



# **Foothills Animal Shelter**

## **Independent Auditor's Reports and Financial Statements**

December 31, 2023



**Contents**

**Independent Auditor’s Report**..... 1

**Management’s Discussion and Analysis**..... 4

**Basic Financial Statements**

    Statement of Net Position ..... 8

    Statement of Revenues, Expenses and Changes in Net Position..... 9

    Statement of Cash Flows ..... 10

    Notes to Financial Statements ..... 11

**Required Supplementary Information**

    Budgetary Comparison Schedule and Related Notes ..... 17

**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** ..... 19

**Schedule of Findings and Responses** ..... 21

## Independent Auditor's Report

Board of Directors  
Foothills Animal Shelter  
Golden, Colorado

### Report on the Audit of the Financial Statements

#### ***Opinions***

We have audited the financial statements of the Foothills Animal Shelter and its discretely presented component unit (collectively, the Shelter) as of and for the year ended December 31, 2023, and the related notes to the financial statements, which collectively comprise the Shelter's basic financial statements as listed in the table of contents.

In our opinion, the accompanying financial statements present fairly, in all material respects, the respective financial position of the Foothills Animal Shelter and its discretely presented component unit as of December 31, 2023, and the respective changes in financial position and cash flows thereof for the year then ended in accordance with accounting principles generally accepted in the United States of America.

#### ***Basis for Opinions***

We conducted our audit 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. Our responsibilities under those standards are further described in the "Auditor's Responsibilities for the Audit of the Financial Statements" section of our report. We are required to be independent of the Shelter and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

#### ***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 Shelter's ability to continue as a going concern for 12 months beyond the financial statement date, including any currently known information that may raise substantial doubt shortly thereafter.

### ***Auditor's 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 auditor's 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 Shelter'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 Shelter's ability to continue as a going concern for a reasonable period of time.

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

### ***Required Supplementary Information***

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

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

In accordance with *Government Auditing Standards*, we have also issued our report dated July 1, 2024, on our consideration of the Shelter's internal control over financial reporting and our tests of its compliance with certain provisions of laws, regulations, contracts and grant agreements and other matters. The purpose of that report is 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 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 Shelter's internal control over financial reporting and compliance.

**Forvis Mazars, LLP**

**Denver, Colorado  
July 1, 2024**

**Foothills Animal Shelter  
Management's Discussion and Analysis (Unaudited)  
Year Ended December 31, 2023**

---

The following Management's Discussion and Analysis is designed to provide an analysis of Foothills Animal Shelter's (the Shelter) financial condition and operating results and to inform the reader of the Shelter's financial activities. The financial statements of the Shelter are presented as a local governmental entity of the state of Colorado engaged in the operation of providing an animal shelter to the communities within Jefferson County.

Additionally, the Shelter has a related entity that is a 501(c)(3) Friends of Foothills Animal Shelter (Friends) whose mission is raising funds to support the work of the Shelter. As a supporting organization of the Shelter, the activities of Friends are reported as a "Component Unit" in the audited financials.

The Management's Discussion and Analysis should be read in conjunction with the financial statements.

***2023 Financial Highlights for both the Shelter and Friends***

- Friends saw a decrease in donations by 3% from 2022, to \$2.02 million in total. This allowed Friends to transfer approximately \$1.9 million to the Shelter to support its mission.
- Friends' ending Net Position in 2023 is \$342,922 of this, \$271,845 is unrestricted. There is \$77,077 in restricted funds for other purposes.
- The Shelter's 2023 budget anticipated an increase in revenue over 2022 by 16% and an increase in expenses of 16% over 2022. Actual revenue decreased 8% and its total expenses increased by 20% over 2022.

***Overview of the Statement of Net Position of the Shelter***

The *Statement of Net Position* presents information on all assets and liabilities. Over time, increases or decreases in the net position may serve as a useful indicator of whether the financial position is strengthening or losing ground.

