

HINKLE + LANDERS

Certified Public Accountants + Business Consultants

STATE OF NEW MEXICO
NORTHERN AREA LOCAL
WORKFORCE DEVELOPMENT BOARD
Independent Auditor's Report
And Financial Statements
For The Year Ended
June 30, 2021

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STATE OF NEW MEXICO NORTHERN AREA LOCAL WORKFORCE DEVELOPMENT BOARD OFFICIAL ROSTER

As of June 30, 2021

DIRECTORS	POSITION
Joseph Weathers	Chairman
Jon Paul Romero	Vice Chairman
Jolene Nelson	Secretary
Floyd Archuleta	Board Member
Krutik Bhakta	Board Member
Jane Clements	Board Member
Rebecca Estrada	Board Member
Zane Fischer	Board Member
Mark Gallegos	Board Member
Joseph Garcia	Board Member
Rudy Garcia	Board Member
Maria Herrera	Board Member
Vince Howell	Board Member
Mario Lucero	Board Member
Patricia Maule	Board Member
Sean Medrano	Board Member
Nani Rivera	Board Member
Kevin Romero	Board Member
Arthur Sparks	Board Member
Eileen Yarborough	Board Member
ADMINISTRATIVE OFFICIAL	POSITION
Lisa Ortiz	Executive Director



INDEPENDENT AUDITOR'S REPORT

The Board of Directors

Northern Area Local Workforce Development Board

Santa Fe, New Mexico

and

Mr. Brian S. Colón, New Mexico State Auditor

Santa Fe, New Mexico

Report on the Financial Statements

We have audited the accompanying financial statements of the governmental activities, the major fund, the budgetary comparison of the general fund of the State of Northern Area Local Workforce Development Board (NALWDB) as of and for the year ended June 30, 2021, and the related notes to the financial statements, which collectively comprise the NALWDB'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 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,

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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 respective financial position of the governmental activities, and the major fund of the NALWDB as of June 30, 2021, and the respective changes in financial position and the respective budgetary comparison for the general fund for the year 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 and Discussion and Analysis 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 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. Our opinion on the basic financial statements is not affected by this missing information.

Other Information

Our audit was conducted for the purpose of forming opinions on the NALWDB's financial statements, and the budgetary comparisons. The schedule of expenditures of federal awards is presented for purposes of additional analysis as required by Title 2 U.S. *Code of Federal Regulations* Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards*, and is also not a required part of the basic financial statements.

The schedule of expenditures of federal awards 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 expenditures of federal awards is fairly stated in all material respects in relation to the basic 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 November 30, 2021, on our consideration of the NALWDB'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 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 NALWDB's internal control over financial reporting and compliance.

Hinkle + Landers, P.C.

Hinkle & Landers, P.C.

Albuquerque, NM

November 30, 2021

NORTHERN AREA LOCAL WORKFORCE DEVELOPMENT BOARD STATEMENT OF NET POSITION—GOVERNMENTAL ACTIVITIES As of June 30, 2021

Assets		Governmental
Current	_	Activities
Cash and cash equivalents	\$	177,697
Grant receivables		823,007
Other receivables		108,716
Prepaid rent	_	3,875
Total Current Assets		1,113,295
Noncurrent		
Capital assets, net		-
Security deposit	_	34,346
Total Noncurrent Assets		34,346
Total Assets	\$ <u></u>	1,147,641
Liabilities		
Current		
Accounts payable	\$	1,031,591
Accrued payroll liabilities		79,250
Accrued compensated absences-due within one year	_	5,035
Total Current Liabilities	_	1,115,876
Noncurrent		
Compensated absences	_	15,104
Total Liabilities		1,130,979
Net Position		
Net investment in capital assets		-
Unrestricted	_	16,662
Total Net Position	_	16,662
Total Liabilities and Net Position	\$_	1,147,641

See Independent Auditor's Report

NORTHERN AREA LOCAL WORKFORCE DEVELOPMENT BOARD STATEMENT OF ACTIVITIES—GOVERNMENTAL ACTIVITIES

For The Year Ended June 30, 2021

Functions/Programs	_	Expenses	Program Operating Grants and Contributions	Net (Expense) Revenue and Changes in Net Position for Governmental Activities
Governmental activities				
Workforce Innovation and Opportunity Act Program:				
Adult	\$	1,778,734	1,768,802	(9,932)
Dislocated Worker		787,946	778,013	(9,933)
Youth		1,035,193	1,035,193	-
Administration		760,153	756,829	(3,324)
Other training		853		(853)
•	\$	4,362,879	4,338,837	(24,042)
Change in net position				(24,042)
Net position, beginning of year				40,704
Net position, end of year				\$ 16,662

See Independent Auditor's Report

NORTHERN AREA LOCAL WORKFORCE DEVELOPMENT BOARD BALANCE SHEET—GOVERNMENTAL FUNDS

As of June 30, 2021

Assets	_G	eneral Fund
Cash and cash equivalents	\$	177,697
Grant receivables		823,007
Other receivables		108,716
Prepaid rent		3,875
Security deposit		34,346
Total Assets	\$	1,147,641
Liabilities		
Accounts payable	\$	1,031,591
Accrued payroll liabilities		79,250
Total Liabilities		1,110,841
Fund Balance		
Non-spendable		38,221
Unassigned		(1,421)
Total fund balance-governmental funds		36,800
Total Liabilities and Fund Balance	\$	1,147,641
Reconciliation of Total Fund Balance-Governmental Funds to the Total Statement of Net Position-Government-Wide	Net	Position on
Total fund balances - Governmental Fund	\$	36,800
Some liabilities are not due and payable in the current period and therefore are not reported in the governmental fund:		
Compensated absences		(20,138)
Net position (deficit) of governmental activities	\$	16,662

