the State of Louisiana at the contracted hourly rate for the respective ambulance services. These reimbursements have been reported in the statements of activities and changes in net assets as service fee – Surge contract. The number of hours billed each year can vary greatly depending upon the severity of the declared emergencies.

LOUISIANA RURAL AMBULANCE ALLIANCE
(A NOT FOR PROFIT ORGANIZATION)

NOTES TO FINANCIAL STATEMENTS

6. **Service Fees** (continued)

The Alliance has a contract with the Louisiana Department of Health, Office of Public Health, Bureau of Community Preparedness of the State of Louisiana to establish, expand, train, and sustain the state health workforce to support jurisdictional COVID-19 prevention, preparedness, response, and recovery initiatives. The Alliance requests reimbursement from the State of Louisiana as the contract deliverables are completed. These reimbursements have been reported in the statements of activities and changes in net assets as services fee – EMS Readiness.

The amounts due to the Alliance under these contracts are included in the statement of financial position as contract receivables and are as follows at December 31,:

	2024	2023
Service fee – Surge contract	\$ 3,718	\$ 1,315,756
Service fee – HHS asset maintenance contract	79,797	30,669
Education events & training	14,293	48,000
Other	9,510	-
Total	<u>\$ 107,318</u>	<u>\$ 1,394,425</u>

7. **Promises to Give - Government Agencies**

The following represents the amounts due from government agencies at December 31, 2024 and 2023:

	2024	2023
Department of Health and Human Services – Opioid Response Training Initiative	<u>\$ 16,867</u>	<u>\$ -</u>

The amounts above are expected to be collected within one year.

8. **Investments and Fair Value of Financial Instruments**

Fair value of a financial instrument is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. Fair value is best determined based upon quoted market prices. In cases where quoted market prices are not available, fair values are based on estimates using present value or other valuation techniques. Those techniques are significantly affected by the assumptions used, including the discount rate and estimates of future cash flows. Accordingly, the fair value estimates may not be realized in an immediate settlement of the instruments. Therefore, the aggregate fair value amounts presented do not represent the underlying value of the Alliance.

LOUISIANA RURAL AMBULANCE ALLIANCE
(A NOT FOR PROFIT ORGANIZATION)

NOTES TO FINANCIAL STATEMENTS

8. Investments and Fair Value of Financial Instruments (continued)

The fair value guidance provides a consistent definition of fair value, which focuses on exit price in an orderly transaction (that is, not a forced liquidation or distressed sale) between market participants at the measurement date under current market conditions. If there has been a significant decrease in the volume and level of activity for the asset or liability, a change in valuation technique or the use of multiple valuation techniques may be appropriate. In such instances, determining the price at which willing market participants would transact at the measurement date under current market conditions depends on the facts and circumstances and requires use of significant judgment. The fair value is a reasonable point within the range that is most representative of fair value under current market conditions.

In accordance with this guidance, the Alliance groups its financial assets and financial liabilities generally measured at fair value in three levels, based on the markets in which the assets and liabilities are traded, and the reliability of the assumptions used to determine fair value.

- Level 1 – Valuation is based on quoted prices in active markets for identical assets or liabilities that the reporting entity has the ability to access at the measurement date. Level 1 assets and liabilities generally include debt and equity securities that are traded in an active exchange market. Valuations are obtained from readily available pricing sources for market transactions involving identical assets or liabilities.
- Level 2 – Valuation is based on inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly or indirectly. The valuation may be based on quoted prices for similar assets or liabilities; quoted prices in markets that are not active; or other inputs that are observable or can be corroborated by observable market data for substantially the full term of the asset or liability.
- Level 3 – Valuation is based on unobservable inputs that are supported by little or no market activity and that are significant to the fair value of the assets or liabilities. Level 3 assets and liabilities include financial instruments whose value is determined using pricing models, discounted cash flow methodologies, or similar techniques, as well as instruments for which determination of fair value requires significant management judgment or estimation.

Categorization within the valuation hierarchy is based upon the lowest level of input that is significant to the fair value measurement.

The following method and assumptions were used by the Alliance in estimating its fair value disclosures:

Equity and Fixed Income Securities Funds

Securities are classified within Level 1 where quoted market prices are available in an active market. Inputs include securities that have quoted prices in active markets for identical assets. If quoted market prices are unavailable, fair value is estimated using pricing models or quoted prices of securities with similar characteristics, at which point the securities would be classified within Level 2 of the hierarchy.

LOUISIANA RURAL AMBULANCE ALLIANCE
(A NOT FOR PROFIT ORGANIZATION)

NOTES TO FINANCIAL STATEMENTS

8. **Investments and Fair Value of Financial Instruments** (continued)

The following table presents for each fair value hierarchy level, the Alliance's financial assets that are measured at fair value on a recurring basis:

	December 31, 2024	December 31, 2023
	Level 1	Level 1
Equity Securities:		
Technology	\$ 72,132	\$ 81,993
Healthcare	60,555	44,120
Basic Materials	5,482	6,627
Communications	29,714	28,628
Consumer	29,743	30,667
Consumer Defensive	17,831	22,282
Industrial	28,487	28,311
Energy	83,343	5,490
Mid Cap	69,497	60,650
Large Cap	44,787	39,392
Small Blend	54,460	48,847
Real Estate	4,083	4,651
Financial Services	62,129	29,432
Utilities	10,394	7,967
Fixed Income Securities:		
Intermediate Core Bond Fund	87,416	73,869
Intermediate Core-Plus Bond Fund	83,917	162,444
Multisector Bond Fund	87,093	82,622
	<u>\$ 831,063</u>	<u>\$ 757,992</u>

9. **Availability and Liquidity Management**

The Alliance maintains a policy of structuring its financial assets to be available as its general expenses, liabilities, and other obligations come due. To help manage unanticipated liquidity needs, the Alliance has equity investments that are readily available to be sold.

LOUISIANA RURAL AMBULANCE ALLIANCE
(A NOT FOR PROFIT ORGANIZATION)

NOTES TO FINANCIAL STATEMENTS

9. Availability and Liquidity Management (continued)

The following table reflects the Alliance's financial assets as of December 31, 2024 and 2023, reduced by amounts that are not available to meet general obligations within one year of the statement of financial position date because of contractual or donor restrictions.

