

**WARD 3, AVOYELLES PARISH
WATERWORKS DISTRICT
MANSURA, LOUISIANA**

Annual Financial Statements

December 31, 2018 and 2017



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Independent Auditor's Report

To the Board of Directors
Ward 3, Avoyelles Parish Waterworks District
Mansura, Louisiana

Report on Financial Statements

We have audited the accompanying financial statements of Ward 3, Avoyelles Parish Waterworks District (the District), a component unit of the Avoyelles Parish Police Jury, as of and for the years ended December 31, 2018 and 2017, and the related notes to the financial statements, which collectively comprise the District's basic financial statements as listed in the table of contents.

Management's Responsibility 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; this includes 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.

Auditor's Responsibility

Our responsibility is to express opinions on these financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements 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 entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

Opinions

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the District as of December 31, 2018 and 2017, and the changes in its financial position and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Other Matters

Required Supplementary Information

Management has omitted the management's discussion and analysis information that accounting principles generally accepted in the United States of America require to be presented to supplement the basic financial statements. Such missing information, although not a part of the basic financial statements, is required by the GASB, who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. Our opinion on the basic financial statements is not affected by this missing information.

Other Information

Our audits were conducted for the purpose of forming opinions on the financial statements that collectively comprise Ward 3, Avoyelles Parish Waterworks District's basic financial statements. The schedule of compensation, benefits, and other payments to agency head, as required by Louisiana Revised Statute 24:513 A, is also presented for purposes of additional analysis and is not a required part of the basic financial statements.

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

Other Reporting Required by *Government Auditing Standards*

In accordance with *Government Auditing Standards*, we have also issued our report dated May 20, 2019, on our consideration of Ward 3, Avoyelles Parish Waterworks District's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, 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 on 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 District's internal control over financial reporting and compliance.



A Professional Accounting Corporation

Baton Rouge, LA
May 20, 2019

BASIC FINANCIAL STATEMENTS

WARD 3, AVOYELLES PARISH WATERWORKS DISTRICT
MANSURA, LOUISIANA
Statements of Net Position
December 31, 2018 and 2017

	2018	2017
Assets		
Current Assets		
Cash and Cash Equivalents	\$ 451,302	\$ 277,271
Investments	141,494	219,776
Capital Grants Receivable	-	328,204
Accounts Receivable, Net	61,522	65,771
Prepaid Insurance	2,817	2,612
Inventories	34,083	34,323
	<hr/>	<hr/>
Total Current Assets	691,218	927,957
Restricted Assets		
Reserve Accounts - Cash and Cash Equivalents	80,210	16,975
Depreciation and Contingency Fund Accounts - Cash and Cash Equivalents	10,442	16,766
Meter Deposit - Cash	85,859	83,981
Construction Account - Cash and Cash Equivalents	32,244	100
	<hr/>	<hr/>
Total Restricted Assets	208,755	117,822
Capital Assets		
Depreciable Capital Assets, Net of Accumulated Depreciation	3,171,689	3,193,857
Non-Depreciable Capital Assets	11,645	9,200
	<hr/>	<hr/>
Total Capital Assets	3,183,334	3,203,057
	<hr/>	<hr/>
Total Assets	4,083,307	4,248,836

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

WARD 3, AVOYELLES PARISH WATERWORKS DISTRICT
MANSURA, LOUISIANA
Statements of Net Position (Continued)
December 31, 2018 and 2017

	2018	2017
Liabilities		
Current Liabilities (Payable from Current Assets)		
Accounts Payable	31,457	34,825
Contracts Payable	-	324,093
Accrued Expenses	8,472	3,334
	<hr/>	<hr/>
Total Current Liabilities (Payable from Current Assets)	39,929	362,252
	<hr/>	<hr/>
Current Liabilities (Payable from Restricted Assets)		
Customer Deposits	85,859	82,966
Accrued Interest Payable	31	4,502
Current Portion of Revenue Bonds Payable	34,345	-
	<hr/>	<hr/>
Total Current Liabilities (Payable from Restricted Assets)	120,235	87,468
	<hr/>	<hr/>
Long-Term Liabilities		
Revenue Bonds Payable	2,232,490	2,298,000
	<hr/>	<hr/>
Total Long-Term Liabilities	2,232,490	2,298,000
	<hr/>	<hr/>
Total Liabilities	2,392,654	2,747,720
	<hr/>	<hr/>
Net Position		
Net Investment in Capital Assets	916,499	905,057
Restricted	122,865	30,354
Unrestricted	651,289	565,705
	<hr/>	<hr/>
Total Net Position	\$ 1,690,653	\$ 1,501,116
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The accompanying notes are an integral part of these financial statements.

**WARD 3, AVOYELLES PARISH WATERWORKS DISTRICT
MANSURA, LOUISIANA**
Statements of Revenues, Expenses, and Changes in Net Position
For the Years Ended December 31, 2018 and 2017