See Independent Auditor's Report

NORTHERN AREA LOCAL WORKFORCE DEVELOPMENT BOARD STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES

IN FUND BALANCES-GOVERNMENTAL FUND

For The Year Ended June 30, 2021

		General
Revenues		Fund
Intergovernmental - Federal	\$	4,338,837
Total Revenues		4,338,837
Expenditures		
Current		
Employment Services:		
Formula Program Year funds:		
Adult		1,778,734
Dislocated Worker		787,946
Youth		1,035,193
Administration		756,829
Other training		853
Total Expenditures		4,359,555
Net change in fund balance		(20,718)
Fund balance, beginning of year		57,518
Fund balance, end of year	\$	36,800
Reconciliation of Statement of Revenues, Expenditures, and Changes in Fur Governmental Funds to Statement of Activities	ıd Ba	lances of
Net change fund balance in governmental funds	\$	(20,718)
Some items reported in the statement of activities do not require the use of current financial resources and, therefore, are not reported as expenditures in governmental funds. These activities consist of:		
(Increase) decrease in compensated absences		(3,324)
Change in net position of governmental activities	\$	(24,042)
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See Independent Auditor's Report

NORTHERN AREA LOCAL WORKFORCE DEVELOPMENT BOARD

STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES (Modified Accrual Budgetary Basis)

For The Year Ended June 30, 2021

		Original	Final		Variance Favorable
		Budget	Budget	Actual	(Unfavorable)
Revenues		S			
Intergovernmental-federal		9,126,647	9,141,721	4,338,837	(4,802,884)
Total Revenues	\$	9,126,647	9,141,721	4,338,837	(4,802,884)
Expenditures					
Current:					
Employment services:					
PY 20/FY 21:					
Adult		1,816,018	1,833,656	1,778,734	54,922
Dislocated Worker		2,247,435	2,255,305	787,946	1,467,359
Youth		1,051,450	1,209,520	1,035,193	174,327
Administration		820,097	820,097	756,829	63,268
Other		3,000	3,000	853	2,147
Total Expenditures		5,938,000	6,121,578	4,359,555	1,762,023
Excess (deficiency) of revenues over (unde	r)				
expenditures	1)	3,188,647	3,020,143	(20,718)	(3,040,861)
Fund balance, beginning of year		57,518	57,518	57,518	
Fund balance, end of year	\$	3,246,165	3,077,661	36,800	(3,040,861)

See Independent Auditor's Report

NORTHERN AREA LOCAL WORKFORCE DEVELOPMENT BOARD NOTES TO THE FINANCIAL STATEMENTS

For The Year Ended June 30, 2021

1. ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

A. Description of Entity

The Northern Area Local Workforce Development Board (NALWDB) was organized pursuant to Section 117 of Public Law 105-220 and New Mexico State Legislative Law, Chapter 260, dated April 7, 1999, to set policy for the portion of the statewide workforce investment system within the local area serviced by the Board. The NALWDB sets policy for Santa Fe, Mora, Colfax, Los Alamos, San Miguel, San Juan, McKinley, Taos, Rio Arriba, and Cibola counties in the State of New Mexico.

NALWDB contracts with a local CPA firm for its fiscal agent services. For the year ended June 30, 2021, NALWDB contracted with HELP NM, a nonprofit organization, to operate local area One-Stop Centers and to provide adult, dislocated worker, and youth program services.

The basic activities authorized by the State of New Mexico (50-14-5, NMSA, 1978) to be carried out by the local board are as follows:

- 1. Advise the State Board on issues relating to regional and local workforce development needs;
- 2. Develop and submit to the State Board and Governor a local five-year workforce plan that shall be updated and revised annually in accordance with the requirements of the federal WIOA;
- 3. Designate or certify one-stop program operators in accordance with the federal WIOA;
- 4. Terminate, for cause, the eligibility of the one-stop operator;
- 5. Select and provide grants to youth activity providers in accordance with the WIOA;
- 6. Identify eligible training providers in accordance with WIOA;
- 7. Develop a budget subject to approval of the Chief Elected Official;
- 8. Develop and negotiate local performance measurements as described in the WIOA with the Chief Elected Official and the Governor;
- 9. Assist in development of an employment statistics system;
- 10. Ensure linkages with economic development activities;
- 11. Encourage employer participation and assist employers in meeting hiring needs;

NORTHERN AREA LOCAL WORKFORCE DEVELOPMENT BOARD NOTES TO THE FINANCIAL STATEMENTS

For The Year Ended June 30, 2021

- 12. In partnership with the Chief Elected Official, conduct oversight of local programs of youth activities authorized pursuant to the federal WIOA and employment and training activities authorized pursuant to that act, and conduct oversight of the one-stop delivery system in the local area;
- 13. Establish as a subgroup, a youth council, appointed by the local board in cooperation with the Chief Elected Official, and
- 14. Prior to submission of the local plan, provide information regarding the following:
 - a. the local plan
 - b. membership
 - c. designation and certification of one-stop operators and
 - d. the award of grants or contracts to eligible providers of youth activities

The local board shall be appointed in accordance with criteria established by the governor. The NALWDB's board is required to be made up of at least fifty-one percent of its members coming from the private sector and shall include representation of education, labor, government, economic development and community-based organizations, and others as appropriate and shall be appointed or ratified by the local chief public official.