	2024	2023
Cash and cash equivalents	\$ 1,447,650	\$ 2,061,485
Contract receivables	107,318	1,394,425
Promises to give - government agencies	16,867	-
Investments	831,063	757,992
	<u>2,402,898</u>	<u>4,213,902</u>
Less: amounts held with donor restrictions	<u>(18,086)</u>	<u>(102,958)</u>
Financial assets available to meet cash needs for general expenses within one year	<u>\$ 2,384,812</u>	<u>\$ 4,110,944</u>

10. Related Party Transactions

The Alliance has contracted with the Louisiana Ambulance Alliance to provide comprehensive association management services to the Alliance in 2023 and to provide employee benefit plan management services in 2024. The Louisiana Ambulance Alliance is governed by the same board of directors as the Alliance.

Payments were made to the Louisiana Ambulance Alliance for contract services and reimbursements of business expenses during the years ended December 31, 2024 and 2023. Payments to Louisiana Ambulance Alliance amounted to \$58,369 and \$282,757 for the years ended December 31, 2024 and 2023, respectively.

The Alliance had outstanding balances for payroll benefit related costs owed to the Louisiana Ambulance Alliance of \$17,078 and \$65,766 as of December 31, 2024 and 2023, respectively. These amounts are included in the statements of financial position as amounts due to related party.

11. Subsequent Events

Management has evaluated subsequent events through the date that the financial statements were available to be issued, June 20, 2025, and determined that no additional disclosures were necessary. No subsequent events occurring after this date have been evaluated for inclusion in these financial statements.

SUPPLEMENTARY INFORMATION

LOUISIANA RURAL AMBULANCE ALLIANCE
(A NOT FOR PROFIT ORGANIZATION)
SCHEDULE OF COMPENSATION, BENEFITS, AND
OTHER PAYMENTS TO CHIEF EXECUTIVE OFFICER
YEAR ENDED DECEMBER 31, 2024

Chief Executive Officer: Shane Bellard

Purpose

Salary	\$	92,000
Benefits		6,657
Tuition and Books		7,731
Travel		2,096
Reimbursements		79
	\$	<u>108,563</u>

OTHER REPORTS 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 Board of Directors
Louisiana Rural Ambulance Alliance
St. Gabriel, Louisiana

We have audited, in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States ("*Government Auditing Standards*"), the financial statements of the Louisiana Rural Ambulance Alliance (a nonprofit organization) (the Alliance), which comprise the statement of financial position as of December 31, 2024, and the related statements of activities and changes in net assets, functional expenses, and cash flows for the year then ended, and the related notes to the financial statements, and have issued our report thereon dated June 20, 2025.

Report on Internal Control Over Financial Reporting

In planning and performing our audit of the financial statements, we considered the Alliance'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 opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Alliance's internal control. Accordingly, we do not express an opinion on the effectiveness of the Alliance'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 organization'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 and, therefore, material weaknesses or significant deficiencies may exist that were not identified. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. We identified certain deficiencies in internal control, described in the accompany schedule of findings and recommendations as items 2024-001, 2024-002, and 2024-003 that we consider to be significant deficiencies.

Report on Compliance and Other Matters

As part of obtaining reasonable assurance about whether the Alliance'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 determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

Louisiana Rural Ambulance Alliance's Response to Findings

Government Auditing Standards requires the auditor to perform limited procedures on the Alliance's response to the findings identified in our audit and described in the accompanying schedule of findings and recommendations. The Alliance's responses were not subjected to the other auditing procedures applied in the audit of the financial statements and, accordingly, we express no opinion on the responses.

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 result of that testing, and not to provide an opinion on the effectiveness of the organization'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 organization's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

The logo for EisnerAmper LLP, featuring the company name in a stylized, cursive script.

EISNERAMPER LLP
Baton Rouge, Louisiana
June 20, 2025



LOUISIANA RURAL AMBULANCE ALLIANCE
(A NOT FOR PROFIT ORGANIZATION)

SCHEDULE OF FINDINGS AND RECOMMENDATIONS
YEAR ENDED DECEMBER 31, 2024

SECTION I - SUMMARY OF AUDIT RESULTS

Financial Statements

Type of auditors' report issued:

Unmodified

Internal control over financial reporting:

- Material weakness identified _____ Yes X No

- Significant deficiency identified not considered to be a material weakness? X Yes _____ None

Noncompliance material to financial statements noted?

_____ Yes X No

SECTION II – FINANCIAL STATEMENT FINDINGS

2024-001 RECONCILIATION OF GRANT EXPENSES

Criteria: To ensure the accuracy and completeness of accounting records and timeliness of grant reimbursement requests, the spreadsheets used to prepare the grant reimbursement requests should be reconciled to the accounting records.

Condition: Disbursements that are eligible for reimbursement under grant awards are segregated and recorded in the accounting records, and a spreadsheet is prepared for each grant using these invoices. However, neither the spreadsheet nor the grant reimbursement request is reconciled to the accounting records. In one instance this created a significant delay in submitting grant expenditures for reimbursement. In addition, payroll taxes and associated employee benefits that are eligible for reimbursement under grant awards are not being properly segregated in the accounting records. This is a repeat finding from prior year.

Cause: Proper procedures were not implemented to ensure the completeness, accuracy, and timely submission of grant reimbursement request.

Effect: Grant reimbursement requests may not be complete, accurate, or submitted timely.

Recommendation: The spreadsheets used to prepare the grant reimbursement requests should be reconciled to the accounting records to ensure completeness, accuracy, and timely submission.

View of Responsible Official: Management concurs with the finding.

2024-002 INTERNAL CONTROLS OVER SUSPENSION AND DEBARMENT

Criteria: Non-federal entities must follow the suspension and debarment standards set out at 2 CFR section 200.317 and use their own documented suspension and debarment procedures. Internal controls should be designed to ensure compliance with these federal requirements.

Condition: The total population for the Distance Learning and Telemedicine Agreement consisted of one vendor. There was documentation that the vendor was tested for suspension and debarment; however, the date the test was performed was not documented. This is a repeat finding from prior year.

LOUISIANA RURAL AMBULANCE ALLIANCE
(A NOT FOR PROFIT ORGANIZATION)

SCHEDULE OF FINDINGS AND RECOMMENDATIONS
YEAR ENDED DECEMBER 31, 2024

SECTION II – FINANCIAL STATEMENT FINDINGS (continued)

2024-002 INTERNAL CONTROLS OVER SUSPENSION AND DEBARMENT (continued)

Cause: Internal controls have not been implemented to ensure compliance with all procurement regulations of the Distance Learning and Telemedicine Agreement and the established procedures were not properly executed.