	2018	2017
Operating Revenue		
Water Sales and Fees	\$ 771,232	\$ 761,200
Other Revenues	2,095	12,824
	<hr/>	<hr/>
Total Operating Revenues	773,327	774,024
	<hr/>	<hr/>
Operating Expenses		
Cost of Water Sold	376,528	358,355
Depreciation	132,600	43,772
Salaries and Wages	103,722	90,614
Insurance	19,564	23,018
Other	17,058	18,280
Utilities	16,619	12,753
Auditing Fees	15,200	4,000
Supplies	11,576	1,978
Payroll Taxes	7,816	7,019
Telephone	6,706	7,258
Postage	3,661	3,725
Repairs and Maintenance	3,591	1,743
Commissioner Fees	3,540	3,480
Fuels	2,580	4,309
Dues	2,232	2,318
Bad Debt	16	19,028
Contract Services	-	11,740
	<hr/>	<hr/>
Total Operating Expenses	723,009	613,390
	<hr/>	<hr/>
Net Operating Income	50,318	160,634
	<hr/>	<hr/>
Nonoperating Revenue (Expense)		
Capital Grants	170,550	493,967
Interest Income	1,392	594
Interest Expense	(32,723)	(5,370)
Loss on Disposition of Capital Assets	-	(9,969)
	<hr/>	<hr/>
Total Nonoperating Revenue (Expense)	139,219	479,222
	<hr/>	<hr/>
Change in Net Position	189,537	639,856
	<hr/>	<hr/>
Net Position, Beginning of Year	1,501,116	861,260
	<hr/>	<hr/>
Net Position, End of Year	\$ 1,690,653	\$ 1,501,116
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The accompanying notes are an integral part of these financial statements.

**WARD 3, AVOYELLES PARISH WATERWORKS DISTRICT
MANSURA, LOUISIANA
Statements of Cash Flows
For the Years Ended December 31, 2018 and 2017**

	2018	2017
Cash Flows from Operating Activities		
Cash from Operating Revenues	\$ 780,469	\$ 749,479
Cash Paid to Employees	(106,400)	(96,206)
Cash Paid for Operating Expenses	(475,468)	(474,802)
Net Cash Provided by Operating Activities	198,601	178,471
Cash Flows from Capital and Related Financing Activities		
Capital Grants Received	498,754	165,763
Proceeds of Revenue Bonds	-	2,298,000
Construction and Acquisition of Capital Assets	(443,706)	(2,405,343)
Principal Paid on Revenue Bonds	(31,165)	(360,366)
Interest Payments on Revenue Bonds	(37,194)	(1,507)
Net Cash Used in Capital and Related Financing Activities	(13,311)	(303,453)
Cash Flows from Investing Activities		
Interest on Investments	1,392	1,456
Decrease (Increase) in Investments	78,282	(1,088)
Net Cash Provided by Investing Activities	79,674	368
Net Increase (Decrease) in Cash and Cash Equivalents	264,964	(124,614)
Cash and Cash Equivalents, Beginning of Year	395,093	519,707
Cash and Cash Equivalents, End of Year	\$ 660,057	\$ 395,093
Reconciliation of Cash and Cash Equivalents to the Statement of Net Position		
Cash and Cash Equivalents, Unrestricted	\$ 451,302	\$ 277,271
Cash and Cash Equivalents, Restricted	208,755	117,822
Total Cash and Cash Equivalents	\$ 660,057	\$ 395,093

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

WARD 3, AVOYELLES PARISH WATERWORKS DISTRICT
MANSURA, LOUISIANA
Statements of Cash Flows (Continued)
For the Years Ended December 31, 2018 and 2017

	2018	2017
Reconciliation of Net Operating Income to Net Cash		
Provided by Operating Activities		
Net Operating Income	\$ 50,318	\$ 160,634
Adjustments to Reconcile Net Operating Income to Net Cash Provided by Operating Activities		
Depreciation	132,600	43,772
Bad Debt Expense	(16)	(19,028)
(Increase) Decrease in:		
Accounts Receivable	4,265	31,161
Prepaid Insurance	(205)	6,803
Inventory	240	(26,498)
Increase (Decrease) in:		
Accounts Payable	3,368	(2,150)
Accrued Expenses	5,138	1,427
Customer Deposits	2,893	(17,650)
	<u>198,601</u>	<u>178,471</u>
Net Cash Provided by Operating Activities	\$ 198,601	\$ 178,471

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

**WARD 3, AVOYELLES PARISH WATERWORKS DISTRICT
MANSURA, LOUISIANA**

Notes to Financial Statements

Introduction

Ward 3, Avoyelles Parish Waterworks District (the District) was incorporated on July 10, 1973 as a nonprofit corporation as defined in Louisiana Revised Statute (LRS) 33:3811 to construct, maintain, and improve the system of water supply within the District not served by municipal systems. A five-member board appointed by the Avoyelles Parish Police Jury governs the District; therefore, the District is considered a component unit of the Avoyelles Parish Police Jury.

The accounting and reporting policies conform to generally accepted accounting principles as applicable to enterprise funds of a governmental entity.

Note 1. Summary of Significant Accounting Policies

Measurement Focus and Basis of Accounting and Financial Statement Presentation

The District's financial statements are prepared on the full accrual basis in accordance with accounting principles generally accepted in the United States of America. The District applies all Governmental Accounting Standards Board (GASB) pronouncements as described in the following paragraphs.

These financial statements are presented in conformity with GASB Statement No. 34, *Basic Financial Statements - and Management's Discussion and Analysis - for State and Local Governments*, as amended by GASB Statement No. 63, *Financial Reporting of Deferred Outflows of Resources, Deferred Inflows of Resources, and Net Position*. These Statements established standards for financial reporting, with presentation requirements including a statement of net position (or balance sheet), a statement of revenues, expenses, and changes in net position, and a statement of cash flows. The District has also adopted the provisions of GASB Statement No. 33, *Accounting and Financial Reporting for Nonexchange Transactions*, that requires capital contributions to the District be presented as a change in net position.