Overall, the Shelter's net position has decreased by 1% from 2022 and Friends' net position decreased by 22%.

At the end of 2023 the Shelter reported net investment in capital assets of \$271,054, \$2,097,842 in restricted net position and \$1,662,074 in unrestricted net position. Restricted funds are comprised of the following:

- A Capital Improvement Fund equal to a minimum of \$500,000 whose use will be for replacement of capital equipment, new capital equipment and improvements or expansion of our facility. This amount has been set aside since 2012, as required by intergovernmental agreement.
- A Contingency/Emergency Fund, as required by intergovernmental agreement, with a minimum amount of three months operating expenses as calculated from the prior year; \$1,526,535.
- An Animal Relief Fund that is designated for the purpose of offsetting or subsidizing the costs of providing humane services for animals in our care that are victims of abuse or neglect, part of a mass impound, require specialized care, displaced due to natural disasters and/or present with extraordinary health care needs and/or complications. At the end of 2023 the balance in this account was \$71,307.

**Foothills Animal Shelter  
Management's Discussion and Analysis (Unaudited)  
Year Ended December 31, 2023**

	<u>2023</u>	<u>2022</u>	<u>Variance</u>
<b>ASSETS</b>			
Current assets	\$ 4,183,468	\$ 4,342,623	-4%
Property and equipment	<u>502,056</u>	<u>91,409</u>	<u>449%</u>
Total assets	<u>\$ 4,685,524</u>	<u>\$ 4,434,032</u>	<u>6%</u>
<b>LIABILITIES</b>			
Total liabilities	<u>\$ 654,554</u>	<u>400,289</u>	<u>64%</u>
<b>NET POSITION</b>			
Net investment in capital assets	\$ 271,054	\$ 91,409	197%
Restricted	2,097,842	1,879,296	12%
Unrestricted	<u>1,662,074</u>	<u>2,063,038</u>	<u>-19%</u>
Total net position	<u>4,030,970</u>	<u>4,033,743</u>	<u>0%</u>
Total liabilities and net position	<u>\$ 4,685,524</u>	<u>\$ 4,434,032</u>	<u>6%</u>

**Overview of the Statement of Revenues, Expenses and Changes in Net Position of the Shelter**

The *Statement of Revenues, Expenses and Changes in Net Position* presents information that reflects how the Shelter's net position changed during the past year. All changes in the net position are reported as soon as the underlying event giving rise to the change occurs, regardless of the timing of the related cash flows. Thus, revenues and expenses are reported in the statement for some items that will only result in cash flows in future fiscal periods.

Overall, the Shelter's revenue decreased by 8% due to a large bequest of funds received in 2022 that was not anticipated to be awarded again in 2023. However, revenue from shelter services increased by 12% and is consistent with our budget consideration for 2023.

The 20% increase in expenses was considered in our 2023 budget and driven by two main factors, (1) an increase in animal intake and services provided, and (2) payroll adjustments for staff recruitment and retention.

**Foothills Animal Shelter  
Management’s Discussion and Analysis (Unaudited)  
Year Ended December 31, 2023**

	<u>2023</u>	<u>2022</u>	<u>Variance</u>
<b>Operating Revenue</b>			
Charges for services	\$ 1,512,711	\$ 1,351,226	12%
Dog licensing fees	477,132	550,330	-13%
Assessments	1,183,800	875,171	35%
Donations and events	<u>2,703,856</u>	<u>3,582,863</u>	<u>-25%</u>
Total operating revenue	5,877,499	6,359,590	-8%
Total operating expenses	<u>6,109,876</u>	<u>5,101,504</u>	<u>20%</u>
<b>Net Operating Income (Loss)</b>	(232,377)	1,258,086	118%
<b>Non-Operating Revenue</b>	<u>229,604</u>	<u>64,373</u>	<u>257%</u>
<b>Change in Net Position</b>	<u>\$ (2,773)</u>	<u>\$ 1,322,459</u>	<u>100%</u>

***Shelter Budgetary Highlights***

The Shelter prepares its budget on a non-GAAP budgetary basis of accounting to recognize capital outlays in addition to operating and non-operating revenue and contributions. Capital contributions of facilities and depreciation are not reflected on the budget since they do not affect “funds available.” Budgets are required by state statute.