Effect: The Alliance is susceptible to a higher risk of non-compliance with federal awarding requirements as they relate to suspension and debarment. The Alliance could enter into a contract with someone suspended or debarred and result in disallowed cost requiring the organization to fund the cost with its own resources.

Recommendation: Proper internal controls should be established to ensure the Alliance's compliance with Uniform Guidance as it relates to suspension and debarment.

View of Responsible Official: Management concurs with the finding.

2024-003 INTERNAL CONTROLS OVER PAYROLL PROCESS

Criteria: The payroll summary used to process payroll should be reconciled to the approved employee timesheets to ensure completeness and accuracy of accounting records. This procedure should be performed by an employee other than the individual preparing the payroll summary. Additionally, employees' sick and paid time off (PTO) balances should be reconciled to the previous week's timesheet to ensure accuracy.

Condition: Employee timesheets are being approved weekly; however, payroll is being processed from a payroll summary report which is not reviewed. Additionally, sick and PTO balances are tracked manually on employees' timesheets by each individual employee. There is no check being performed to ensure that the correct balances are being rolled forward onto each week's timesheet. There were multiple instances noted where the beginning balance of PTO does not agree to the ending balance on the timesheet for the previous weeks. In addition, salary expense and benefits are not being reconciled to the general ledger.

Cause: Proper procedures were not implemented to ensure completeness and accuracy of payroll expenditures or employee sick and PTO balances.

Effect: Payroll expenditures, and related liabilities associated with compensated absences, may not be complete or accurate.

Recommendation: The payroll summary generated from the approved time sheets should be reviewed by someone other than the person preparing the payroll summary. Additionally, the individual reviewing timesheets should ensure the prior week's ending sick and PTO balances agree to the current week's beginning balance. Payroll expense and related benefits should be reconciled to the general ledger.

View of Responsible Official: Management concurs with the finding.

LOUISIANA RURAL AMBULANCE ALLIANCE
(A NOT FOR PROFIT ORGANIZATION)

SUMMARY SCHEDULE OF PRIOR YEAR AUDIT FINDINGS
YEAR ENDED DECEMBER 31, 2023

FINANCIAL STATEMENT FINDINGS

2023-001 RECONCILIATION OF GRANT EXPENSES

Condition: Disbursements that are eligible for reimbursement under grant awards appear properly segregated and recorded in the accounting records, and a spreadsheet is prepared for each grant using these invoices. However, neither the spreadsheet nor the grant reimbursement request is reconciled to the accounting records. In one instance this created a significant delay in submitting grant expenditures for reimbursement.

Current year status: A similar issue was noted in the current year. See financial statement finding 2024-001.

2023-002 INTERNAL CONTROLS OVER REPORTING

Condition: The Alliance received grant funds from the Distance Learning and Telemedicine Agreement in the current; however, the annual project performance activity report was not submitted by January 31, 2024. The report was submitted on February 15, 2024. This is a repeat finding from prior year.

Current year status: The finding was resolved in the current year.

2023-003 INTERNAL CONTROLS OVER SUSPENSION AND DEBARMENT

Condition: The total population for the Distance Learning and Telemedicine Agreement consisted of one vendor. There was documentation that the vendor was tested for suspension and debarment; however, the date the test was performed was not documented. This is a repeat finding from prior year.

Current year status: A similar issue was noted in the current year. See financial statement finding 2024-002.

2023-004 PROCUREMENT – ENHANCEMENT OF POLICIES AND PROCEDURES FOR FEDERAL LAWS

Condition: The written policies and procedures of the Alliance do not directly address all the requirements under the Uniform Guidance for federal programs related to procurement in regard to the Distance Learning and Telemedicine Agreement. This is a repeat finding from prior year.

Current year status: The finding was resolved in the current year.



June 20, 2025

Corrective Action Plan- Financial Statements

The Louisiana Rural Ambulance Alliance (Alliance) respectfully submits the following corrective action plan for the year ended December 31, 2024.

Name and address of independent public accounting firm:

EisnerAmper LLP
8550 United Plaza Blvd., Suite 1001
Baton Rouge, LA 70809

Financial Statement Period: January 1, 2024 - December 31, 2024

The findings from the Report of Financial Statements are discussed below. The findings are numbered consistently with the numbers assigned on the Report of Financial Statements.

II. Financial Statement Findings

2024-001

Reconciliation of Grant Expenses

Condition:

Disbursements that are eligible for reimbursement under grant awards appear properly segregated and recorded in the accounting records, and a spreadsheet is prepared for each grant using these invoices. However, neither the spreadsheet nor the grant reimbursement request is reconciled to the accounting records. In one instance, this created a significant delay in submitting grant expenditures for reimbursement. In addition, payroll taxes associated employee benefits that are eligible for reimbursement under grant awards are not being properly segregated in the accounting records. This is a repeat finding from prior year.

Management

Response:

To address the root causes of these issues, we are implementing the following corrective actions:



2024-001

Reconciliation of Grant Expenses (Continued)

1. Reconciliation Procedures: We will establish a formal process to reconcile the spreadsheets used in preparing grant reimbursement requests with the accounting records on a monthly basis. This will help ensure that all disbursements are accurately reflected and eligible for reimbursement.

2. Training Sessions: We will conduct training for our accounting staff on the importance of proper segregation of payroll taxes and associated employee benefits that are eligible for reimbursement. This will reinforce the need for accurate categorization in the accounting records.

3. Regular Reviews: We will schedule regular reviews of the reimbursement process to ensure compliance with procedures and identify any potential discrepancies early in the process. This should help in preventing delays and ensuring timely submissions.

4. Documentation: We will improve our documentation practices to maintain a clear audit trail that can support our grant reimbursement requests.

2024-002

Internal Controls Over Suspension and Debarment

Condition:

The total population for the Distance Learning and Telemedicine Agreement consisted of one vendor. There was documentation that the vendor was tested for suspension and debarment; however, the date the test was performed was not documented. This is a repeat finding from prior year.

**Management
Response:**

To address this issue, we are committed to implementing the following actions:

1. Review and Revise Procedures: We will revisit our current suspension and debarment procedures to ensure they align with 2 CFR section 200.317 and other relevant Uniform Guidance requirements.

2. Documentation Protocol: We will establish a standardized documentation protocol to ensure that all testing dates and results are recorded accurately and consistently.