**WARD 3, AVOYELLES PARISH WATERWORKS DISTRICT
MANSURA, LOUISIANA**

Notes to Financial Statements

Note 1. Summary of Significant Accounting Policies (Continued)

**Measurement Focus and Basis of Accounting and Financial Statement Presentation
(Continued)**

GASB Statement No. 63, effective for financial statement periods ending after December 15, 2012, provides guidance for reporting deferred outflows of resources, deferred inflows or resources, and net position in a statement of financial position and related disclosures. GASB Concepts Statement No. 4, *Elements of Financial Statements*, introduced and defined deferred outflows of resources as a consumption of net assets by the government that is applicable to a future reporting period, and deferred inflows of resources as an acquisition of net assets by the government that is applicable to a future reporting period. Previous financial reporting standards do not include guidance for reporting those financial statement elements, which are distinct from assets and liabilities. GASB Concepts Statement No. 4 identifies net position as the residual of all other elements presented in a statement of financial position. This Statement amends the net asset reporting requirements in GASB Statement No. 34 and other pronouncements by incorporating deferred outflows of resources and deferred inflows of resources into the definitions of the required components of the residual measure and by renaming that measure as net position, rather than net assets. The definition and reporting of net position are further described in Note 1, Net Position. As required by the GASB, the District implemented GASB Statement No. 63 during the year ended December 31, 2012. The District did not have any deferred outflows of resources or deferred inflows of resources at December 31, 2018 or 2017.

The District has also previously adopted GASB Statement No. 65, *Items Previously Reported as Assets and Liabilities*. This Statement establishes accounting and financial reporting standards that reclassify, as deferred outflows of resources or deferred inflows of resources, certain items that were previously reported as assets and liabilities, and recognizes, as outflows of resources or inflows of resources, certain items that were previously reported as assets and liabilities. The application of this standard to long-term debt offerings of the District is more fully described in Note 1, Long-Term Debt Obligations.

All activities of the District are accounted for in a single proprietary (enterprise) fund. Proprietary funds are used to account for operations that are financed and operated in a manner similar to private business enterprise, where the intent of the governing authority is that the cost (expenses, including depreciation) of providing services on a continuing basis be financed or recovered primarily through user charges.

The accounting and financial reporting treatment applied to a fund is determined by its measurement focus. The Enterprise Fund is accounted for on a flow of economic resources measurement focus. With this measurement focus, all of the assets and liabilities associated with the operation of this fund are included on the statement of net position. The statement of revenues, expenses, and changes in net position includes all costs of providing goods and services during the period.

**WARD 3, AVOYELLES PARISH WATERWORKS DISTRICT
MANSURA, LOUISIANA**

Notes to Financial Statements

Note 1. Summary of Significant Accounting Policies (Continued)

Measurement Focus and Basis of Accounting and Financial Statement Presentation (Continued)

The Enterprise Fund uses the accrual basis of accounting. Under the accrual basis of accounting, revenues are recognized when earned and expenses are recognized at the time liabilities are incurred.

Proprietary funds distinguish operating revenues and expenses from nonoperating items. Operating revenues and expenses generally result from providing services and producing and delivering goods in connection with a proprietary fund's principal ongoing operations. The principal operating revenues of the proprietary funds are water revenue and recurring customer user charges for the services provided by the Enterprise Fund. Re-connect and installation fees are recorded in the month service is rendered and collected. Operating expenses for the Enterprise Fund include the cost of water purchased and services, administrative expenses, and depreciation on capital assets. All revenues and expenses not meeting this definition are reported as nonoperating revenues and expenses.

When both restricted and unrestricted resources are available for use, it is the District's policy to use restricted resources first, then unrestricted resources as they are needed.

Cash and Cash Equivalents and Investments

Cash includes unrestricted amounts in demand deposits, interest-bearing demand deposits, and money market accounts. Cash equivalents include amounts in time deposits and investments in bank certificates with original maturities of 90 days or less.

Under state law, the District may deposit funds in demand deposits, interest-bearing demand deposits, money market accounts, or time deposits with state banks organized under Louisiana law and national banks having their principal offices in Louisiana.

Investments

Investments are limited by LRS 33:2955 and the District's investment policy. If the original maturities of investments exceed 90 days, they are classified as investments; however, if the original maturities are 90 days or less, they are classified as cash equivalents.

The following disclosures are required by GASB Statement No. 31:

- The District uses the quoted market prices to estimate the fair value of the investments.
- None of the investments are reported at amortized cost.
- There is no involuntary participation in an external investment pool.

The District's investments consisted of certificates of deposit at December 31, 2018 and 2017.

**WARD 3, AVOYELLES PARISH WATERWORKS DISTRICT
MANSURA, LOUISIANA**

Notes to Financial Statements

Note 1. Summary of Significant Accounting Policies (Continued)

Inventories

Inventories are valued at lower of cost or market and are expensed using the first-in, first-out method.

Prepaid Items

Payments made to vendors that will benefit periods beyond the end of the current calendar year are recorded as prepaid items.

Restricted Assets

Restricted assets consist of meter deposits held in a bank account and monies set aside in accordance with the District's water revenue bonds.

Capital Assets

Capital assets of the District are defined by the District as assets with an initial individual cost of more than \$2,500, and an estimated useful life in excess of one year. Capital assets are recorded at either historical cost or estimated historical cost if historical cost is not available. Donated assets are valued at their estimated fair market value on the date donated. Depreciation of all exhaustible fixed assets is charged as an expense against operations.

All capital assets, other than land, are depreciated using the straight-line method over the following useful lives:

Description	Estimated Useful Lives
Buildings and Improvements	7 - 30 Years
Equipment	5 - 10 Years
Distribution System	30 Years

The costs of normal maintenance and repairs that do not add to the value of the asset or materially extend asset lives are not capitalized. Major outlays for capital assets and improvements are capitalized as projects are constructed. Interest incurred during the construction phase of capital assets is included as part of the capitalized value of the assets constructed.

