

*Central Louisiana Economic
Development Alliance*

Alexandria, Louisiana

December 31, 2018

Central Louisiana Economic Development Alliance

December 31, 2018

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PAYNE, MOORE & HERRINGTON, LLP

CERTIFIED PUBLIC ACCOUNTANTS

Established 1946

Independent Auditor's Report

To the Board of Directors of
Central Louisiana Economic Development Alliance

Report on the Financial Statements

We have audited the accompanying financial statements of Central Louisiana Economic Development Alliance (a nonprofit organization), which comprise the statement of financial position as of December 31, 2018, and the related statements of activities, functional expenses, and cash flows for the year then ended, and the related notes to the financial statements.

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 an opinion on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. 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.

Rebecca B. Morris, C.P.A.
Michael A. Juneau, C.P.A.
Cindy L. Humphries, C.P.A.
Deborah R. Dunn, C.P.A.

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PAYNE, MOORE & HERRINGTON, LLP

To the Board of Directors of
Central Louisiana Economic Development Alliance

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

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Central Louisiana Economic Development Alliance as of December 31, 2018, and the changes in its net assets and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Report on Supplementary Information

Our audit was conducted for the purpose of forming an opinion on the financial statements as a whole. The schedule of compensation, benefits, and other payments to the chief executive officer (Schedule 1) 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 information 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 12, 2019, on our consideration of Central Louisiana Economic Development 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 Central Louisiana Economic Development 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 Central Louisiana Economic Development Alliance's internal control over financial reporting and compliance.

Payne, Moore & Herrington, LLP
Certified Public Accountants
Alexandria, Louisiana

June 12, 2019

Central Louisiana Economic Development Alliance
Statement of Financial Position
December 31, 2018

Exhibit A

Assets

Current Assets

Cash and cash equivalents	\$ 391,568
Contributions and grants receivable	635,373
Prepaid expenses	2,580
Total Current Assets	1,029,521

Property and Equipment

Construction in progress	236,830
Furniture and equipment	81,591
Accumulated depreciation	(54,639)
Net Property and Equipment	263,782

Total Assets

\$ 1,293,303

Liabilities and Net Assets

Current Liabilities

Accounts payable	\$ 12,058
Other current liabilities	3,973
Line of credit	215,114
Total Current Liabilities	231,145

Net Assets

Without donor restrictions	1,062,158
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Total Liabilities and Net Assets

\$ 1,293,303

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

Central Louisiana Economic Development Alliance
Statement of Activities
Year Ended December 31, 2018

Exhibit B

	Without Donor Restrictions
Revenues and Other Support	
Government grants	\$ 412,927
Contributions and other grants	1,445,862
Interest income	9,663
Total Revenues and Other Support	1,868,452
Expenses	
Program Services	
Major Employers Initiative	342,708
Regional Innovation	810,223
Knowledge Platform	195,572
Support Services	
Management and general	564,719
Total Expenses	1,913,222
Change in Net Assets	(44,770)
Net Assets, Beginning of Year	1,106,928
Net Assets, End of Year	\$ 1,062,158

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

**Central Louisiana Economic Development Alliance
Statement of Functional Expenses
Year Ended December 31, 2018**

Exhibit C

	Program Services			Support Services	Total
	Major Employers Initiative	Regional Innovation	Knowledge Platform	Management and General	
Advertising	\$ 49,957	\$ 13,218	\$ -	\$ 1,683	\$ 64,858
Bank charges	-	-	-	2,753	2,753
Coaching	-	120,406	-	3,658	124,064
Computer expense	-	-	-	7,407	7,407
Conferences	14,025	5,662	1,372	545	21,604
Consultants	5,785	204,230	31,625	73,311	314,951
Contract services	23,900	7,894	-	24,323	56,117
Depreciation	-	-	-	9,227	9,227
Dues and subscriptions	3,725	1,320	294	15,283	20,622
Instruction	-	25,828	-	-	25,828
Insurance	-	-	-	12,052	12,052
Meeting expense	3,968	2,437	325	18,681	25,411
Miscellaneous	51	8,968	38	3,418	12,475
Moving expense	-	200	-	400	600
Office expense	33	432	-	17,182	17,647
Penalties	-	-	-	689	689
Professional fees	-	2,250	-	1,500	3,750
Property taxes	-	826	-	-	826
Rent	-	14,050	-	33,950	48,000
Salaries and related benefits	160,244	359,737	161,520	312,074	993,575
Software expense	64,058	7,876	-	900	72,834
Sponsorships	500	5,000	-	2,420	7,920
Supplies	240	16,219	-	8,961	25,420
Telephone	31	4,000	-	12,939	16,970
Travel	16,191	9,670	398	1,363	27,622
Totals	\$ 342,708	\$ 810,223	\$ 195,572	\$ 564,719	\$ 1,913,222