2024-002

Internal Controls Over Suspension and Debarment (Continued)

3. Staff Training: We will conduct training sessions for our procurement team to reinforce the importance of adhering to federal requirements and the consequences of non-compliance.

4. Regular Audits: We will implement regular internal audits of our procurement processes to identify any areas of risk and ensure compliance with established procedures.

5. Monitoring and Reporting: We will develop a monitoring system to keep track of vendor compliance and ensure timely follow-up action is taken where necessary.

2024-003

Internal Controls Over Payroll Process

Condition:

Employee timesheets are being approved weekly; however, payroll is being processed from a payroll summary report which is not reviewed. Additionally, sick and PTO balances are tracked manually on employees' timesheets by each individual employee. There is no check being performed to ensure that the correct balances are being rolled forward onto each week's timesheet. There were multiple instances noted where the beginning balance of PTO does not agree to the ending balance on the timesheet for the previous weeks. In addition, salary expense and benefits are not being reconciled to the general ledger.

**Management
Response:**

We appreciate the thorough assessment of our payroll processing procedures and the identification of key areas for improvement. This is the first year our organization has utilized full-time employees rather than contractors. As such, this is the first time the organization has undergone the audit process under such conditions. To address audit findings under this section, we propose the following corrective action plan:

- 1. Review of Payroll Summary:** We concur with the recommendation that the payroll summary should be reviewed by an individual other than the one preparing it. Effective immediately, we will implement a review process to ensure that all payroll summaries are verified for completeness and accuracy before payroll is processed.



2024-003

Internal Controls Over Payroll Process (Continued)

2. Sick and PTO Balances: We acknowledge the concerns raised regarding the tracking of sick and Paid Time Off (PTO) balances. To address this issue, we will establish a standardized method for tracking these balances. We will implement a verification process where the previous week's ending balances will be cross-checked against the current week's beginning balances to ensure consistency and accuracy.

3. Reconciliation to General Ledger: The recommendation to reconcile salary expenses and benefits to the general ledger is vital. We will enhance our internal controls by creating a regular schedule for these reconciliations, ensuring that any discrepancies are identified and resolved promptly.

The above corrective action plan addresses the current year's findings. If you need additional information concerning the corrective action plan, please contact me at your convenience.

Sincerely,

Shane J Bellard
Chief Executive Officer
Louisiana Rural Ambulance Alliance



LOUISIANA RURAL AMBULANCE ALLIANCE

LOUISIANA LEGISLATIVE AUDITOR – STATEWIDE
AGREED-UPON PROCEDURES REPORT

FOR THE YEAR ENDED DECEMBER 31, 2024



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INDEPENDENT ACCOUNTANTS' REPORT ON APPLYING AGREED-UPON PROCEDURES

To: Board of the Louisiana Rural Ambulance Alliance and the Louisiana Legislative Auditor:

We have performed the procedures enumerated in Schedule A on the control and compliance (C/C) areas identified in the Louisiana Legislative Auditor's (LLA's) Statewide Agreed-Upon Procedures (SAUPs) of the Louisiana Rural Ambulance Alliance for the fiscal period January 1, 2024 through December 31, 2024. Louisiana Rural Ambulance Alliance's management is responsible for those C/C areas identified in the SAUPs.

The Louisiana Rural Ambulance Alliance has agreed to and acknowledged that the procedures performed are appropriate to meet the intended purpose of performing specified procedures on the C/C areas identified in LLA's SAUPs for the fiscal period January 1, 2024 through December 31, 2024. 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.

The procedures we performed, and the associated findings are summarized in the attached Schedule A, which is an integral part of this report.

We were engaged by the Louisiana Rural Ambulance Alliance to perform this agreed-upon procedures engagement and conducted our engagement in accordance with attestation standards established by the AICPA and the standards applicable to attestation engagements contained in *Government Auditing Standards* issued by the Comptroller General of the United States. We were not engaged to and did not conduct an examination or review, the objective of which would be the expression of an opinion or conclusion, respectively, on those C/C areas identified in the SAUPs of the Louisiana Rural Ambulance Alliance for the fiscal period January 1, 2024 through December 31, 2024. 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 Louisiana Rural Ambulance Alliance and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements related to our agreed-upon procedures engagement.

The purpose of 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.



EISNERAMPER LLP
Baton Rouge, Louisiana
June 20, 2025

LOUISIANA RURAL AMBULANCE ALLIANCE
AGREED-UPON PROCEDURES PERFORMED AND ASSOCIATED FINDINGS
DECEMBER 31, 2024

Schedule A

The procedures performed and the results thereof are set forth below. The procedure is stated first, followed by the results of the procedure presented in italics. If the item being subjected to the procedures is positively identified or present, then the results will read “*no exception noted*” or for step 13 “*we performed the procedure and discussed the results with management*”. If not, then a description of the exception ensues.

1) Written Policies and Procedures

A. 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):

- i. **Budgeting**, including preparing, adopting, monitoring, and amending the budget.

The entity has policies for monitoring the budget, however it does not have policies for preparing, adopting, and amending the budget.

- ii. **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.

No exception noted.

- iii. **Disbursements**, including processing, reviewing, and approving

No exception noted.

- iv. **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).

No exception noted.

- v. **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.

No exception noted.

LOUISIANA RURAL AMBULANCE ALLIANCE
AGREED-UPON PROCEDURES PERFORMED AND ASSOCIATED FINDINGS
DECEMBER 31, 2024

Schedule A

- vi. **Contracting**, including (1) types of services requiring written contracts, (2) standard terms and conditions, (3) legal review, (4) approval process, and (5) monitoring process.

No exception noted.

- vii. **Travel and Expense Reimbursement**, including (1) allowable expenses, (2) dollar thresholds by category of expense, (3) documentation requirements, and (4) required approvers.

No exception noted.

- viii. **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).

No exception noted.

- ix. **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.

This procedure is not applicable as the entity is a nonprofit organization.

- x. **Debt Service**, including (1) debt issuance approval, (2) continuing disclosure/EMMA reporting requirements, (3) debt reserve requirements, and (4) debt service requirements.

The entity does not have written policies for Debt Service. The entity does not have any debt. This is not an exception.

- xi. **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.

No exception noted.

- xii. **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.

This procedure is not applicable as the entity is a nonprofit organization.

2) Board or Finance Committee

A. 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:

- i. Observe whether 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.

No exception noted.