***Shelter Long-Term Debt***

The Shelter does not carry any long-term debt.

***Shelter Capital Assets***

The Shelter sets capital items with a minimum value of \$5,000 per individual item on a depreciation schedule.

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

In 2023, the Shelter experienced the following economic factors:

- Investment in capital improvements including renovations of the lobby, veterinary exam room, surgery space, cat adoption center, and after hours kennels. Deposit placed for long-term holding kennel renovation (work to be completed in 2024).
- Continued investment in skilled staff recruitment
- Focused investment on staff retention through leadership training for supervisors and managers as well as salary adjustments to keep up with inflation
- Completion of the 3-year Strategic Plan that included the following priorities
  - Adoptions
  - Animal Health and Behavior
  - Better Together Programs
  - External Communication
  - Shelter Optimization
  - Staff Development



**Foothills Animal Shelter  
Management's Discussion and Analysis (Unaudited)  
Year Ended December 31, 2023**

---

Financial considerations for 2024:

- Completion of the long-term holding renovation kennels
- A 15% increase in personnel expenses to manage growth and transitions in leadership, including a 9% increase in FTEs
- Anticipated vendor price increases and product availability effecting animal care and veterinary service expenses

***Requests for Information***

This report is designed to provide a general overview of the Shelter's finances. Questions concerning any of the information provided in this report or requests for additional information should be directed to:

Constance Howard  
Executive Director  
Phone: 720-407-5210  
Email: [choward@fas4pets.org](mailto:choward@fas4pets.org)

Foothills Animal Shelter  
580 McIntyre Street  
Golden, Colorado 80401

**Foothills Animal Shelter**  
**Statement of Net Position**  
**December 31, 2023**

	<u>Primary Government Shelter</u>	<u>Component Unit Friends</u>
<b>ASSETS</b>		
<b>Current Assets</b>		
Cash and cash equivalents	\$ 4,149,489	\$ 345,551
Accounts receivable	10,775	-
Prepaid expenses	22,497	-
Due from component unit	707	-
	<u>4,183,468</u>	<u>345,551</u>
Total current assets		
<b>Noncurrent Assets</b>		
Capital assets, net of accumulated depreciation	<u>502,056</u>	<u>-</u>
Total assets	<u>\$ 4,685,524</u>	<u>\$ 345,551</u>
<b>LIABILITIES</b>		
<b>Current Liabilities</b>		
Accounts payable	\$ 340,066	\$ 1,922
Accrued liabilities	185,352	-
Due to primary government	-	707
	<u>525,418</u>	<u>2,629</u>
Total current liabilities		
<b>Noncurrent Liabilities</b>		
Accrued compensated absences	<u>129,136</u>	<u>-</u>
Total liabilities	<u>654,554</u>	<u>2,629</u>
<b>Net Position</b>		
Net investment in capital assets	271,054	-
Restricted for		
Capital improvements	500,000	-
Operating reserve	1,526,535	-
Animal Relief Fund	71,307	22,876
Other programs	-	48,201
Unrestricted	<u>1,662,074</u>	<u>271,845</u>
Total net position	<u>4,030,970</u>	<u>342,922</u>
Total liabilities and net position	<u>\$ 4,685,524</u>	<u>\$ 345,551</u>

**Foothills Animal Shelter**  
**Statement of Revenues, Expenses and Changes in Net Position**  
**Year Ended December 31, 2023**