In evaluating how to define the Board, for financial reporting purposes, management has considered all potential component units. The decision to include a potential component unit in the reporting entity was made by applying the criteria set forth in GAAP. The basic, but not the only, criterion for including a potential component unit within the reporting entity is the governing body's ability to exercise oversight responsibility. The most significant manifestation of this ability is financial interdependency. Other manifestations of the ability to exercise oversight responsibility include, but are not limited to, the election of governing authority, the designation of management, the ability to significantly influence operations, and accountability for fiscal matters. A second criterion used in evaluating potential component units is the scope of public service. Application of this criterion involves considering whether the activity is conducted within the geographic boundaries of the NALWDB and is generally available to its citizens. A third criterion used to evaluate potential component units for inclusion or exclusion from the reporting entity is the existence of special financing relationships, regardless of whether the Board is able to exercise oversight responsibility. Based on the application of these criteria, there are no component units included in the reporting entity.

NORTHERN AREA LOCAL WORKFORCE DEVELOPMENT BOARD NOTES TO THE FINANCIAL STATEMENTS

For The Year Ended June 30, 2021

B. Basis of Accounting

1. Government-Wide Financial Statements

The government-wide financial statements (i.e., the Statement of Net Position and the Statement of Activities) are prepared using the economic resources measurement focus and the accrual basis of accounting. This is the same approach used in preparation of proprietary fund financial statements but differs from the manner in which governmental fund financial statements are prepared. Therefore, governmental fund financial statements include reconciliation with brief explanations to better identify the relationship between the government-wide statements and the statements for governmental funds. The government-wide financial statements do not include any fiduciary funds or component units the entity may have.

When applicable, the effect of inter-fund activity is removed from the statement of net position and the statement of activities in order to avoid a grossing-up effect on the assets, liabilities, revenues and expenditures. However, the NALWDB had no inter-fund activity for the year ended 2021.

Net position is the difference between assets, deferred outflows of resources, liabilities and deferred inflows of resources. Net position on the Statement of Net Position includes the following:

Investment in Capital Assets – the component of net position that reports the difference between capital assets less both the accumulated depreciation and the outstanding balance of debt, excluding unspent proceeds, that is directly attributable to the acquisition, construction or improvement of these capital assets.

Restricted – Net position should be reported as restricted when constraints placed on net position's use is either externally imposed by law through constitutional provisions or enabling legislation. The NALWDB had no restricted net position as of June 30, 2021.

Unrestricted – the difference between the assets and liabilities that is not reported in net position invested in capital assets or restricted net position.

In the fund level financial statements, fund balance reserves represent those portions of fund equity not available for appropriation or expenditure or legally segregated for a specific future use. Designated fund balances represent tentative plans for future use of financial resources. Portions of the fund balances may be reserved for subsequent year's expenditures. The

NORTHERN AREA LOCAL WORKFORCE DEVELOPMENT BOARD NOTES TO THE FINANCIAL STATEMENTS

For The Year Ended June 30, 2021

reservation represents the amount of cash appropriated in subsequent year's budget. No funds have been reserved for the year ended June 30, 2021.

Program Revenues:

The NALWDB received program specific operating grants from the U.S. Department of Labor passed through the New Mexico Department of Workforce Solutions during the year ended June 30, 2021. These revenues are program revenues for the carrying out of program activities of the WIOA grant cluster.

The net cost by function is normally covered by general revenue. The NALWDB allocates its indirect costs to each of its programs based on an indirect cost allocation plan. The government-wide focus is more on the sustainability of the NALWDB as an entity and the change in the NALWDB's net position resulting from the current year's activities.

2. Fund Financial Statements

Fund financial statements report detailed information about the NALWDB. NALWDB has one major fund and no non-major funds for the year ended June 30, 2021. See Note B-8 for more detail.

3. Spending Policy

When an expenditure/expense is incurred for purposes for which both restricted and unrestricted resources are available, it is the NALWDB's policy to use restricted resources first. When expenditures/expenses are incurred for purposes, for which unrestricted (committed, assigned and unassigned) resources are available, and amounts in any of these unrestricted classifications could be used, it is the NALWDB's policy to spend committed resources first.

4. Governmental Funds-Method of Accounting

All governmental funds are accounted for using modified accrual basis of accounting and the current financial resources measurement focus. Under this basis, revenues are recognized in the accounting period in which they become measurable and available. Expenditures are recognized in the accounting period in which the fund liability is incurred, if measurable.

5. Revenue Recognition

The governmental fund types for financial statement purposes follow the modified accrual basis of accounting. Under the modified accrual basis of accounting, revenues and other governmental fund financial resources are recognized in the accounting period in which they become susceptible to accrual; then they become both measurable and available to finance

NORTHERN AREA LOCAL WORKFORCE DEVELOPMENT BOARD NOTES TO THE FINANCIAL STATEMENTS

For The Year Ended June 30, 2021

expenditures of the fiscal period. "Measurable" means the amount of the transaction can be determined and "available" means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. The government considers property taxes and other taxes as available if they are collected within sixty days after year end. The NALWDB does not receive any tax revenues. A one-year availability period is used for revenue recognition for all other governmental fund revenues.

The NALWDB has implemented GASB Statement No. 33 on any non-exchange transaction. A non-exchange transaction occurs when a government either gives value to another party without directly receiving equal value in exchange or receives value from another party without directly giving equal value in exchange. The NALWDB has two types of non-exchange transactions: government-mandated non-exchange transaction revenues (federal programs that state or local governments are mandated to perform), and voluntary non-exchange transactions (grants, entitlements, and donations by non-governmental entities, including private donations). The NALWDB recognizes non-exchange transactions in the financial statements as income unless it is not measurable (reasonably estimated), if any.