Long-Term Debt Obligations

Long-term liabilities are recognized within the Enterprise Fund. Bond premiums and discounts are amortized over the life of the bonds using the effective interest method. Bonds payable are reported net of the applicable bond premium or discount. Issuance costs, whether or not withheld from the actual debt proceeds received, are now expensed in the period incurred under GASB Statement No. 65.

**WARD 3, AVOYELLES PARISH WATERWORKS DISTRICT
MANSURA, LOUISIANA**

Notes to Financial Statements

Note 1. Summary of Significant Accounting Policies (Continued)

Long-Term Debt Obligations (Continued)

With the implementation of GASB Statement No. 65, the recognition of bond-related costs, including the costs related to issuance and refunding of debt, are revised. This standard was intended to complement GASB Statement No. 63. Bond issuance costs, whether or not withheld from the actual debt proceeds received, are now expended in the period incurred under GASB Statement No. 65. The District did not have any bond-related costs in the years ended December 31, 2018 or 2017.

Net Position

GASB Statement No. 34 requires classification of net position, the difference between the District's assets and liabilities, into three components. GASB Statement No. 63 revised the terminology by incorporating deferred outflows or resources and deferred inflows of resources into the definitions of the required components of the residual measure and by renaming the measure as net position, rather than net assets.

In accordance with GASB Statement No. 34, as amended by GASB No. 63, net position is classified into three components: net investment in capital assets, restricted, and unrestricted. These classifications are defined as follows:

- a. *Net Investment in Capital Assets* - This component of net position consists of the historical cost of capital assets, including any restricted capital assets, net of accumulated depreciation, and reduced by the outstanding balances of any bonds, mortgages, notes, or other borrowings that are attributable to the acquisition, construction, or improvement of those assets, plus deferred outflows of resources, less deferred inflows of resources, related to those assets.
- b. *Restricted* - This component of net position consists of assets that have constraints that are externally imposed by creditors (such as through debt covenants), grantors, contributors, or laws or regulations of other governments, or constraints imposed by law through constitutional provisions or enabling legislation.
- c. *Unrestricted* - All other net position is reported in this category.

New Accounting Pronouncements

The GASB issued Statement No. 87, *Leases*, in June 2017. The objective of GASB 87 is to better meet the information needs of financial statement users by improving accounting and financial reporting for leases by governments. Under this Statement, a lessee is required to recognize a lease liability and an intangible right-to-use lease asset, and a lessor is required to recognize a lease receivable and a deferred inflow of resources. Management is still evaluating the potential impact of adoption on the District's financial statements. This Statement will be effective for the District for the fiscal year ending December 31, 2020.

**WARD 3, AVOYELLES PARISH WATERWORKS DISTRICT
MANSURA, LOUISIANA**

Notes to Financial Statements

Note 1. Summary of Significant Accounting Policies (Continued)

Estimates

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

Note 2. Cash and Cash Equivalents and Investments

At December 31, 2018 and 2017, the District had cash and cash equivalents (book balances), as follows:

	2018	2017
Unrestricted Cash and Cash Equivalents	\$ 451,302	\$ 277,271
Restricted Cash and Cash Equivalents	208,755	117,822
Total	\$ 660,057	\$ 395,093
Certificates of Deposit	\$ 141,494	\$ 219,776

Custodial Credit Risk - Custodial credit risk is the risk that in the event of a bank failure, the District's deposits may not be recovered. The District does not have a deposit policy for custodial credit risk. Under state law, deposits must be secured by federal deposit insurance or the pledge of securities owned by the fiscal agent bank. The market value of the pledged securities, plus the federal deposit insurance, must at all times equal the amount on deposit with the fiscal agent. The custodial bank must advertise and sell the pledged securities within 10 days of being notified that the fiscal agent has failed to pay deposited funds upon demand.

At December 31, 2018, the District had \$802,693 in deposits (collected bank balances). These deposits are secured from risk by \$496,163 of federal deposit insurance and \$306,530 of pledged securities held in the name of the fiscal agent bank by a custodial bank that is mutually acceptable to both parties. At December 31, 2017, the District had \$615,755 in deposits (collected bank balances). These deposits were secured from risk by \$431,499 in federal deposit insurance and \$184,256 of pledged securities held in the name of the fiscal agent bank by a custodial bank that is mutually acceptable to both parties.

**WARD 3, AVOYELLES PARISH WATERWORKS DISTRICT
MANSURA, LOUISIANA**

Notes to Financial Statements

Note 2. Cash and Cash Equivalents and Investments (Continued)

The following is a summary of restricted assets at December 31, 2018 and 2017:

	2018	2017
Reserve Account	\$ 80,210	\$ 16,975
Depreciation and Contingency Fund	10,442	16,766
Meter Deposits	85,859	83,981
Construction	32,244	100
Total Restricted Assets	\$ 208,755	\$ 117,822

Note 3. Receivables

The following is a summary of receivables at December 31, 2018 and 2017:

	Year Ended December 31, 2018		Year Ended December 31, 2017		Increase (Decrease) in Percent
	\$	%	\$	%	
Accounts Receivable Billed					
Current	\$ 59,875	82%	\$ 59,875	66%	16%
31-60 Days Past Due	5,896	8%	5,896	7%	2%
61-90 Days Past Due	3,710	5%	3,710	4%	1%
Over 90 Days Past Due	3,613	5%	21,061	23%	-18%
Subtotal	<u>73,094</u>		<u>90,542</u>		
Allowance for Uncollectible Accounts	<u>(11,572)</u>		<u>(24,771)</u>		
Net Accounts Receivable	<u>\$ 61,522</u>		<u>\$ 65,771</u>		

All customer receivables are reported at gross value and reduced by the portion that is expected to be uncollectible. Periodically, the Board reviews the aging of receivables and determines the actual amount uncollectible. Per board approval, uncollectible amounts are normally written off against accounts receivable, and the allowance for doubtful accounts is adjusted to a reasonable estimate of uncollectibility. Bad debt expense of \$16 and \$19,028 was recorded for the years ended December 31, 2018 and 2017, respectively, and the allowance for uncollectible accounts was adjusted to \$11,572 and \$24,771, respectively, as of December 31, 2018 and 2017.