	<u>Primary Government Shelter</u>	<u>Component Unit Friends</u>
<b>Revenues</b>		
Charges for services	\$ 1,512,711	\$ -
Dog licensing fees	477,132	-
Intergovernmental Agreement (IGA) assessments	1,183,800	-
Donations and events	755,121	2,025,294
Distributions from component unit	1,948,735	-
	<u>5,877,499</u>	<u>2,025,294</u>
<b>Expenses</b>		
Communications	3,013	-
Personnel	4,593,602	-
Professional services	89,243	-
Animal care	768,652	-
Property maintenance and repairs	24,234	-
Administration	419,399	86,477
Utilities	138,284	-
Dog licensing administration	45,084	-
Fundraising	3,993	80,364
Programs	2,870	4,838
Distributions to primary government	-	1,948,735
Depreciation	21,502	-
	<u>6,109,876</u>	<u>2,120,414</u>
<b>Net Operating Loss</b>	<u>(232,377)</u>	<u>(95,120)</u>
<b>Non-Operating Revenues</b>		
Investment income	<u>229,604</u>	<u>-</u>
<b>Change in Net Position</b>	(2,773)	(95,120)
<b>Net Position, Beginning of Year</b>	<u>4,033,743</u>	<u>438,042</u>
<b>Net Position, End of Year</b>	<u>\$ 4,030,970</u>	<u>\$ 342,922</u>

**Foothills Animal Shelter**  
**Statement of Cash Flows**  
**Year Ended December 31, 2023**

	<u>Primary Government Shelter</u>	<u>Component Unit Friends</u>
<b>Cash Flows from Operating Activities</b>		
Cash received from customers	\$ 1,512,711	\$ -
Cash received from donors	755,121	2,056,294
Dog licensing fees received	466,737	-
Cash received from IGA assessments	1,183,800	-
Cash received by (paid to) primary government	1,941,162	(1,941,162)
Cash paid to vendors and others	(1,009,972)	(161,139)
Cash paid to employees	(5,044,143)	-
	<u>(194,584)</u>	<u>(46,007)</u>
<b>Cash Flows from Capital and Related Financing Activities</b>		
Purchase of capital assets	(201,147)	-
<b>Cash Flows from Investing Activities</b>		
Investment income received	229,604	-
<b>Net Decrease in Cash and Cash Equivalents</b>	(166,127)	(46,007)
<b>Cash and Cash Equivalents, Beginning of Year</b>	4,315,616	391,558
<b>Cash and Cash Equivalents, End of Year</b>	<u>\$ 4,149,489</u>	<u>\$ 345,551</u>
<b>Reconciliation of Net Operating Income (Loss) to Net Cash Provided by (Used In) Operating Activities</b>		
Net operating income (loss)	\$ (232,377)	\$ (95,120)
Depreciation	21,502	-
Changes in assets and liabilities		
Accounts receivable	(10,395)	31,000
Prepaid expenses	(4,036)	8,618
Due to (from) component unit/primary government	(7,573)	7,573
Accounts payable and accrued liabilities	24,353	1,922
Accrued compensated absences	13,942	-
	<u>\$ (194,584)</u>	<u>\$ (46,007)</u>
<b>Noncash Investing Activities Cash Flow Information</b>		
Purchases of capital assets included in accounts payable	<u>\$ 231,002</u>	<u>\$ -</u>

**Note 1. Nature of Operations and Summary of Significant Accounting Policies**

***Nature of Operations***

The Table Mountain Animal Center was established by an intergovernmental agreement dated March 15, 1976, for the administration and operation of a common animal shelter. In August 2012, an amended intergovernmental agreement changed the name of the shelter to the Foothills Animal Shelter (the Shelter). Current participating entities are as follows:

Jefferson County	City of Lakewood
City of Arvada	City of Westminster
City of Edgewater	City of Wheat Ridge
City of Golden	

The Shelter's Board of Directors consists of appointed members from the participating entities. Each participating entity is entitled to appoint one member to the board.