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

Central Louisiana Economic Development Alliance
Statement of Cash Flows
Year Ended December 31, 2018

Exhibit D

Cash Flows from Operating Activities	
Change in net assets	\$ (44,770)
Adjustments to reconcile change in net assets to net cash used in operating activities:	
Depreciation	9,227
Change in operating assets and liabilities:	
Contributions and grants receivable	(280,431)
Prepaid expenses	1,899
Accounts payable	(7,135)
Other current liabilities	1,531
Net Cash Provided Used in Operating Activities	<u>(319,679)</u>
 Cash Flows from Investing Activities	
Purchase of property and equipment	<u>(238,945)</u>
Net Cash Used in Investing Activities	<u>(238,945)</u>
 Cash Flows from Financing Activities	
Proceeds from line of credit	<u>215,114</u>
Net Cash Provided by Financing Activities	<u>215,114</u>
 Increase (Decrease) in Cash and Cash Equivalents	 (343,510)
 Cash and Cash Equivalents, Beginning of Year	 <u>735,078</u>
 Cash and Cash Equivalents, End of Year	 <u><u>\$ 391,568</u></u>

Additional Required Disclosures (See Note 4)

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

**Central Louisiana Economic Development Alliance
December 31, 2018**

Notes to Financial Statements

1. Nature of Activities and Significant Accounting Policies

Nature of Activities

The Central Louisiana Economic Development Alliance, Inc. (OLD CLEDA) was incorporated in 1974 as a nonprofit corporation, on a non-stock basis, under the provisions of Louisiana Revised Statutes. On May 1, 2011, OLD CLEDA merged with and into Cenla Advantage Partnership (CAP). CAP, the surviving corporation, officially changed its name to Central Louisiana Economic Development Alliance (CLEDA) and continues to exist as a domestic nonprofit organization under the laws of Louisiana. CLEDA is an organization which consists of the economic development entities from the parishes of Allen, Avoyelles, Catahoula, Concordia, Grant, LaSalle, Natchitoches, Rapides, Vernon, and Winn. The mission of CLEDA is to advance the knowledge and understanding of economics and to develop economic planning and development that would bring about improved efficiency, development, and acceleration of both the quality and quantity of economic growth and employment opportunities. CLEDA receives funding from federal and state economic development grants and contributions from area businesses and philanthropic organizations to conduct its activities.

Significant Accounting Policies

The significant accounting policies followed are described below to enhance the usefulness of the financial statements to the reader.

Accounting Pronouncement Adopted

In August 2016, the Financial Accounting Standards Board (FASB) issued the Accounting Standards Update No. 2016-14— *Not-for-Profit Entities (Topic 958): Presentation of Financial Statements of Not-for-Profit Entities* (ASU 2016-14). This update addresses the complexity and understandability of net asset classification, deficiencies in information about liquidity and availability of resources, and the lack of consistency in the type of information provided about expenses and investment return between not-for-profit entities. A key change required by ASU 2016-14 is the net asset classes used in these financial statements. Amounts previously reported as unrestricted net assets are now reported as net assets without donor restrictions and amounts previously reported as temporarily restricted net assets and permanently restricted net assets are now reported as net assets with donor restrictions. In addition to changes in terminology used to describe categories of net assets throughout the financial statements, new disclosures were added regarding liquidity and availability of resources, as well as the functional allocation of expenses. CLEDA adopted the provisions of this ASU during the year ended December 31, 2018. Changes under this ASU did not have a material effect on the financial statements.