Revenues from grants that are restricted for specific uses are recognized as revenues when the related costs are incurred. All other revenues are recognized when they are received and are not susceptible to accrual. Restricted revenues are applied to expenditures first before non-restricted revenues are applied.

6. Expenditure Recognition

The measurement focus of governmental fund accounting is based on decreases in net financial resources (expenditures) rather than expenses. Most expenditures are measurable and are recorded when the related fund liability is incurred. However, principal and interest on general long-term debt, which has not matured, are recognized when paid. The NALWDB did not have any general long-term debt as of June 30, 2021.

Expenditures, other than vacation and sick pay, are recorded when the related fund liability is incurred. Expenditures charged to federal programs are recorded utilizing the cost principles prescribed or permitted by the various funding sources.

7. Fund Accounting

The accounts of the NALWDB are organized on a basis of funds, each of which is considered a separate accounting entity.

NORTHERN AREA LOCAL WORKFORCE DEVELOPMENT BOARD NOTES TO THE FINANCIAL STATEMENTS

For The Year Ended June 30, 2021

The General Fund is the general operating fund of the NALWDB, and it is used to account for all financial resources except those required to be accounted for in another fund. The General Fund is always considered a major fund and there were no other funds.

The key program included in the General Fund during fiscal year 2021 is the following:

<u>Workforce Innovation and Opportunity Act Fund</u> Provides employment services at three levels: which are core, intensive and training services, to adults, dislocated workers and youth.

8. Compensated Absences

Accumulated vacation leave that is expected to be liquidated with expendable available financial resources is reported as an expense and a fund liability of the governmental fund that will pay it. Amounts of accumulated vacation leave that are not expected to be liquidated with expendable available financial resources are reported as long term liabilities in the Statement of Net Position. The expenditure is reported for these amounts in the Statement of Activities. In accordance with the provisions of Statement of Financial Accounting Standards No. 43, Accounting for Compensated Absences, no liability is recorded for non-vesting accumulating rights to receive sick pay benefits.

C. Capital Assets and Depreciation

The accounting and reporting treatment applied to the capital assets associated with a fund are determined by its measurement focus. General capital assets are long-lived assets of the NALWDB as a whole. When purchased, such assets are recorded as expenditures in the governmental funds and are capitalized on the government-wide financial statements. The valuation bases for general capital assets is historical cost, or where historical cost is not available, estimated historical cost based on replacement cost. Sub-grantees purchasing equipment by sub-grant made by the NALWDB to other agencies is accounted for in capital assets. Purchased capital assets are valued at historical cost. Donated capital assets are valued at their estimated fair value on the date of donation. The minimum capitalization threshold is any individual item with a total cost greater than \$5,000. Depreciation of capital assets is computed and recorded by the straight-line method.

NORTHERN AREA LOCAL WORKFORCE DEVELOPMENT BOARD NOTES TO THE FINANCIAL STATEMENTS

For The Year Ended June 30, 2021

Estimated useful lives of the various classes of depreciable capital assets are as follows:

Estimated
Useful Life
3-10 years

Furniture, fixtures, software and equipment

However, assets over the past years have been purchased by contractors and sub-recipients as budgeted in their contracts and award agreements. These assets have been recorded on the contractors' and sub-recipients' books and depreciation has been recorded on their books accordingly. The contractors and sub-recipients are obligated to return these assets to the NALWDB's respective awarding program, should the program or their agreement with the NALWDB end.

D. Budgets

The NALWDB prepares a budget by funding stream based upon the allocation by the State Workforce Development Board to be approved by the NALWDB's Board. The State Workforce Development Board provides the NALWDB with a breakdown of the funds allocated to that region each year for adult, dislocated worker, youth, and administration activities. Those allocations are based upon the State Workforce Development Board's approved state plan. The NALWDB cannot exceed expenditures allocated by adult, dislocated worker, youth, or administration funding streams. Allocated funds not drawn in the first year may be drawn in the next year.

Budgets are prepared on the modified accrual basis of accounting. The Board exercises legal level budget control at the fund level for general government functions. The budgets of all individual funds may not be legally over expended. Any adjustments to the State Board's allocations made by the NALWDB must be first approved by the State Workforce Development Board but are not required to be approved by the Department of Finance and Administration.

The Board approves the budget at the operating fund level and not at the funding stream level.

Any federal funds that have been used for any purpose not within the purposes of the WIOA shall be reimbursed to the State Workforce Development Board. Also, any funds allocated not used within two years of the original allocation date revert back and are not allowed to be drawn down after that period.

NORTHERN AREA LOCAL WORKFORCE DEVELOPMENT BOARD NOTES TO THE FINANCIAL STATEMENTS

For The Year Ended June 30, 2021

E. Cash and Cash Equivalents

Cash and cash equivalents consist of short-term highly liquid investments, which are readily convertible into cash within ninety (90) days of purchase.

F. Allowances

The NALWDB expects to receive the full amount of grants receivables for funds requested from the New Mexico Department of Workforce Solutions and others and, therefore, had not set up any allowance for any uncollectible receivables.

G. Use of Estimates in Preparation of Financial Statements

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 revenue and expenses during the reporting period. Accordingly, actual results could differ from those estimates.