- ii. For those entities reporting on the governmental accounting model, review the minutes from all regularly scheduled board/finance committee meetings held during the 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.*

The entity reports on the non-profit accounting model. The entity's minutes referenced or included financial activity relating to public funds for only 3 of 5 meetings. There were 2 meetings where this information was not referenced or included. This is an exception.

- iii. 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.

The entity reports on the non-profit accounting model. Positive net assets were reported in the prior year audit report. No exceptions noted.

- iv. 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.

There were written updates of the progress of resolving only 1 of the 4 audit findings received, according to management's corrective action plan. This is an exception.

3) Bank Reconciliations

- A. 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 4 additional accounts (or all accounts if less than 5). 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 listing of bank accounts was provided and included one bank account. Management identified the entity's main operating account.

From the listing provided, we obtained the bank reconciliation for the month ending June 30, 2024 and subjected to the below procedures.

- i. Bank reconciliations include evidence that they were prepared within 2 months of the related statement closing date (e.g., initialed and dated, electronically logged);

No exception noted.

- ii. 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 1 month of the date the reconciliation was prepared (e.g., initialed and dated, electronically logged); and

No exception noted.

- iii. 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.

There were no reconciling items that had been outstanding for more than 12 months from the statement closing date. Therefore, no testing was performed.

4) Collections (excluding electronic funds transfers)

- A. 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 5 deposit sites (or all deposit sites if less than 5).

Procedures were not performed in the current year (Year 2) in accordance with LLA guidelines.

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B. 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. 5 collection locations for 5 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:

- i. Employees responsible for cash collections do not share cash drawers/registers;

Procedures were not performed in the current year (Year 2) in accordance with LLA guidelines.

- ii. 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;

Procedures were not performed in the current year (Year 2) in accordance with LLA guidelines.

- iii. 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

Procedures were not performed in the current year (Year 2) in accordance with LLA guidelines.

- iv. 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 verifies the reconciliation.

Procedures were not performed in the current year (Year 2) in accordance with LLA guidelines.

C. 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.

Procedures were not performed in the current year (Year 2) in accordance with LLA guidelines.

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- D. Randomly select two deposit dates for each of the 5 bank accounts selected for Bank Reconciliations procedure #3A (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:

Procedures were not performed in the current year (Year 2) in accordance with LLA guidelines.

- i. Observe that receipts are sequentially pre-numbered.

Procedures were not performed in the current year (Year 2) in accordance with LLA guidelines.

- ii. Trace sequentially pre-numbered receipts, system reports, and other related collection documentation to the deposit slip.

Procedures were not performed in the current year (Year 2) in accordance with LLA guidelines.

- iii. Trace the deposit slip total to the actual deposit per the bank statement.

Procedures were not performed in the current year (Year 2) in accordance with LLA guidelines.

- iv. 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 10 miles from the collection location or the deposit is less than \$100 and the cash is stored securely in a locked safe or drawer).

Procedures were not performed in the current year (Year 2) in accordance with LLA guidelines.

- v. Trace the actual deposit per the bank statement to the general ledger.

Procedures were not performed in the current year (Year 2) in accordance with LLA guidelines.

5) Non-payroll Disbursements (excluding card purchases, travel reimbursements, and petty cash purchases)

- A. 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 5).

The listing of locations that process payments for the fiscal period was provided. The entity has one location for processing payments.

- B. For each location selected under procedure #5A 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:

The listing of employees involved with non-payroll purchasing and payment functions for each payment processing location selected in procedure #5 was provided.

- i. At least two employees are involved in initiating a purchase request, approving a purchase, and placing an order or making the purchase;

No exception noted.

- ii. At least two employees are involved in processing and approving payments to vendors;

No exception noted.

- iii. 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;

No exception noted.

- iv. 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

No exception noted.

- v. 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.

No exception noted.

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- C. For each location selected under procedure #5A 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 5 disbursements for each location, obtain supporting documentation for each transaction and

A listing of non-payroll disbursements for each payment processing location selected in procedures #5A was provided related to the reporting period.

From each of the listings provided, we randomly selected 5 disbursements and performed the procedures below.

- i. Observe whether the disbursement, whether by paper or electronic means, matched the related original itemized invoice, and that supporting documentation indicates that deliverables included on the invoice were received by the entity, and

No exception noted.

- ii. Observe whether the disbursement documentation included evidence (e.g., initial/date, electronic logging) of segregation of duties tested under procedure #5B above, as applicable.

No exception noted.

- D. Using the entity's main operating account and the month selected in Bank Reconciliations procedure #3A, 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.

No exception noted.

6) Credit Cards/Debit Cards/Fuel Cards/Purchase Cards (Cards)

- A. 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.

Procedures were not performed in the current year (Year 2) in accordance with LLA guidelines.

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- B. 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

Procedures were not performed in the current year (Year 2) in accordance with LLA guidelines.

- i. 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) were 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

Procedures were not performed in the current year (Year 2) in accordance with LLA guidelines.

- ii. Observe that finance charges and late fees were not assessed on the selected statements.

Procedures were not performed in the current year (Year 2) in accordance with LLA guidelines.

- C. Using the monthly statements or combined statements selected under procedure #6B 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.

Procedures were not performed in the current year (Year 2) in accordance with LLA guidelines.

7) Travel and Travel-Related Expense Reimbursements (excluding card transactions)

- A. 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 5 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 5 reimbursements selected:

Procedures were not performed in the current year (Year 2) in accordance with LLA guidelines.

- i. 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/) or the U.S. General Services Administration (www.gsa.gov);

Procedures were not performed in the current year (Year 2) in accordance with LLA guidelines.

- ii. If reimbursed using actual costs, observe that the reimbursement is supported by an original itemized receipt that identifies precisely what was purchased;

Procedures were not performed in the current year (Year 2) in accordance with LLA guidelines.

- iii. 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

Procedures were not performed in the current year (Year 2) in accordance with LLA guidelines.

- iv. Observe that each reimbursement was reviewed and approved, in writing, by someone other than the person receiving reimbursement.

Procedures were not performed in the current year (Year 2) in accordance with LLA guidelines.

8) **Contracts**

- A. 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

The listing of all agreements/contracts that were initiated or renewed during the fiscal period was provided.

From the listing provided, we selected the 2 contracts and performed the procedures below.

- i. 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;

Both contracts were for the purchase of professional services. This procedure is not applicable.