Net Assets Without Donor Restrictions

Net assets without donor restrictions generally result from revenues generated by receiving contributions that have no donor-imposed restrictions, and from receiving interest from operating investments, less expenses incurred in providing program services, raising contributions, and performing administrative functions. Net assets without donor restrictions are available for use at the discretion of CLEDA's Board and management for general operating purposes. The Board may designate a portion of these net assets for specific purposes which makes them unavailable for use at management's discretion.

**Central Louisiana Economic Development Alliance
December 31, 2018**

Notes to Financial Statements

Net Assets With Donor Restrictions

Net assets with donor restrictions result from gifts of cash and other assets that are received with donor stipulations that limit the use of the donated assets, either temporarily or permanently. Until the donor restriction expires, that is until the stipulated time restriction ends or the purpose of the restriction is accomplished, the net assets are restricted. CLEDA reports gifts of cash and other assets as revenue with donor restrictions if they are received with donor stipulations that limit the use of the donated assets.

Some net assets with donor restrictions include a stipulation that assets provided be maintained permanently (perpetual in nature) while permitting CLEDA to expend the income generated by the assets in accordance with the provisions of additional donor-imposed stipulations or a Board approved spending policy. CLEDA does not have any net assets with donor restrictions.

The changes resulting from the implementation of this new standard have the following effect on net assets at January 1, 2018:

	Amounts under the FASB ASC 958	Reclassifications	"as adjusted" Amounts under ASU No. 2016-14
Net assets:			
Unrestricted	\$ 1,106,928	\$ (1,106,928)	\$ -
Temporarily restricted	-	-	-
Permanently restricted	-	-	-
Without donor restrictions	-	1,106,928	1,106,928
With donor restrictions	-	-	-
Total net assets	\$ 1,106,928	\$ -	\$ 1,106,928

Basis of Accounting

CLEDA utilizes the accrual basis of accounting. Under this method, revenues are recognized when earned and expenses are recorded at the time liabilities are incurred.

Basis of Presentation

The Organization reports information regarding its financial position and activities according to two classes of net assets: net assets without donor restrictions and net assets with donor restrictions. At year-end, CLEDA did not have any net assets with donor restrictions.

Cash and Cash Equivalents

Cash and cash equivalents include amounts in demand deposits, as well as highly liquid investments with maturity dates of three months or less when acquired. At December 31, 2018, cash and cash equivalents consisted of amounts in demand deposits. CLEDA held no highly liquid investments at year-end.

Prepaid Expenses

Prepaid expenses include insurance premiums paid prior to year-end for coverage included in the next year.

**Central Louisiana Economic Development Alliance
December 31, 2018**

Notes to Financial Statements

Property and Equipment

Property and equipment with estimated useful lives greater than one year and a value greater than \$250 are recorded at cost. Donated items are recorded at fair market value, if material and reasonably determinable, at the time of donation. Depreciation is calculated on the straight-line method over the estimated useful lives of the assets, which range from 5 to 15 years. Depreciation expense for the year ended December 31, 2018 was \$9,227.

CLEDA capitalizes interest as a component of the cost of property and equipment constructed for its own use. Capitalization stops when the asset is substantially complete and ready for its intended use. The amount of interest capitalized is determined by applying the applicable rate to average accumulated expenditures. Interest in the amount of \$3,313 was required to be capitalized for 2018.

Recognition of Donor Restricted Contributions

CLEDA reports support that is restricted by the donor as an increase in net assets without donor restrictions if the restriction expires in the same reporting period in which the support is recognized. All other donor-restricted support is reported as an increase in net assets with donor restrictions. When a donor restriction expires, that is, when a stipulated time restriction ends or purpose restriction is accomplished, net assets with donor restrictions are reclassified to net assets without donor restrictions and reported in the statement of activities as net assets released from restrictions.