H. Fund Balance

The NALWDB's fund balance is classified under the following GASB Statement #54 components:

- **Nonspendable:** Nonspendable fund balance classification includes amounts that cannot be spent because they are either (1) not in spendable form or (2) legally or contractually required to be maintained intact. The NALWDB has Nonspendable fund balance of \$38,221 for the year ended June 30, 2021.
- **Restricted:** Restricted fund balance represents amounts constrained to specific purposes that are externally imposed or imposed by law through constitutional provisions or enabling legislation (such as taxpayers, grantors, bondholders, and higher levels of government) The NALWDB has no amounts in the category of restricted fund.
- <u>Committed</u>: Committed fund balance is constrained to specific purposes by the highest level of decision-making authority (the New Mexico Legislature and Governor). The NALWDB does not have any committed fund balance for the year ended June 30, 2021.
- Assigned: Assigned fund balance is constrained by the Legislature and Executive branch's intent to be used by the government for specific purposes or in some cases by legislation. Intent can be expressed by the governing body or an official or body to

NORTHERN AREA LOCAL WORKFORCE DEVELOPMENT BOARD NOTES TO THE FINANCIAL STATEMENTS

For The Year Ended June 30, 2021

which the governing body delegates authority. The NALWDB does not have any assigned fund balance for the year ended June 30, 2021.

• <u>Unassigned</u>: Unassigned fund balance is the residual classification for the general fund. The NALWDB does not currently have a minimum fund balance policy. The unassigned amount represents the balance from miscellaneous expenses and revenue in the current and prior years.

I. Deferred Outflows/Inflows of Resources

In addition to assets, the statement of net position and/or the balance sheet will sometimes report a separate section for deferred outflows of resources. This separate financial statement element, Deferred Outflows of Resources, represents a consumption of net position/fund balance that applies to a future period and so will not be recognized as an expense or expenditure until then. The NALWDB had no items that meet this criterion during fiscal year 2021. In addition to liabilities, the statement of net position and/or balance sheet will sometimes report a separate section for deferred inflows of resources. This separate financial statement element, Deferred Inflows of Resources, represents an acquisition of net position/fund balance that applies to a future period and so will not be recognized until then. As of June 30, 2021, the NALWDB had no items that meet this criterion.

2. CASH ACCOUNTS AND INVESTMENT POLICY

In accordance with Section 6-10-17, NMSA, 1978, deposits of public money are required to be collateralized. Pledged collateral is required to have an aggregate value equal to one half of the amount of public money in each account. Securities, which are obligations of the United States, State of New Mexico, its agencies, institutions, counties, municipalities or other subdivisions are accepted as security at market value. No security is required for the deposit of public money that is insured by the Federal Deposit Insurance Corporation, or the National Credit Union Administration.

The Governmental Accounting Standards Board has issued its Statement #40 which requires information on custodial risk be disclosed. Custodial credit risk is risk that in the event of bank failure, the NALWDB's deposits may not be returned to it. The NALWDB's deposit policy is to collateralize one half of the uninsured public money in each account.

Deposits as of June 30, 2021 were held in Sunflower First National Bank of Santa Fe and Enterprise Bank. Deposits (cash or cash equivalents) are carried at cost, which approximates market value. As of June 30, 2021, the carrying amount of the NALWDB's deposits was \$177,697.

NORTHERN AREA LOCAL WORKFORCE DEVELOPMENT BOARD NOTES TO THE FINANCIAL STATEMENTS

For The Year Ended June 30, 2021

The following is a listing of deposits of public money and collateral pledged at values acceptable per state statute, by the depositing financial institutions as of June 30, 2021:

			Out-	
Bank	Bank	Deposits	Standing	Financial
Name	 Balance	In Transit	Checks	Statements
Sunflower Bank- non interest				
bearing	\$ 369,900	_	(196,444)	173,456
Enterprise Bank- non interest				
bearing	\$ 4,241			4,241
	\$ 374,141		(196,444)	177,697

Total remaining uninsured and collateralized deposits exposed to custodial credit risk was \$119,900 at year end. As of June 30, 2021, the amount of the NALWDB's bank balance exposed to custodial credit risk was as follows:

			Bank	Book			
Sunshine Bank	Type		Balance	Balance			
Government Checking Account	Demand Deposit	\$	369,900	173,456			
Less FDIC coverage		_	(250,000)				
Uninsured balance		\$_	119,900				
		_					
			Bank	Book			
Enterprise Bank	Type		Balance	Balance			
Government Checking Account	Demand Deposit	\$	4,241	4,241			
Less FDIC coverage		_	(4,241)	_			
Uninsured balance		\$					
Insured through federal dep	254,241						
Uninsured, collateralized held by pledging financial							
institution's trust departme	119,900						
Uninsured and uncollateralize		-					
Total deposits			\$_	374,141			
			_				

Due to restriction on WIOA funds by the granting agency, monies deposited into the account of the NALWDB, and any program revenue earned by the NALWDB are not allowed to be invested.

NORTHERN AREA LOCAL WORKFORCE DEVELOPMENT BOARD NOTES TO THE FINANCIAL STATEMENTS

For The Year Ended June 30, 2021

3. RECEIVABLES

The NALWDB had grant receivables from the Department of Workforce Solutions in the amount of \$823,007 as of June 30, 2021.

4. COMPENSATED ABSENCES PAYABLE

Qualified employees are entitled to accumulate personal leave at the rate of 4 hours per pay period for annual and sick during the first year of employment. For employees with over one year employment annual leave will be accrued at the rate of 6 hours per pay period and 4 hours per pay period for sick leave. A maximum of 240 hours of such accumulated annual leave may be carried forward into the beginning of the fiscal year and any excess is lost. When employees terminate, they are compensated for accumulated unpaid leave as of the date of termination, up to a maximum of 240 hours.