**WARD 3, AVOYELLES PARISH WATERWORKS DISTRICT
MANSURA, LOUISIANA**

Notes to Financial Statements

Note 4. Capital Assets

A summary of changes in capital assets during the fiscal years ended December 31, 2018 and 2017, is as follows:

December 31, 2018	Beginning Balance 12/31/17	Increases	Decreases	Ending Balance 12/31/18
Non-Depreciable Assets				
Land	\$ 9,200	\$ 2,445	\$ -	\$ 11,645
Total Non-Depreciable Assets	9,200	2,445	-	11,645
Depreciable Assets				
Buildings	76,975	-	-	76,975
Equipment	146,812	20,171	(9,886)	157,097
Distribution System	3,375,368	90,261	-	3,465,629
Total Capital Assets	3,599,155	110,432	(9,886)	3,699,701
Less Accumulated Depreciation	(405,298)	(132,600)	9,886	(528,012)
Total Depreciable Assets, Net	3,193,857	(22,168)	-	3,171,689
Total Capital Assets	\$ 3,203,057	\$ (19,723)	\$ -	\$ 3,183,334
December 31, 2017	Beginning Balance 12/31/16	Increases	Decreases	Ending Balance 12/31/17
Non-Depreciable Assets				
Land	\$ 9,200	\$ -	\$ -	\$ 9,200
Construction in Progress	315,146	2,153,708	(2,468,854)	-
Total Non-Depreciable Assets	324,346	2,153,708	(2,468,854)	9,200
Capital Assets				
Buildings	76,975	-	-	76,975
Equipment	166,648	45,189	(65,025)	146,812
Distribution System	1,228,635	2,747,769	(601,036)	3,375,368
Total Depreciable Assets	1,472,258	2,792,958	(666,061)	3,599,155
Less Accumulated Depreciation for:	(1,003,110)	(43,772)	641,584	(405,298)
Total Depreciable Assets, Net	469,148	2,749,186	(24,477)	3,193,857
Total Capital Assets	\$ 793,494	\$ 4,902,894	\$ (2,493,331)	\$ 3,203,057

Depreciation expense totaling \$132,600 and \$43,772 was computed on a straight-line basis for financial statement purposes for the years ended December 31, 2018 and 2017, respectively.

**WARD 3, AVOYELLES PARISH WATERWORKS DISTRICT
MANSURA, LOUISIANA**

Notes to Financial Statements

Note 5. Long-Term Debt

The following is a summary of long-term obligation transactions for the years ended December 31, 2018 and 2017:

December 31, 2018	Beginning Balance	Additions	Deletions	Ending Balance	Due Within One Year
Long-Term Debt					
Water Revenue Bonds Payable	\$ 2,298,000	\$ -	\$ (31,165)	\$ 2,266,835	\$ 34,345
Total Long-Term Debt	\$ 2,298,000	\$ -	\$ (31,165)	\$ 2,266,835	\$ 34,345
<hr/>					
December 31, 2017	Beginning Balance	Additions	Deletions	Ending Balance	Due Within One Year
Long-Term Debt					
Water Revenue Bonds Payable	\$ 360,366	\$ 2,298,000	\$ (360,366)	\$ 2,298,000	
Total Long-Term Debt	\$ 360,366	\$ 2,298,000	\$ (360,366)	\$ 2,298,000	\$ -

Bonds payable at December 31, 2018 and 2017 are composed of the following:

	2018	2017
\$2,998,000 Water Revenue Bonds dated June 9, 2009, bearing interest at 2.75% per annum, due in monthly payments of \$8,021, commencing January 2019, with the final payment due December 2056.	\$ 2,266,835	\$ 2,298,000
Total	\$ 2,266,835	\$ 2,298,000

As part of the District's bond indenture, the District is to make monthly payments to a Reserve Fund of \$802, and a Contingency Fund of \$2,478, commencing upon date of completion and acceptance of the extension project.

**WARD 3, AVOYELLES PARISH WATERWORKS DISTRICT
MANSURA, LOUISIANA**

Notes to Financial Statements

Note 5. Long-Term Debt (Continued)

The annual requirements to amortize all the Water Revenue Bonds, including interest payments, at December 31, 2018, are as follows:

Year Ending December 31,	Principal	Interest	Total
2019	\$ 34,345	\$ 61,907	\$ 96,252
2020	35,301	60,951	96,252
2021	36,284	59,968	96,252
2022	37,295	58,957	96,252
2023	38,333	57,919	96,252
2024-2028	208,288	272,972	481,260
2029-2033	238,952	242,308	481,260
2034-2038	274,131	207,129	481,260
2039-2043	314,489	166,771	481,260
2044-2048	360,788	120,472	481,260
2049-2053	413,904	67,356	481,260
2054-2058	274,725	11,711	286,436
Total	\$ 2,266,835	\$ 1,388,421	\$ 3,655,256

Note 6. Restricted Net Position

At December 31, 2018 and 2017, the District had \$122,865 and \$30,354, respectively, in restricted net position. Restricted net position (restricted for capital activity and debt service) represents the District's funds restricted by revenue bond debt covenants, contracts with customers for meter deposits, and the unspent portion of capital debt related to amounts restricted for capital projects, less liabilities related to these restricted funds. A liability relates to restricted assets if the asset results from incurring the liability or if the liability will be liquidated with the restricted assets.