Contributions and Grants Receivable

Contributions and grants receivable which represent unconditional promises to give are recognized as support when the promise is received. Contributions and grants receivable expected to be collected in less than one year are reported at net realizable value. Those expected to be collected in more than one year are recorded at fair value at the date of promise, if any. Receivables are stated at the amount management expects to collect from balances outstanding. Management closely monitors outstanding balances throughout the year and writes off all balances that are considered uncollectable. CLEDA believes that all contributions and grants receivable at December 31, 2018, will be fully collected within one year. Accordingly, no allowance for doubtful accounts is required.

Donated Services

The contribution of services are recognized if the services received (a) create or enhance non-financial assets or (b) require specialized skills that are provided by individuals possessing those skills and would typically need to be purchased if not provided by donation. Donated services that meet the recognition criteria are recognized at their fair values. For the year ended December 31, 2018, there were no donated services that met the criteria for recognition.

Functional Allocation of Expenses

CLEDA's operating costs have been allocated between program services and support services based on direct identification.

Central Louisiana Economic Development Alliance
December 31, 2018

Notes to Financial Statements

Advertising

Advertising costs are expensed the first time the advertising takes place. Advertising costs expensed for the year were \$64,858.

Income Taxes

CLEDA is exempt from federal income taxes under Section 501(c)(3) of the Internal Revenue Code and from state income taxes under applicable Louisiana Revised Statutes. CLEDA is not a private foundation.

As of December 31, 2018, tax returns for 2015, 2016, and 2017 remain open to examination by taxing authorities. Management believes that all positions taken in those returns would be sustained if examined by taxing authorities.

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 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.

Subsequent Events

Management has evaluated subsequent events through June 12, 2019, the date which the financial statements were available for issue.

2. Contributions and Grants Receivable

Contributions and grants receivable at year-end consisted of the following:

Contributions receivable	\$ 106,675
Grants receivable – government grants	303,450
Grants receivable – other	<u>225,248</u>
	\$ 635,373

3. Line of Credit

On August 22, 2018, CLEDA entered into an unsecured line of credit in the amount of \$500,000 with Red River Bank. The note requires quarterly interest payments and has a stated interest rate of 4.25% per annum. The line of credit has a maturity date of August 22, 2019, at which time the principal and all accrued interest becomes due. The principal amount outstanding on the note at December 31, 2018, was \$215,114.

**Central Louisiana Economic Development Alliance
December 31, 2018**

Notes to Financial Statements

4. Additional Required Disclosures Relating to the Statement of Cash Flows

Interest paid during the year ended December 31, 2018, totaled \$2,336. There were no income taxes paid during the year, nor were there any material noncash financing or investing transactions that affected recognized assets or liabilities.

5. Concentration of Funding

CLEDA receives much of its funding from the Rapides Foundation, the State of Louisiana, and various other corporate sponsors and grantors. Management is not aware of any actions that would adversely affect the amount of funds CLEDA will receive in the next year.

6. Contingencies

CLEDA receives grants for specific purposes that are subject to review and audit by the grantor agencies. Such audits could result in a request for reimbursement for disallowed costs under the terms of the grant agreements. In the opinion of management, such disallowances, if any, would be insignificant.

7. Concentration of Credit Risk

The Federal Deposit Insurance Corporation ("FDIC") currently insures up to \$250,000 of substantially all depository accounts held at each financial institution. At various times during the year, CLEDA's cash deposits may exceed the federal insured limits. At December 31, 2018, its uninsured deposits totaled \$432,292. CLEDA has not experienced any losses in such accounts, and management believes it is not exposed to any significant credit risk on cash and cash equivalents.

8. Lease

CLEDA leases office space from a related party under a month-to-month operating lease. Rental payments consisting solely of minimum rentals amounted to \$48,000 for the year ended December 31, 2018.