The following is a summary of changes in long-term debt for the year ended June 30, 2021:

					Current
	2020	Increase	Decrease	2021	Portion
Compensated absences payable	\$ 16,814	17,463	(14,138)	20,139	5,035

The General fund, which is the only fund, is used to liquidate accrued compensated absences.

5 CAPITAL ASSETS AND DEPRECIATION

The following is a summary of changes in capital assets for the fiscal year ended June 30:

	2020	Additions	Deletions	2021
Capital Assets:				
Furniture, fixtures and equipment	\$ 449	-	-	449
Accumulated Depreciation:				
Furniture, fixtures and equipment	(449)			(449)
Total net capital assets	\$ 			

There was no current year depreciation expense for the year ended June 30, 2021, all items were fully depreciated, and no additions were purchased. All of the NALWDB's equipment have been purchased under government contracts and are restricted as to their use as designated by granting agencies.

6. UNEARNED REVENUE

During the fiscal year ending June 30, 2021, the NALWDB did not have any unearned revenues.

NORTHERN AREA LOCAL WORKFORCE DEVELOPMENT BOARD NOTES TO THE FINANCIAL STATEMENTS

For The Year Ended June 30, 2021

7. RECONCILIATION BETWEEN BUDGETARY BASIS AND GAAP BASIS

Because the NALWDB kept its budgets on the modified accrual basis of accounting during the year ending June 30, 2021, there was no need to reconcile the budget financial statements to the fund financial statements.

8. RETIREMENT 401(k) PLAN AND POST EMPLOYMENT BENEFITS

Employees of the NALWDB are not eligible to participate in the PERA retirement plan. However, in January 2003, the NALWDB started a 401(k) defined contribution retirement plan to which it can make voluntary contributions. Any employee who has completed one year of service and is at least 21 years of age is entitled to participate in the plan. The NALWDB can also make discretionary contributions to the plan. For fiscal years ending June 30, 2021 and June 30, 2020, the NALWDB made discretionary contributions of \$12,700 and \$21,764, respectively to the 401(k) retirement plan. Employees made no voluntary contributions for these periods.

9. RISK MANAGEMENT

The NALWDB is exposed to various risks of loss related to torts, theft of, damage to and destruction of assets, errors and omissions and natural disasters for which it carried commercial insurance in the name of the NALWDB. Liabilities are reported when it is probable that a loss has occurred, and the amount of the loss can be reasonably estimated. As of June 30, 2021, the NALWDB did not have any probable risk of loss.

10. OTHER REQUIRED INDIVIDUAL FUND DISCLOSURES

Generally accepted accounting principles require disclosures of certain information for individual funds including:

- A. No funds that maintained a deficit fund balance as of June 30, 2021.
- B. No funds exceeded approved budgetary authority for the year ended June 30, 2021.

NORTHERN AREA LOCAL WORKFORCE DEVELOPMENT BOARD NOTES TO THE FINANCIAL STATEMENTS

For The Year Ended June 30, 2021

11. COMMITMENTS—OPERATING LEASES

The following is a schedule of future minimum lease payments required under current noncancelable operating leases:

Fiscal Year	
Ending June 30,	Amount
2022	\$ 352,539
2023	360,966
2024	369,396
2025	367,109
2026	371,294
Thereafter	1,579,411
	\$ 3,400,715

12. CONTINGENCY

WIOA designates the CEOs (the local chief elected officials in the Northern Area Workforce Development Area) as the grant recipient for WIOA federal funds and that the CEOs are liable for misuse of grant funds allocated to the Local Area. The Northern Area Local Workforce Development Board shall function as the grant recipient and shall receive and administer all WIOA Title I funds on behalf of the CEOs.

In August 2018, the Board's WIOA program was reviewed by the US Department of Labor as part of its ongoing monitoring of grant recipients. As a result of this monitoring, certain deficiencies in the administration of the WIOA grant were identified. A subsequent follow-up by the USDOL was conducted in September 2019. As a result of this monitoring and additional state monitoring performed during the year ended June 30, 2019, it was determined by the New Mexico Department of Workforce Solution to place the Board under administrative oversight through the year ended December 31, 2020.

Federal Grants – The NALWDB receives federal grants for various specific purposes. These grants are subject to audit, which may result in requests for reimbursements to granting agencies for expenditures disallowed under the terms of the grants

During monitoring of program activities at a sub-recipient of the NALWDB, potential questioned costs were identified that could result in unallowable costs owed back to state and federal grantors. The total amount of questioned costs is \$168,628.93. In response to the potential for unallowable cost to be owed at a later date, the NALWDB is withholding payment on the final cash request owed to the sub-recipient in question until the issue is resolved.

NORTHERN AREA LOCAL WORKFORCE DEVELOPMENT BOARD NOTES TO THE FINANCIAL STATEMENTS

For The Year Ended June 30, 2021

13. CONCENTRATION

The NALWDB depends on financial resources flowing from, or associated with, the Federal Government. Because of this dependency, the NALWDB is subject to changes in specific flows of intergovernmental revenues based on modifications to Federal laws and Federal appropriations.

14. GASB 77 – TAX ABATEMENTS

The NALWDB was not part of any tax abatement agreements subject to GASBS 77 Tax Abatement Disclosures during the year ended June 30, 2021. As a result, they make no such disclosures related to GASB 77.