- ii. Observe whether the contract was approved by the governing body/board, if required by policy or law (e.g. Lawrason Act, Home Rule Charter);

The entity's policy requires CEO approval on contracts not board approval. This procedure is not applicable.

- iii. 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

There were no change orders to the 2 contracts tested. This procedure is not applicable.

- iv. Randomly select one payment from the fiscal period for each of the 5 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.

No exception noted.

9) Payroll and Personnel

- A. Obtain a listing of employees and officials employed during the fiscal period and management's representation that the listing is complete. Randomly select 5 employees or officials, obtain related paid salaries and personnel files, and agree paid salaries to authorized salaries/pay rates in the personnel files.

A listing of employees and officials employed during the fiscal year was provided. No exceptions were noted as a result of performing this procedure.

From the listing provided, we randomly selected 5 employees or officials and performed the specified procedures.

- B. Randomly select one pay period during the fiscal period. For the 5 employees or officials selected under procedure #9A above, obtain attendance records and leave documentation for the pay period, and

We randomly selected 1 pay period during the fiscal period and performed the procedures below for the 5 employees or officials selected in procedure #9A.

- i. Observe that all selected employees or officials documented their daily attendance and leave (e.g., vacation, sick, compensatory);

No exception noted.

- ii. Observe whether supervisors approved the attendance and leave of the selected employees or officials;

No exception noted.

- iii. Observe that any leave accrued or taken during the pay period is reflected in the entity's cumulative leave records; and

The cumulative paid time off (PTO) record did not reflect the PTO taken during the pay period selected for one of the five employees tested. This is an exception.

- iv. Observe the rate paid to the employees or officials agrees to the authorized salary/pay rate found within the personnel file.

No exception noted.

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- C. 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.

No employees were terminated in 2024. This procedure is not applicable.

- D. 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.

No exceptions noted.

10) Ethics

- A. Using the 5 randomly selected employees/officials from procedure "Payroll and Personnel" procedure #9A, above obtain ethics documentation from management, and
- i. 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

This procedure is not applicable as the entity is a nonprofit organization.

- ii. 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.

This procedure is not applicable as the entity is a nonprofit organization.

- B. Inquire and/or observe whether the agency has appointed an ethics designee as required by R.S. 42:1170.

This procedure is not applicable as the entity is a nonprofit organization.

11) Debt Service – These procedures are not applicable as the entity has no debt.

- A. 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.

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- B. 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).

12) Fraud Notice

- A. 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.

Procedures were not performed in the current year (Year 2) in accordance with LLA guidelines.

- B. 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.

Procedures were not performed in the current year (Year 2) in accordance with LLA guidelines.

13) Information Technology Disaster Recovery/Business Continuity

- A. Perform the following procedures, **verbally discuss the results with management, and report "We performed the procedure and discussed the results with management."**

- i. 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.

Procedures were not performed in the current year (Year 2) in accordance with LLA guidelines.

- ii. 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.

Procedures were not performed in the current year (Year 2) in accordance with LLA guidelines.

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- iii. 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.

Procedures were not performed in the current year (Year 2) in accordance with LLA guidelines.

- B. 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 #9C. Observe evidenced that the selected terminated employees have been removed or disabled from the network.

Procedures were not performed in the current year (Year 2) in accordance with LLA guidelines.

- C. Using the 5 randomly selected employees/officials from Payroll and Personnel procedure #9A, 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. 42:12671. 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.

Procedures were not performed in the current year (Year 2) in accordance with LLA guidelines.

14) Prevention of Sexual Harassment

- A. Using the 5 randomly selected employees/officials from "Payroll and Personnel" procedure #9A, 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.

This procedure is not applicable as the entity is a nonprofit organization.

¹ While it appears to be a good practice for charter schools to ensure its employees are trained to keep their information technology assets safe from cyberattack, charter schools do not appear required to comply with 42:1267. An individual charter school, though, through specific provisions of its charter, may mandate that all employees/officials receive cybersecurity training.

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- B. 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).

This procedure is not applicable as the entity is a nonprofit organization.

- C. 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:

- i. Number and percentage of public servants in the agency who have completed the training requirements;

This procedure is not applicable as the entity is a nonprofit organization.

- ii. Number of sexual harassment complaints received by the agency;

This procedure is not applicable as the entity is a nonprofit organization.

- iii. Number of complaints which resulted in a finding that sexual harassment occurred;

This procedure is not applicable as the entity is a nonprofit organization.

- iv. Number of complaints in which the finding of sexual harassment resulted in discipline or corrective action; and

This procedure is not applicable as the entity is a nonprofit organization.

- v. Amount of time it took to resolve each complaint.

This procedure is not applicable as the entity is a nonprofit organization.



LOUISIANA RURAL AMBULANCE ALLIANCE

RESPONSE - POLICY - EDUCATION

June 20, 2025

Louisiana Legislative Auditor

The Louisiana Rural Ambulance Alliance (Alliance) respectfully submits the following corrective action plan for the year ended December 31, 2024.

Name and address of independent public accounting firm:

EisnerAmper LLP

8550 United Plaza Blvd., Suite 1001

Baton Rouge, LA 70809

Financial Statement Period: January 1, 2024 - December 31, 2024

The findings from the Report of Statewide Agreed-Upon Procedures on Compliance and Control Areas are discussed below. The findings are numbered consistently with the numbers assigned on the Report of Statewide Agreed-Upon Procedures on Compliance and Control Areas.

1. Written Policies and Procedures

i.) Budgeting

Management's Response: The Louisiana Rural Ambulance Alliance will amend its current policies and procedures to ensure the policies address preparing, adopting, monitoring, and amending the budget.

x.) Debt Service

Management's Response: As outlined in the recent review, it is noted that the Alliance currently does not have any outstanding debt and, consequently, does not have written policies governing Debt Service, including aspects such as debt issuance approval, continuing disclosure/EMMA reporting requirements, debt reserve requirements, and debt service requirements. While the absence of debt means that debt service policies are not immediately necessary, we believe it would still be prudent to consider establishing written guidelines. Implementing such policies may help the Alliance maintain transparency and set a framework for future activities related to debt, should the need arise.

2. Board or Finance Committee

ii.) Management's Response: The Alliance will revise its procedures for preparing and distributing minutes to ensure that financial activities related to public funds are consistently documented in all meeting minutes. Additionally, meeting agendas will include a specific agenda item for financial reporting in every board meeting to ensure that discussion and documentation of financial matters, including public funds, are prioritized. By implementing these measures, the Alliance aims to ensure that future meeting minutes consistently reflect all relevant financial activities, thereby improving accountability and transparency.