**WARD 3, AVOYELLES PARISH WATERWORKS DISTRICT
MANSURA, LOUISIANA**

Notes to Financial Statements

Note 7. Water Rates

The District charged the following water rates to its customers based on volume for each of the years ended December 31, 2018 and 2017:

	2018	2017
Residential		
First 1,000 gallons	\$ 18.50	\$ 18.50
After 1,000 gallons	\$ 6.00	\$ 6.00 per 1,000 gallons
Commercial		
First 2,000 gallons	\$ 50.00	\$ 50.00
Over 2,000 gallons	\$ 6.00	\$ 6.00 per 1,000 gallons

At December 31, 2018, the number of customers served by the District was 834.

Note 8. Board Members' Per Diem Payments

The following is a schedule of fees paid to Board Members during the years ended December 31st:

	2018	2017
Albin Lemoine	\$ 660	\$ 660
Arlene Schexnyder	720	660
Chris Burke	720	720
Donald Sampson	720	720
Joan Decuir, Director	720	720
Total	\$ 3,540	\$ 3,480

**WARD 3, AVOYELLES PARISH WATERWORKS DISTRICT
MANSURA, LOUISIANA**

Notes to Financial Statements

Note 9. Insurance

The following is a schedule of insurance coverages at December 31, 2018:

Coverage	Amount	Period
Commercial General Liability		11/6/2019 to 11/6/2020
Each Occurrence	\$ 1,000,000	
Damage of Rental Premises	100,000	
Medical Expense	10,000	
Personal Injury	1,000,000	
General Accident	3,000,000	
Products Comp. and Aggregate	3,000,000	
Auto Insurance		11/6/2019 to 11/6/2020
Combined Single Limit (CSL)	\$ 1,000,000	
Workers' Compensation		7/6/2019 to 7/6/2020
At Statutory Limitations		
Each Accident	\$ 1,000,000	
Disease Expense - Employee	1,000,000	
Disease - Policy Limit	1,000,000	

OTHER SUPPLEMENTARY INFORMATION

**WARD 3, AVOYELLES PARISH WATERWORKS DISTRICT
MANSURA, LOUISIANA
Schedule of Compensation, Benefits, and Other Payments
to Agency Head
For the Year Ended December 31, 2018**

Agency Head
Joan Decuir, Director

Purpose	Amount
Salary	\$0
Benefits - Insurance	\$0
Benefits - Retirement	\$0
Benefits - Other	\$0
Car Allowance	\$0
Vehicle Provided by Government	\$0
Per Diem	\$720
Reimbursements - Telephone	\$0
Reimbursements - Supplies	\$276
Registration Fees	\$0
Conference Travel	\$0
Continuing Professional Education Fees	\$0
Housing	\$0
Unvouchered Expenses	\$0
Special Meals	\$0

See independent auditor's report.

**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**

Independent Auditor's Report

To the Board of Directors
Ward 3, Avoyelles Parish Waterworks District
Mansura, 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, the accompanying financial statements of Ward 3, Avoyelles Parish Waterworks District (the District), a component unit of Avoyelles Parish Police Jury, as of and for the year ended December 31, 2018, and the related notes to the financial statements, which collectively comprise the District's basic financial statements as listed in the table of contents, and have issued our report thereon dated May 20, 2019.

Internal Control Over Financial Reporting

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

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

Our consideration of internal control over financial reporting 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. We did identify a certain deficiency in internal control that we consider to be a material weakness which is described in the accompanying schedule of findings and questioned costs as item 2018-001.

Compliance and Other Matters

As part of obtaining reasonable assurance about whether the District's financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the 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*.

Response to Finding

Ward 3, Avoyelles Parish Waterworks District's response to the finding identified in our audit is described in the accompanying schedule of findings and questioned costs. We did not audit the District's response and, accordingly, we express no opinion on it.

Purpose of this Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the District'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 District's internal control and compliance. Accordingly, this communication is not suitable for any other purpose. Under Louisiana Revised Statute 24:513, this report is distributed by the Legislative Auditor as a public document.



A Professional Accounting Corporation

Baton Rouge, LA
May 20, 2019

**WARD 3, AVOYELLES PARISH WATERWORKS DISTRICT
MANSURA, LOUISIANA
Schedule of Findings and Responses
For the Year Ended December 31, 2018**

Part I - Summary of Auditor's Results

Financial Statements

- | | |
|--|------------|
| 1. Type of auditor's report issued: | Unmodified |
| 2. Internal control over financial reporting and compliance and other matters: | |
| a. Material weaknesses identified? | Yes |
| b. Significant deficiencies identified? | No |
| c. Noncompliance material to the financial statements? | No |
| d. Other matters identified? | No |
| 3. Management letter comment provided? | None |

WARD 3, AVOYELLES PARISH WATERWORKS DISTRICT
MANSURA, LOUISIANA
Schedule of Findings and Responses (Continued)
For the Year Ended December 31, 2018

Part II - Findings Related to the Financial Statements

2018-001 Internal Control

Criteria: Good internal control requires that the same employee does not perform all the functions of accounting, collections, billing, receiving, and check writing.