***Reporting Entity***

The financial reporting entity consists of the Shelter, organizations for which the Shelter is financially accountable, and organizations that raise and hold economic resources for the direct benefit of the Shelter. All funds, organizations, institutions, agencies, departments and offices that are not legally separate are part of the Shelter. Legally separate organizations for which the Shelter is financially accountable are considered part of the reporting entity. Financial accountability exists if the Shelter appoints a voting majority of the organization's governing board and is able to impose its will on the organization, or if there is a potential for the organization to provide benefits to, or impose financial burdens on, the Shelter.

Based on the application of these criteria, the Shelter includes Friends of Foothills Animal Shelter (Friends), a non-profit organization as defined in Section 501(c)(3) of the Internal Revenue Code, in its reporting entity. Friends was formed to encourage humanity to animals by education and in cooperation with the Shelter, to raise funds to assist the Shelter in fulfilling its mission, and to engage in any other lawful business or activities for the benefit of the Shelter and the prevention of cruelty to animals. Friends is discretely presented in the Shelter's financial statements and does not issue separate financial statements.

***Basis of Accounting and Presentation***

The Shelter uses an enterprise fund to account for its operations. Enterprise funds are used to account for operations that are financed and operated in a manner similar to private business enterprises, where fees are charged to external users for goods or services.

The financial statements are reported using the economic resources measurement focus and the accrual basis of accounting. Revenues are recorded when earned and expenses are recorded when the liability is incurred, regardless of the timing of related cash flows. Grants and similar items are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met.

Enterprise 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 ongoing operations. Operating expenses include the cost of sales 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 a specific use, it is the Shelter's practice to use restricted resources first, then unrestricted resources as they are needed.

***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 the reported amounts of assets, liabilities and deferred inflows and outflows of resources 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.

***Cash Equivalents***

The Shelter considers all liquid investments with original maturities of three months or less to be cash equivalents. At December 31, 2023, cash equivalents consisted primarily of an interest in a local government investment pool, described in Note 2.

***Capital Assets***

Capital assets are recorded at cost at the date of acquisition, or acquisition value at the date of donation if acquired by gift. It is the Shelter's policy to capitalize property and equipment with a cost of \$5,000 or more and a life in excess of one year. Depreciation is computed using the straight-line method over the estimated useful life of each asset. The following estimated useful lives are being used by the Shelter:

Building improvements	5 - 10 years
Furniture and equipment	5 - 10 years
Vehicles	6 years

***Compensated Absences***

Shelter policies permit most employees to accumulate vacation and sick leave benefits that may be realized as paid time off or, in limited circumstances, as a cash payment. Expense and the related liability are recognized as vacation benefits are earned whether the employee is expected to realize the benefit as time off or in cash.

Expense and the related liability for sick leave benefits are recognized when earned to the extent the employee is expected to realize the benefit in cash determined using the termination payment method. Sick leave benefits expected to be realized as paid time off are recognized as expense when the time off occurs and no liability is accrued for such benefits employees have earned but not yet realized.

Compensated absence liabilities are computed using the regular pay and termination pay rates in effect at statement of net position date plus an additional amount for compensation-related payments such as social security and Medicare taxes computed using rates in effect at that date.

***Net Position***

Net position is restricted when constraints placed on the use of resources are externally imposed. The intergovernmental agreement requires the Shelter to establish a capital improvement fund equal to a minimum of \$500,000, which has been reported as restricted net position in the financial statements. Uses of the fund include replacement or procurement of capital equipment and improvement or expansion of the facility. If funds are used from the capital improvement fund, the fund shall be returned to the minimum balance within a two-year period.

Animal Relief Fund (ARF) monies are placed in reserve for the purpose of offsetting or subsidizing the costs of providing humane services for animals in the care of the Shelter when such animal meet one or more of the following criteria: (1) a victim of abuse or neglect; (2) part of a mass impound; (3) exotic, requiring specialized diet, health care or shelter; (4) displaced due to natural disaster; (5) presenting extraordinary health care needs and/or complications.