LOUISIANA RURAL AMBULANCE ALLIANCE

RESPONSE - POLICY - EDUCATION

iv.) **Management's Response:** The Alliance is committed to delivering consistent and detailed updates regarding all outstanding audit findings. By implementing a structured reporting system, we will facilitate effective tracking of the resolution process for each identified issue. This proactive approach will not only enhance our ability to address concerns promptly but will also foster greater transparency and accountability in our corrective action initiatives. Regular updates will ensure that all stakeholders are informed of progress and can engage collaboratively in resolving any outstanding matters.

9. Payroll and Personnel

iii.) **Management's Response:** The Alliance acknowledges the importance of recording any leave accrued or taken during each pay period in the cumulative leave records for employees. Therefore, the current policy will be revised to ensure that all leave accrued or taken within the designated pay period is accurately documented in the organization's cumulative leave records. This change will provide a comprehensive and up-to-date account of each employee's leave balance, reflecting all earned and used leave during that timeframe.

The above corrective action plan addresses the current year's findings. If you need additional information concerning the corrective action plan, please contact me at your convenience.

Sincerely,

Shane J Bellard
Chief Executive Officer
Louisiana Rural Ambulance Alliance

To the Board of Directors
Louisiana Rural Ambulance Alliance
Napoleonville, LA

We have audited the financial statements of the Louisiana Rural Ambulance Alliance (the Alliance) for the year ended December 31, 2024, and have issued our report thereon dated June 20, 2025. As part of our audit, we gain an understanding of internal accounting control to the extent we considered necessary to evaluate the system as required by auditing standards generally accepted in the United States of America. Under these standards, the purpose of such understanding is to establish a basis for designing our auditing procedures for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Alliance's internal control.

The objective of internal control is to provide reasonable, but not absolute, assurance as to the safeguarding of assets against loss from unauthorized use or disposition, and the reliability of the financial records for preparing financial statements and maintaining accountability for assets. The concept of reasonable assurance recognizes that the cost of a system of internal accounting control should not exceed the benefits derived and also recognizes that the evaluation of these factors necessarily requires estimates and judgments by management.

No matter how good a system is, there are inherent limitations that should be recognized in considering the potential effectiveness of internal accounting. In the performance of most control procedures, errors can result from misunderstanding instructions, mistakes of judgment, carelessness, or other personal factors. Control procedures whose effectiveness depends upon segregation of duties can be circumvented by collusion. Similarly, control procedures can be circumvented intentionally by management either with respect to the execution and recording of transactions or with respect to the estimates and judgments required in the preparation of financial statements. Further, projection of any evaluation of internal accounting control to future periods is subject to the risk that the degree of compliance with the procedures may deteriorate. We say this simply to suggest that any system needs to be constantly reviewed and improved where necessary.

However, during our audit, we became aware of several matters that are opportunities for strengthening internal controls or operating efficiency. Our comments and suggestions regarding these matters are set forth below. This letter does not affect our reports dated June 20, 2025, on the financial statements of the Alliance or the Alliance's internal control over financial reporting.

ML 2024-001 Enhancement of Internal Controls over Reimbursement Requests

Condition:

We noted reimbursement requests for the HHS grant are being prepared from approved invoices; however, the reimbursement request is not reviewed by anyone other than the individual preparing the request. While we did not identify any errors in the requests, ensuring that the preparation and approval of reimbursement requests are handled by different individuals reduces the risk of errors and fraud that could occur without proper controls in place.

ML 2024-001 Enhancement of Internal Controls over Reimbursement Requests

(continued)

Recommendations: Establish a formal approval process where reimbursement requests are reviewed and approved by a supervisor or another designated individual before submission.

Management's Response: See management's response attached.

ML 2024-002 Timely Billing for Services Provided

Condition: During our audit procedures, we observed significant delays, sometimes extending several months, in billing for services provided after training sessions. Timely billing is crucial for maintaining cash flow and financial stability, and these delays can negatively have an impact on operations and client relationships.

Recommendations: Establish clear policies regarding billing cycles, payment terms, and deadlines. Conduct regular reviews of billing processes to identify and address any delays or inefficiencies. Provide training for staff involved in the billing process to ensure they understand the importance of timely billing.

Management's Response: See management's response attached.

ML 2024-003 Internal Controls over Disbursement Process

Condition: An overpayment of an invoice in the amount of \$19,473.30 was identified by management. The invoice amount was \$196.70, but the total paid was \$19,670.00. This clerical error went unnoticed for several months. Although internal controls eventually identified the discrepancy, it should have been detected prior to the check being mailed.

Recommendations: While controls over the disbursement process include a review of the check and invoice prior to mailing, this review did not identify this clerical error. Individuals responsible for these reviews should be reminded of the importance of this function and be provided with ongoing training in financial processes. Keeping staff informed about best practices and the importance of accuracy can significantly reduce errors.

Management's Response: See management's response attached.



ML 2024-004 Policies and Procedures over Employee Benefits and W-2 Reporting

Condition: There are no established written policies or procedures to properly account for various employee benefits. Specifically, it was noted that an employee is provided with a company vehicle, but personal use of the vehicle is not being tracked nor reported on the employee's W-2. Additionally, tuition and associated textbook expense assistance are being provided to an employee without clear documentation of the business purpose or written approval from the board. This assistance is also not being reported on the employees' W-2 in accordance with Internal Revenue Service (IRS) guidelines.

Recommendations: To ensure accurate accounting and reporting of employee benefits and reduce the risk of non-compliance and financial discrepancies we recommend the following.

- Implement a system to track personal use of company vehicles and ensure this information is accurately reported on employees' W-2 forms in accordance with IRS guidelines.
- Require clear documentation of the business purpose for tuition and textbook expense assistance. Obtain written approval from the Board of Directors for such benefits and ensure they are reported on employees' W-2 forms as required by IRS regulations.
- Establish a written policy to address all employee benefits being offered to employees.

Management's Response: See management's response attached.

(intentionally left blank)



Status of Prior Year Management Letter Comments

2023-001 Reconciliation and Review

Condition: Monthly financial statements and monthly bank reconciliations are prepared by a third-party accountant. However, there is no evidence of management's review of the bank reconciliations, and there is no evidence the monthly financial statements are reconciled to supporting schedules.

Current Status: Resolved.