9. Related Party Transactions

One of the board members of CLEDA is the president and CEO of Red River Bank, which is the financial institution that holds all of CLEDA's demand deposit accounts. In addition to holding CLEDA's demand deposit accounts, Red River Bank is also the lender of the \$500,000 line of credit discussed in Note 3. CLEDA's treasurer of the board is partner at Daenen Henderson & Company, LLC, which provides CLEDA's quarterly financial statement compilation services along with supplemental information for the board meetings and other accounting services on an as needed basis. CLEDA made total payments of \$3,750 to Daenen Henderson & Company, LLC, during the year, and no amount was owed at December 31, 2018. CLEDA leases office space in a building owned by one of the board members. Rental payments for year ended December 31, 2018, totaled \$48,000. Lastly, one of the board members is President and CEO of the Rapides Foundation. As President and CEO, he makes grant funding recommendations on CLEDA's behalf to the Rapides Foundation's Budget and Grant Committee; however, he does not participate in final grant funding decisions. During the year, CLEDA recognized a total of \$923,637 in grant revenue from the Rapides Foundation; of this amount, \$225,247 was included in grants receivable at year-end.

**Central Louisiana Economic Development Alliance
December 31, 2018**

Notes to Financial Statements

10. Liquidity and Availability of Financial Assets

The following reflects CLEDA's financial assets as of December 31, 2018, reduced by amounts not available for general use within one year of the balance sheet date because of contractual or donor-imposed restrictions or internal designations. At year-end, all of CLEDA's financial assets were available to meet cash needs for general expenditures within one year.

	<u>2018</u>
Financial assets:	
Cash and cash equivalents	\$ 391,568
Contributions and grants receivable	<u>635,373</u>
Financial assets at year-end	<u>1,026,941</u>
 Total financial assets available to meet cash needs for general expenditures within one year	 <u>\$ 1,026,941</u>

CLEDA has a policy to structure its financial assets to be available as its general expenditures, liabilities, and other obligations come due. CLEDA also has an unsecured \$500,000 line of credit, as discussed in Note 3, which it could draw upon in the event of an anticipated liquidity need.

Supplementary Information

**Central Louisiana Economic Development Alliance
Schedule of Compensation, Benefits, and
Other Payments to the Chief Executive Officer
Year Ended December 31, 2018**

Schedule 1

Chief Executive Officer: Jim Clinton

No public funds were used to make payments to the chief executive officer during the year ended December 31, 2018.

See independent auditor's report.

**Other Report Required by
*Government Auditing Standards***



PAYNE, MOORE & HERRINGTON, LLP

CERTIFIED PUBLIC ACCOUNTANTS

Established 1945

**Independent Auditor's 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 of
Central Louisiana Economic Development Alliance

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of Central Louisiana Economic Development Alliance (CLEDA) (a nonprofit organization), which comprise the statement of financial position as of December 31, 2018, and the related statements of activities, 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 12, 2019.

Internal Control over Financial Reporting

In planning and performing our audit of the financial statements, we considered CLEDA'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 opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of CLEDA's internal control. Accordingly, we do not express an opinion on the effectiveness of CLEDA'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 was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

Rebecca B. Morris, C.P.A.
Michael A. Juneau, C.P.A.
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PAYNE, MOORE & HERRINGTON, LLP

To the Board of Directors of
Central Louisiana Economic Development Alliance

Compliance and Other Matters

As part of obtaining reasonable assurance about whether CLEDA'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*.

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 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.

A handwritten signature in black ink that reads "Payne, Moore & Herrington, LLP". The signature is written in a cursive, flowing style.

Certified Public Accountants
Alexandria, Louisiana

June 12, 2019

**Central Louisiana Economic Development Alliance
Schedule of Findings and Responses
Year Ended December 31, 2018**

Section I - Summary of Auditor's Results

Financial Statements

Type of auditor's report issued:	Unmodified		
Internal control over financial reporting:			
Material weakness(es) identified?	_____ Yes	<u> X </u> No	
Significant deficiency(ies) identified not considered to be material weaknesses?	_____ Yes	<u> X </u> None reported	
Noncompliance material to financial statements noted?	_____ Yes	<u> X </u> No	
<i>Management's Corrective Action Plan</i>	Not applicable		
<i>Management's Summary Schedule of Prior Audit Findings</i>	Not applicable		
<i>Memorandum of Other Comments and Recommendations</i>	Not applicable		
<i>Federal Awards</i>	Not applicable		

Section II - Financial Statement Findings

None

Section III - Federal Award Findings and Questioned Costs

Not applicable