**Foothills Animal Shelter  
Notes to Financial Statements  
December 31, 2023**

The intergovernmental agreement requires the Shelter to establish a contingency/emergency fund equal to a minimum of three months of operating expenses as calculated from the prior year.

**Note 2. Cash and Investments**

**Summary of Carrying Values**

The carrying values of deposits and investments shown above are included in the statement of net position as follows:

	<u>Primary Government Shelter</u>	<u>Component Unit Friends</u>
Cash on hand	\$ 433	\$ -
Undeposited funds	8,715	-
Deposits	479,432	345,551
CSAFE Local Government Investment Pool	3,660,909	-
	<u>\$ 4,149,489</u>	<u>\$ 345,551</u>

**Deposits**

The Colorado *Public Deposit Protection Act* (PDPA) requires local government entities to deposit cash in eligible public depositories. Eligibility is determined by state regulations. Amounts on deposit in excess of federal insurance levels must be collateralized by eligible collateral as determined by the PDPA. The PDPA allows the financial institution to create a single collateral pool for all public funds held. The pool is to be maintained by another institution, or held in trust for all uninsured public deposits as a group. The market value of the collateral must be at least equal to 102% of the uninsured deposits. At December 31, 2023, the Shelter had bank deposits of \$471,600, collateralized with securities held by the financial institution’s agent but not in the Shelter’s name. At December 31, 2023, the Shelter and Friends had bank deposits in excess of FDIC insurance limits totaling approximately \$175,000 and \$55,000, respectively.

**Investments**

The Shelter is required to comply with state statutes which specify investment instruments meeting defined rating, maturity, and concentration risk criteria in which local governments may invest, which include the following. State statutes do not address custodial risk.

- Obligations of the United States and certain U.S. agency securities
- Certain international agency securities
- General obligation and revenue bonds of U.S. local government entities
- Bankers’ acceptances of certain banks
- Commercial paper
- Local government investment pools
- Written repurchase agreements collateralized by certain authorized securities
- Certain money market funds
- Guaranteed investment contracts

***Investment in External Investment Pool***

At December 31, 2023, the Shelter had \$3,660,909 invested in the Colorado Surplus Asset Fund Trust (CSAFE), an investment vehicle established for local government entities in Colorado to pool surplus funds. The Colorado Division of Securities administers and enforces the requirements of creating and operating CSAFE. CSAFE operates in conformity with the Securities and Exchange Commission's Rule 2a-7. CSAFE is measured at the net asset value per share, with each share valued at \$1.00. CSAFE is rated AAAM by Standard and Poor's.

Investments of CSAFE are limited to those allowed by state statutes. A designated custodial bank provides safekeeping and depository services in connection with the direct investment and withdrawal functions. The custodian's internal records identify the investments owned by the participating governments. CSAFE is designed to provide local governments with a convenient method for investing in short-term investments carefully chosen to provide maximum safety and liquidity, while still maximizing interest earnings.

***Interest Rate Risk***

State statutes generally limit investments to a maturity of five years, unless the governing board authorizes the investment for a period in excess of five years.

***Credit Risk***

Credit risk is the risk that the issuer or other counterparty to an investment will not fulfill its obligations. State statutes limit certain investments to those with specified ratings from nationally recognized statistical rating organizations, depending on the type of investment.

***Custodial Credit Risk***

For an investment, custodial credit risk is the risk that, in the event of the failure of the counterparty, the Shelter will not be able to recover the value of its investment or collateral securities that are in the possession of an outside party. The Shelter's investment policy requires that investments be placed with two or more financial institutions and in such amounts or proportions of total investments or assets as may be reasonable and prudent.

***Concentration of Credit Risk***

State statutes generally do not limit the amount that may be invested in any one issuer.