2023-002 Open Meeting Laws

Condition: The Alliance is subject to open meetings laws. Management has asserted that such documents were properly posted; however, no such documentation was provided to support management's assertion other than an unmarked copy of the notices and agenda.

Current Status: Resolved.

We have already discussed these comments and suggestions with management, and we will be pleased to discuss them in further detail at your convenience. We would also welcome any opportunity to perform any additional study of these matters or to assist you in implementing the recommendations. We would also like to thank the Alliance's staff for their cooperation with us during the audit.

This information is intended solely for the information and use of the Board and management of the Louisiana Rural Ambulance Alliance and is not intended to be and should not be used for any other purpose.

EisnerAmper LLP

EISNERAMPER LLP
Baton Rouge, Louisiana
June 20, 2025





June 20, 2025

Louisiana Legislative Auditor

The Louisiana Rural Ambulance Alliance (Alliance) respectfully submits the following corrective action plan for the year ended December 31, 2024.

Financial Statement Period: January 1, 2024 – December 31, 2024

Name and address of independent public accounting firm:

EisnerAmper LLP

8550 United Plaza Blvd., Suite 1001

Baton Rouge, LA 70809

The findings from the Management Letter are discussed below. The findings are numbered consistently with the numbers assigned in the Management Letter.

ML 2024-001 Enhancement of Internal Controls over Reimbursement Requests

Condition: We noted reimbursement requests for the HHS grant are being prepared from approved invoices; however, the reimbursement request is not reviewed by anyone other than the individual preparing the request. While we did not identify any errors in the requests, ensuring that the preparation and approval of reimbursement requests are handled by different individuals reduces the risk of errors and fraud that could occur without proper controls in place.

Recommendations: Establish a formal approval process where reimbursement requests are reviewed and approved by a supervisor or another designated individual before submission.

Management's Response: The Alliance will implement a formal approval process for reimbursement requests. This will involve designating a supervisor or another qualified individual to review and approve all requests before they are submitted. We believe that this added layer of oversight will enhance our internal controls and ensure the integrity of our financial processes.



ML 2024-002 Timely Billing for Services Provided

Condition: During our audit procedures, we observed significant delays, sometimes extending several months, in billing for services provided after training sessions. Timely billing is crucial for maintaining cash flow and financial stability, and these delays can negatively have an impact on operations and client relationships.

Recommendations: Establish clear policies regarding billing cycles, payment terms, and deadlines. Conduct regular reviews of billing processes to identify and address any delays or inefficiencies. Provide training for staff involved in the billing process to ensure they understand the importance of timely billing.

Management's Response: In response to your observations, we acknowledge the need for improvement in our billing processes. We are committed to implementing the following actions:

1. **Policy Development:** We will establish clear policies concerning billing cycles, payment terms, and deadlines to create consistency in our billing practices.
2. **Regular Reviews:** Our team will conduct periodic reviews of our billing processes. This will help us identify any areas causing delays and allow us to address inefficiencies promptly.
3. **Staff Training:** We recognize the importance of training for our staff involved in the billing process. We will provide necessary training sessions to ensure that everyone understands the critical nature of timely billing and the implications of delays.

We believe these measures will significantly improve our billing efficiency and strengthen our cash flow.

ML 2024-003 Internal Controls over Disbursement Process

Condition: An overpayment of an invoice in the amount of \$19,473.30 was identified by management. The invoice amount was \$196.70, but the total paid was \$19,670.00. This clerical error went unnoticed for several months. Although internal controls eventually identified the discrepancy, it should have been detected prior to the check being mailed.



Recommendations: While controls over the disbursement process include a review of the check and invoice prior to mailing, this review did not identify this clerical error. Individuals responsible for these reviews should be reminded of the importance of this function and be provided with ongoing training in financial processes. Keeping staff informed about best practices and the importance of accuracy can significantly reduce errors.

Management's Response: We acknowledge the discrepancy of \$19,473.30 related to the invoice payment, which clearly indicates a significant clerical error. It's vital that our financial processes are accurate, and we appreciate the internal review that highlighted this oversight.

We agree with the recommendations provided and believe that reinforcing the importance of the review process is critical. To address this, we will implement training sessions to update staff on best practices and ensure they are equipped with the tools necessary to catch errors before payments are finalized.

Additionally, we will perform a comprehensive review of our internal controls to identify any gaps that may need strengthening. Continuous improvement in our processes is essential to prevent similar issues in the future.

ML 2024-004 Policies and Procedures over Employee Benefits and W-2 Reporting

Condition: There are no established written policies or procedures to properly account for various employee benefits. Specifically, it was noted that an employee is provided with a company vehicle, but personal use of the vehicle is not being tracked nor reported on the employee's W-2. Additionally, tuition and associated textbook expense assistance are being provided to an employee without clear documentation of the business purpose or written approval from the board. This assistance is also not being reported on the employees' W-2 in accordance with Internal Revenue Service (IRS) guidelines.

Recommendations: To ensure accurate accounting and reporting of employee benefits and reduce the risk of non-compliance and financial discrepancies we recommend the following.

- Implement a system to track personal use of company vehicles and ensure this information is accurately reported on



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- employees' W-2 forms in accordance with IRS guidelines.
- Require clear documentation of the business purpose for tuition and textbook expense assistance. Obtain written approval from the Board of Directors for such benefits and ensure they are reported on employees' W-2 forms as required by IRS regulations.
- Establish a written policy to address all employee benefits being offered to employees.

Management's Response: We understand the importance of compliance with IRS guidelines and the need for clear documentation surrounding employee benefits. In response to your recommendations, we propose the following action plan:

1. **Tracking Personal Use of Company Vehicles:** We will implement a system to log personal use of company vehicles. This will ensure accurate tracking, and we will ensure this information is reported correctly on employees' W-2 forms.
2. **Documentation for Tuition and Textbook Assistance:** To address the lack of documentation, we will establish a clear process that requires all tuition and textbook assistance requests to be accompanied by documented business purposes. We will also seek written approval from the Board of Directors for all such benefits moving forward.
3. **Establishing Written Policies:** We recognize the necessity of having a comprehensive written policy regarding all employee benefits. We will prioritize developing this policy to ensure clarity and compliance.

The above corrective action plan addresses the current year's findings. If you need additional information concerning the corrective action plan, please contact me at your convenience.

Sincerely,

Shane J Bellard
Chief Executive Officer
Louisiana Rural Ambulance Alliance