15. SUBSEQUENT EVENTS

Subsequent events are events or transactions that occur after the balance sheet date but before the financial statements are issued. The NALWDB recognizes in the financial statements the effects of all subsequent events that provide additional evidence about conditions that existed at the date of the balance sheet, including the estimates inherent in the process of preparing the financial statements. The NALWDB's financial statements do not recognize subsequent events that provide evidence about conditions that did not exist at the date of the balance sheet but arose after the balance sheet date and before financial statements are available to be issued. The NALWDB has evaluated subsequent events through November 30, 2021, which is the date the financial statements were available to be issued

NORTHERN AREA LOCAL WORKFORCE DEVELOPMENT BOARD SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS

For The Year Ended June 30, 2021

Federal Grantor/Program Title	Federal AL Number	Identifying Grant No.	 Passed Through to Sub-recipients		Grant Award Expended
U.S. Department of Labor passed through					
the New Mexico Department of Workforce Solutions					
WIOA Cluster					
WIOA Adult Program*:	17.258	19-003-PY19/20-003 PY20	\$ 1,689,766		2,152,483
WIOA Youth Activities*:	17.259	18-003-PY18/19-003-PY19/20-003 PY20	970,957		1,252,709
WIOA Dislocated Workers*:	17.278	19-003-PY19/20-003 PY20	729,720		953,510
Total WIOA Cluster expenditures			3,390,443		4,358,702
Total Department of Labor			\$ 3,390,443		4,358,702
*Denotes major program					
Reconciliation of federal expenditures to total revenue:					
Total revenue per Statement of Activities				\$	4,338,837
plus federal revenue recognized in prior year for current year	ır expenses				19,865
Federal revenue per Statement of Activities					4,358,702
Federal awards expended per SEFA				_	4,358,702
Difference				\$	

Selected Disclosures

1. Basis of Accounting

The accompanying schedule of expenditures of federal awards includes the federal grant activity of the Northern Area Local Workforce Development Board, and is presented on the accrual basis of accounting. The information in this schedule is presented in accordance with the requirements of *Title 2 U.S. Code of Federal Regulations (CFR) Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards*.

2. Non-Cash Assistance

The Northern Area Local Workforce Development Board did not receive any noncash assistance.

3. Payments To Sub-recipients	Federal		
	AL	Identifying	
Organization	Number	Grant No.	Amount
SER Jobs for Progress, Inc Formula Funds	17.258	NB 2019-004	\$ 20,909
	17.259	NB 2019-004	26,908
	17.278	NB 2019-004	35,576_
			83,393
HELP NM - Formula Funds	17.258	Adult-DW 2020-007	1,668,857
	17.259	Youth-2020-008	944,049
	17.278	Adult-DW 2020-007	694,143
			3,307,050
Total			\$ 3,390,443

4. Cost Rate

The Northern Area Local Workforce Development Board did not use the 10% de minimis indirect cost rate



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

The Board of Directors

Northern Area Local Workforce Development Board

Santa Fe, NM

and

Mr. Brian S. Colón, New Mexico State Auditor

Santa Fe, NM

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 the governmental activities, the major fund, and the budgetary comparison of the general fund of the State of Northern Area Local Workforce Development Board (NALWDB) as of and for the year ended June 30, 2021, and the related notes to the financial statements, which collectively comprise the NALWDB's basic financial statements, and have issued our report thereon dated November 30, 2021.

Internal Control Over Financial Reporting

In planning and performing our audit of the financial statements, we considered the NALWDB'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 NALWDB's internal control. Accordingly, we do not express an opinion on the effectiveness of the agency'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 misstatements on a timely basis. A material weakness is a deficiency, or combination of deficiencies, in internal control such that 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.

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November 30, 2021

INDEPENDENT **AUDITOR'S REPORT** ON **INTERNAL** CONTROLS **OVER FINANCIAL** REPORTING AND COMPLIANCE AND OTHER MATTERS BASED ON AN AUDIT **OF FINANCIAL STATEMENTS PERFORMED** IN ACCORDANCE WITH **GOVERNMENT AUDITING** STANDARDS, continued.

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

Compliance and Other Matters

As part of obtaining reasonable assurance about whether the NALWDB'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 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 result of that testing, and not to provide an opinion on the effectiveness of the entity's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the entity's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

Hinkle + Landers, P.C.

Hinkle & Landers, P.C.

Albuquerque, NM

November 30, 2021



INDEPENDENT AUDITOR'S REPORT ON COMPLIANCE FOR EACH MAJOR FEDERAL PROGRAM AND ON INTERNAL CONTROL OVER COMPLIANCE REQUIRED BY THE UNIFORM GUIDANCE

The Board of Directors

Northern Area Local Workforce Development Board

Santa Fe, NM

and

Mr. Brian S. Colón, New Mexico State Auditor

Santa Fe, NM

Report on Compliance for Each Major Federal Program

We have audited the Northern Area Local Workforce Development Board's (NALWDB) compliance with the types of compliance requirements described in the *OMB Compliance Supplement* that could have a direct and material effect on each of NALWDB's major federal programs for the year ended June 30, 2021. The NALWDB's major federal programs are identified in the summary of auditor's results section of the accompanying schedule of findings and questioned costs.

Management's Responsibility

Management is responsible for compliance with the requirements of laws, regulations, contracts, and grants applicable to its federal programs.