**Foothills Animal Shelter**  
**Notes to Financial Statements**  
**December 31, 2023**

**Note 3. Capital Assets**

Capital assets activity for the year ended December 31, 2023, was:

	<u>Balance</u> <u>12/31/2022</u>	<u>Additions</u>	<u>Deletions</u>	<u>Balance</u> <u>12/31/2023</u>
<b>Capital Assets</b>				
Buildings and improvements	\$ 160,971	\$ 104,363	\$ -	\$ 265,334
Construction in progress	-	163,908	-	163,908
Furniture and equipment	178,348	163,878	(9,000)	333,226
Vehicles	21,649	-	(2,370)	19,279
	<u>360,968</u>	<u>432,149</u>	<u>(11,370)</u>	<u>781,747</u>
<b>Accumulated Depreciation</b>				
Buildings and improvements	(110,687)	(11,954)	-	(122,641)
Furniture and equipment	(137,223)	(9,548)	9,000	(137,771)
Vehicles	(21,649)	-	2,370	(19,279)
	<u>(269,559)</u>	<u>(21,502)</u>	<u>11,370</u>	<u>(279,691)</u>
<b>Capital Assets, Net</b>	<u>\$ 91,409</u>	<u>\$ 410,647</u>	<u>\$ -</u>	<u>\$ 502,056</u>

**Note 4. Pension Plans**

**401(k) Plan**

All employees with 500 hours of service and at least 18 years of age are eligible to participate in the plan. Hours of service are evaluated at 6 and 12 months of employment. Participant contributions are fully vested on the date of eligibility. The Shelter matches 100% of employee contributions up to 3% and 50% of employee contributions up to an additional 2% of eligible compensation. For the year ended December 31, 2023, the Shelter contributed \$47,767 to the plan.

**457 Plan**

Certain former employees were given the option of voluntarily contributing to a deferred compensation plan. The plan is administered by TDAmeritrade and is closed to new applicants.

**Note 5. Commitments and Contingencies**

**Facility Financing Agreement**

In August 2010, the Shelter entered into an agreement with Jefferson County to lease a county-owned facility for 50 years, from August 9, 2010, and terminating August 9, 2060. The lease agreement requires annual lease payments of \$10. An intergovernmental agreement between the Cities of Arvada, Lakewood, Wheat Ridge, Golden and Westminster and Jefferson County implemented a county-wide dog licensing program to finance the construction of the facility.

**Foothills Animal Shelter**  
**Notes to Financial Statements**  
**December 31, 2023**

---

In August 2012, the participating entities amended the intergovernmental agreement to permit dog licensing fees from the county-wide dog licensing program, to be used for operating costs of the Shelter, capital improvements, and maintenance. The participating entities pay an assessment to Jefferson County to repay debt service related to the construction of the facility.

In February 2022, the participating entities amended the agreement to establish and codify annual assessments, to consolidate and simplify the annual billing of license fees to each municipality and to make effective various other administrative changes.

***Required Supplementary Information***

**Foothills Animal Shelter**  
**Budgetary Comparison Schedule and Related Notes**  
**Year Ended December 31, 2023**

	<b>Original and Final Budget</b>	<b>Actual</b>	<b>Variance</b>
<b>Revenues</b>			
Charges for services	\$ 1,424,000	\$ 1,512,711	\$ 88,711
Dog licensing fees	382,917	477,132	94,215
IGA assessments	1,239,763	1,183,800	(55,963)
Donations and events	635,000	755,121	120,121
Distributions from component unit	1,800,000	1,948,735	148,735
Investment income	10,000	229,604	219,604
Other	596,694	-	(596,694)
	<u>6,088,374</u>	<u>6,107,103</u>	<u>18,729</u>
<b>Expenditures</b>			
Communications	6,000	3,013	2,987
Personnel	4,850,551	4,593,602	256,949
Professional services	70,250	89,243	(18,993)
Animal care	536,791	768,652	(231,861)
Property maintenance and repairs	35,000	24,234	10,766
Administration	372,100	422,269	(50,169)
Utilities	130,560	138,284	(7,724)
Dog licensing administration	57,000	45,084	11,916
Fundraising	11,000	3,993	7,007
Other	19,122	-	19,122
	<u>6,088,374</u>	<u>6,088,374</u>	<u>-</u>
<b>Change in Net Position, Budgetary Basis</b>	<u>\$ -</u>	<u>18,729</u>	<u>\$ 18,729</u>
<b>Reconciliation to GAAP basis</b>			
Add/(less)			
Depreciation		<u>(21,502)</u>	
<b>Change in Net Position, GAAP Basis</b>		<u>\$ (2,773)</u>	