Condition: Due to the limited number of employees of the District, there was not a segregation of duties within the accounting system.

Cause: Lack of sufficient number of employees.

Effect: Material weakness in internal control.

Recommendation: We recommend that the Board should continue to review areas of cash receipts, billings, deposit of funds collected, and checks written for items purchased. It is also recommended that the District add additional staff as soon as it is economically feasible.

Management's Response: Due to the present economic conditions, the District feels that it would not be cost effective to add additional employees at this time and thus provide for a proper segregation of duties within the accounting function. The Board will implement procedures to provide more oversight.

Part III - Compliance and Other Matters

Compliance

None.

Other Matters

None.

**WARD 3, AVOYELLES PARISH WATERWORKS DISTRICT
MANSURA, LOUISIANA
Schedule of Prior Year Findings and Responses
For the Year Ended December 31, 2018**

2017-001 Internal Control

This finding has not been resolved. See 2018-001.

AGREED-UPON PROCEDURES REPORT
Ward 3, Avoyelles Waterworks District

Independent Accountant's Report
on Applying Agreed-Upon Procedures

For the Period of January 1, 2018 - December 31, 2018

To the Board of Directors,
Ward 3, Avoyelles Waterworks District and
Louisiana Legislative Auditor:

We have performed the procedures enumerated below which were agreed to by Ward 3, Avoyelles Waterworks District (the District) and the Louisiana Legislative Auditor (LLA) on the control and compliance (C/C) areas identified in the LLA's Statewide Agreed-Upon Procedures (SAUPs) for the fiscal period January 1, 2018 to December 31, 2018. The District's management is responsible for those C/C areas identified in the SAUPs. The sufficiency of these procedures is solely the responsibility of the specified users of this report. Consequently, we make no representation regarding the sufficiency of the procedures described below either for the purpose for which this report has been requested or for any other purpose.

Our procedures and results are as follows:

Written Policies and Procedures

1. Obtain the entity's written policies and procedures and report whether those written policies and procedures address each of the following financial/business functions (or report that the entity does not have any written policies and procedures), as applicable:
 - a) **Budgeting**, including preparing, adopting, monitoring, and amending the budget.
 - b) **Purchasing**, including (1) how purchases are initiated; (2) how vendors are added to the vendor list; (3) the preparation and approval process of purchase requisitions and purchase orders; (4) controls to ensure compliance with the public bid law; and (5) documentation required to be maintained for all bids and price quotes.
 - c) **Disbursements**, including processing, reviewing, and approving.
 - d) **Receipts**, including receiving, recording, and preparing deposits.
 - e) **Payroll/Personnel**, including (1) payroll processing, and (2) reviewing and approving time and attendance records, including leave and overtime worked.
 - f) **Contracting**, including (1) types of services requiring written contracts, (2) standard terms and conditions, (3) legal review, (4) approval process, and (5) monitoring process.

- g) **Credit Cards (and debit cards, fuel cards, P-Cards, if applicable)**, including (1) how cards are to be controlled, (2) allowable business uses, (3) documentation requirements, (4) required approvers, and (5) monitoring card usage.
- h) **Travel and Expense Reimbursement**, including (1) allowable expenses, (2) dollar thresholds by category of expense, (3) documentation requirements, and (4) required approvers.
- i) **Ethics**, including (1) the prohibitions as defined in Louisiana Revised Statute 42:1111-1121, (2) actions to be taken if an ethics violation takes place, (3) system to monitor possible ethics violations, and (4) requirement that all employees, including elected officials, annually attest through signature verification that they have read the entity's ethics policy. Note: Ethics requirements are not applicable to nonprofits.
- j) **Debt Service**, including (1) debt issuance approval, (2) EMMA reporting requirements, (3) debt reserve requirements, and (4) debt service requirements.

Results: The District's policy and procedure manual does not include the above elements for each category.

Bank Reconciliations

- 2. Obtain a listing of client 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) Bank reconciliations include evidence that they were prepared within 2 months of the related statement closing date (e.g., initialed and dated, electronically logged);
 - b) Bank reconciliations include evidence that a member of management/board member who does not handle cash, post ledgers, or issue checks has reviewed each bank reconciliation (e.g., initialed and dated, electronically logged); and
 - c) Management has documentation reflecting that it has researched reconciling items that have been outstanding for more than 12 months from the statement closing date, if applicable.

Results: Performed above procedures without exception.

Collections

- 3. 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).

Results: We obtained listing of deposit sites and management's representation that list is complete.

4. 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 (i.e., 5 collection locations for 5 deposit sites), obtain and inspect written policies and procedures relating to employee job duties (if no written policies or procedures, inquire of employees about their job duties) at each collection location, and observe that job duties are properly segregated at each collection location such that:
 - a) Employees that are responsible for cash collections do not share cash drawers/registers.
 - b) Each employee responsible for collecting cash is not responsible for preparing/making bank deposits, unless another employee/official is responsible for reconciling collection documentation (e.g., pre-numbered receipts) to the deposit.
 - c) Each employee responsible for collecting cash is not 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.
 - d) The employee(s) responsible for reconciling cash collections to the general ledger and/or subsidiary ledgers, by revenue source and/or agency fund additions, are not responsible for collecting cash, unless another employee verifies the reconciliation.

Results: Due to the small size of the District, it only has one employee so there is inadequate segregation of duties.

5. Inquire of management that all employees who have access to cash are covered by a bond or insurance policy for theft.

Results: We noted that the District does have an insurance policy for theft.