Auditor's Responsibility

Our responsibility is to express an opinion on compliance for each of the NALWDB's major federal programs based on our audit of the types of compliance requirements referred to above. We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and the audit requirements of Title 2 *U.S. Code of Federal Regulations* Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance). Those standards and the Uniform Guidance require that we plan and perform the audit to obtain reasonable assurance about whether noncompliance with the types of compliance requirements referred to above that could have a direct and material effect on a major federal program occurred. An audit includes examining, on a test basis, evidence about the NALWDB's compliance with those requirements and performing such other procedures as we considered necessary in the circumstances.

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November 30, 2021

INDEPENDENT AUDITOR'S REPORT COMPLIANCE FOR EACH MAJOR PROGRAM AND ON INTERNAL CONTROL OVER COMPLIANCE REQUIRED BY THE UNIFORM GUIDANCE, continued

We believe that our audit provides a reasonable basis for our opinion on compliance for each major federal program. However, our audit does not provide a legal determination of the NALWDB's compliance.

Opinion on Each Major Federal Program

In our opinion, NALWDB's complied, in all material respects, with the types of compliance requirements referred to above that could have a direct and material effect on each of its major federal programs for the year ended June 30, 2021.

Report on Internal Control Over Compliance

Management of the NALWDB is responsible for establishing and maintaining effective internal control over compliance with the types of compliance requirements referred to above. In planning and performing our audit of compliance, we considered NALWDB's internal control over compliance with the types of requirements that could have a direct and material effect on each major federal program to determine the auditing procedures that are appropriate in the circumstances for the purpose of expressing an opinion on compliance for each major federal program and to test and report on internal control over compliance in accordance with the Uniform Guidance, but not for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, we do not express an opinion on the effectiveness of NALWDB's internal control over compliance.

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

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

November 30, 2021

INDEPENDENT AUDITOR'S REPORT COMPLIANCE FOR EACH MAJOR PROGRAM AND ON INTERNAL CONTROL OVER COMPLIANCE REQUIRED BY THE UNIFORM GUIDANCE, continued

The purpose of this report on internal control over compliance is solely to describe the scope of our testing of internal control over compliance and the results of that testing based on the requirements of the Uniform Guidance. Accordingly, this report is not suitable for any other purpose.

Hinkle + Landers, P.C.

Hinkle & Landers, P.C.

Albuquerque, NM

November 30, 2021

NORTHERN AREA LOCAL WORKFORCE DEVELOPMENT BOARD SCHEDULE OF FINDINGS AND QUESTIONED COSTS

For The Year Ended June 30, 2021

SECTION I—SUMMARY OF AUDITOR'S RESULTS

Financial Statements Type of auditor's report issued Unmodified Internal control over financial reporting: a. Material weakness(es) identified? □Yes ⊠No b. Significant deficiency(ies) identified that are not considered to be a material weakness(es)? □Yes ⊠No c. Noncompliance material to the financial statements noted? □Yes ⊠No Federal Awards Internal control over major programs: a. Material weakness(es) identified? □Yes ⊠No b. Significant deficiency(ies) identified that are not considered to be a material weakness(es)? □Yes ⊠No Type of auditor's report issued on compliance for major programs **Unmodified** Any audit findings disclosed that are required to be reported in accordance with section 2 CFR section 200.516(a) □Yes ⊠No

NORTHERN AREA LOCAL WORKFORCE DEVELOPMENT BOARD SCHEDULE OF FINDINGS AND QUESTIONED COSTS

For The Year Ended June 30, 2021

Identification of major programs:

	Federal AL				
	Number	Name of Federal Programs	Funding S	Source	
_		Workforce Innovation and			
		Opportunity Act:	U.S Departmen	nt of Labor	
	17.258	Adult	Passed through the		
	17.259	Youth	New Mexico Department		
	17.278	Dislocated Worker	of Workforce Solutions		
Dollar threshold used to distinguish between type A and type B programs: Auditee qualified as low-risk auditee?				\$750,000 ⊠Yes □No	
Findings					
			Current or		
			Prior Year	Status of Type of	
Reference #	Description		Finding	Findings Finding*	
2019-001	Late Audit C	ontract	Prior Year	Resolved G	

- A. Material Weakness in Internal Control Over Financial Reporting
- B. Significant Deficiency in Internal Control Over Financial Reporting
- C. Finding that Does Not Rise to the Level of a Significant Deficiency (Other Matters) Involving
- D. Material Weakness in Internal Control Over Compliance of Federal Awards
- E. Significant Deficiency in Internal Control Over Compliance of Federal Awards
- F. Instance of Noncompliance related to Federal Awards
- G. Non-compliance with State Audit Rule, NM State Statutes, NMAC, or other entity compliance
- H. Instance of Material Non-compliance

CURRENT YEAR FINDINGS

None

^{*} Legend for Type of Findings

STATE OF NEW MEXICO NORTHERN AREA LOCAL WORKFORCE DEVELOPMENT BOARD EXIT CONFERENCE

For the Year Ended June 30, 2021

An exit conference was held in a closed conference on December 1, 2021.

Attending were the following:

Northern Area Local Workforce Development Board

Joseph Weathers, Chairman Lisa Ortiz, Executive Director Richard Sandoval, CPA, Fiscal Agent Keith Sorensen, Fiscal Agent

Hinkle + Landers, P.C.

Farley Vener, CPA, CFE, CGMA, Managing Shareholder Leilani Sian, CPA, Audit Staff

FINANCIAL STATEMENT PREPARATION

The financial statements were primarily prepared from the original books and records of the NALWDB as of June 30, 2021 by Hinkle + Landers, PC. The financial statements are the responsibility of management.