***Notes to Schedule***

Annual budgets are adopted by the Board of Directors on a non-GAAP budgetary basis, whereby capital outlay is budgeted as an expense and depreciation and any related gain/loss on disposals are not budgeted. All appropriations lapse at fiscal year-end.

The Shelter follows these procedures to establish the budgetary information reflected in the financial statements:

- The Executive Director submits to the Board of Directors a proposed operating budget for the fiscal year commencing the following January 1. The operating budget includes proposed expenditures and the means of financing them.
- Public hearings are conducted to obtain taxpayer comments
- Prior to December 31, the budget is legally adopted through passage of a resolution

## **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**

Board of Directors  
Foothills Animal Shelter  
Golden, Colorado

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 Foothills Animal Shelter and its discretely presented component unit (collectively, the Shelter), as of and for the year ended December 31, 2023, and the related notes to the financial statements, which collectively comprise the Shelter's basic financial statements, and have issued our report thereon dated July 1, 2024.

### ***Report on Internal Control Over Financial Reporting***

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

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

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. We identified certain deficiencies in internal control, described in the accompanying schedule of findings and responses as item 2023-001, that we consider to be a significant deficiency.

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

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

### ***Shelter's Response to Findings***

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

### ***Purpose of this Report***

The purpose of this communication 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 Shelter's internal control or compliance. This communication is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Shelter's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

***Forvis Mazars, LLP***

**Denver, Colorado  
July 1, 2024**

**Foothills Animal Shelter  
 Schedule of Findings and Responses  
 Year Ended December 31, 2023**

Reference Number	Finding
2023-001	<p><b>Finding:</b> Accounting for Capital Assets</p> <p><b>Criteria or Specific Requirement:</b> Under accounting principles generally accepted in the United States of America (US GAAP), capital assets should be accounted for at their historical cost and in the period in which the asset is acquired. Accounting guidance that addresses the proper recognition and accounting of capital assets includes Governmental Accounting Standards Board (GASB) Statement No. 34, <i>Basic Financial Statements – and Management’s Discussion and Analysis – for State and Local Governments</i>, GASB Statement No. 37, <i>Basic Financial Statements – and Management’s Discussion and Analysis – for State and Local Government: Omnibus - an amendment of GASB Statements No. 21 and No. 34</i> and various implementation guidance issued by the GASB.</p> <p><b>Condition:</b> The following condition was noted:</p> <ul style="list-style-type: none"> <li>• As part of our construction-in-progress testing, we observed one capital asset invoice for renovation and remodeling services that was received in January 2024 for work performed prior to the fiscal year-end that had not been identified for capitalization or accrual. The total error was approximately \$165,000.</li> </ul> <p><b>Effect:</b> Audit adjustment totaling approximately \$165,000 was proposed to correct the above item. The Shelter recorded this adjustment.</p> <p><b>Cause:</b> The primary cause of this issue related to the Shelter's lack of familiarity with these kinds of infrequent capital asset situations.</p> <p><b>Recommendation:</b> We recommend the District update necessary policies and procedures relating to capital assets and we recommend this process be completed as timely as possible. Once complete, adequate training should be provided to all employees involved in capital asset reporting to ensure the new policies and procedures are properly implemented and enforced.</p> <p><b>Views of Responsible Officials and Planned Corrective Actions:</b> Agree. The Director of Finance and Administration is responsible for implementing the above recommendations, which is planned for summer of 2024.</p>