6. Randomly select two deposit dates for each of the 5 bank accounts selected for procedure #2 under "Bank Reconciliations" above (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). Alternately, the practitioner may use a source document other than bank statements when selecting the deposit dates for testing, such as a cash collection log, daily revenue report, receipt book, etc. Obtain supporting documentation for each of the 10 deposits and:
 - a) Observe that receipts are sequentially pre-numbered.
 - b) Trace sequentially pre-numbered receipts, system reports, and other related collection documentation to the deposit slip.
 - c) Trace the deposit slip total to the actual deposit per the bank statement.
 - d) Observe that the deposit was made within one business day of receipt at the collection location (within one week if the depository is more than 10 miles from the collection location or the deposit is less than \$100).
 - e) Trace the actual deposit per the bank statement to the general ledger.

Results: Procedures a), b), c), and e) were performed without exception. We noted that 3 of 10 collections tested were made within 5 days of receipt.

Credit Cards/Debit Cards/Fuel Cards/P-Cards

7. Obtain from management a listing of all active credit cards, bank debit cards, fuel cards, and P-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.

Results: We obtained management's representation that the list is complete.

8. Using the listing prepared by management, randomly select 5 cards (or all cards if less than 5) that were used during the fiscal period. Randomly select one monthly statement or combined statement for each card (for a debit card, randomly select one monthly bank statement), obtain supporting documentation, and:
 - a) Observe that there is evidence that the monthly statement or combined statement and supporting documentation (e.g., original receipts for credit/debit card purchases, exception reports for excessive fuel card usage) was reviewed and approved, in writing, by someone other than the authorized card holder. [Note: Requiring such approval may constrain the legal authority of certain public officials (e.g., mayor of a Lawrason Act municipality); these instances should not be reported.]
 - b) Observe that finance charges and late fees were not assessed on the selected statements.

Results: Performed above procedures without exception.

9. Using the monthly statements or combined statements selected under #8 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 (i.e., each card should have 10 transactions subject to testing). 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).

Results: Performed above without exception.

Payroll and Personnel

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

Results: We obtained management's representation that the listing provided is complete. We noted that the District does not use contracts or pay structure. We noted that changes in compensation were approved by the Board.

11. Randomly select one pay period during the fiscal period. For the 5 employees/officials selected under #10 above, obtain attendance records and leave documentation for the pay period, and:

- a) Observe that all selected employees/officials documented their daily attendance and leave (e.g., vacation, sick, compensatory). (Note: Generally, an elected official is not eligible to earn leave and does not document his/her attendance and leave. However, if the elected official is earning leave according to policy and/or contract, the official should document his/her daily attendance and leave).
- b) Observe that supervisors approved the attendance and leave of the selected employees/officials.
- c) Observe that any leave accrued or taken during the pay period is reflected in the entity's cumulative leave records.

Results: Performed procedures a) and c) without exception. We noted that requests for leave are verbally approved by the General Manager.

12. Obtain a listing of those employees/officials that received termination payments during the fiscal period and management's representation that the list is complete. Randomly select two employees/officials, obtain related documentation of the hours and pay rates used in management's termination payment calculations, agree the hours to the employee/ officials' cumulative leave records, and agree the pay rates to the employee/officials' authorized pay rates in the employee/officials' personnel files.

Results: Procedure is not applicable as there were no terminations during 2018.

13. Obtain management's representation that employer and employee portions of payroll taxes, retirement contributions, health insurance premiums, and workers' compensation premiums have been paid, and associated forms have been filed, by required deadlines.

Results: We obtained management's representation that payroll taxes, retirement contributions, workers' compensation premiums were paid timely and that associated forms were filed by required deadlines.

Ethics

14. Using the 5 randomly selected employees/officials from procedure #10 under "Payroll and Personnel" above, obtain ethics documentation from management, and:

- a) Observe that the documentation demonstrates each employee/official completed one hour of ethics training during the fiscal period.
- b) Observe that the documentation demonstrates each employee/official attested through signature verification that he or she has read the entity's ethics policy during the fiscal period.

Results: Performed above without exception.

This agreed-upon procedures engagement was performed in accordance with attestation standards established by the American Institute of Certified Public Accountants and applicable standards of *Government Auditing Standards*. We were not engaged to perform, and did not perform 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. 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.

The purpose of this report is solely to describe the scope of testing performed on those C/C areas identified in the SAUPs, and the results 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.

A handwritten signature in cursive script that reads "LaForte".

A Professional Accounting Corporation

Baton Rouge, LA
May 20, 2019

Avoyelles Ward 3 Waterworks District
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Mansura, LA 71350
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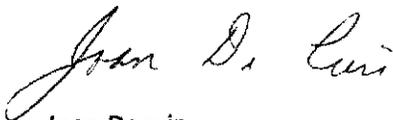
Mr. Daryl Purpera
Louisiana Legislative Auditor
1600 N 3rd St.
P.O. Box 94397
Baton Rouge, LA 70804-9397

RE: Statewide Agreed-upon Procedures

The management of the Ward 3, Avoyelles Waterworks District wishes to provide the following responses relative to the results of the 2018 Act 774 agreed-upon procedures engagement:

- 1) The District will adopt policies and procedures which include each of the above elements.
- 4) Due to the present economic conditions, the District feels that it would not be cost effective to add additional employees at this time and thus provide for a proper segregation of duties within the accounting function. The Board will implement procedures to provide more oversight.
- 6) The District will improve the timeliness of its deposits.

Sincerely,



Joan Decuir
Board President



This Institution is an Equal Opportunity Provider.