

**UNITED WAY  
OF MATANUSKA-SUSITNA BOROUGH**

**Audited Financial Statements**

For the Years Ended June 30, 2023 and 2022

# UNITED WAY OF MATANUSKA-SUSITNA BOROUGH

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## Independent Auditor's Report

Board of Directors  
United Way of Matanuska-Susitna Borough  
Palmer, Alaska

### **Report on the Audit of the Financial Statements**

**Opinion** - We have audited the accompanying financial statements of the United Way of Matanuska-Susitna Borough (a nonprofit organization), which comprise the statements of financial position as of June 30, 2023 and 2022, and the related statements of activities, functional expenses, and cash flows for the years then ended, and the related notes to the financial statements.

In our opinion, the financial statements present fairly, in all material respects, the financial position of the United Way of Matanuska-Susitna Borough as of June 30, 2023 and 2022, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

**Basis for Opinion** - 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. 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 United Way of Matanuska-Susitna Borough 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 opinion.

**Responsibilities of Management for the Financial Statements** - Management is responsible for the preparation and fair presentation of the 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 United Way of Matanuska-Susitna Borough's ability to continue as a going concern within one year after the date that the financial statements are available to be issued.

**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 generally accepted auditing standards 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.

Board of Directors  
United Way of Matanuska-Susitna Borough

In performing an audit in accordance with generally accepted auditing standards 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 United Way of Matanuska-Susitna Borough'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 United Way of Matanuska-Susitna Borough'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.

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

In accordance with *Government Auditing Standards*, we have also issued our report dated March 11 2024, on our consideration of United Way of Matanuska-Susitna Borough's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of United Way of Matanuska-Susitna Borough's internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering United Way of Matanuska-Susitna Borough's internal control over financial reporting and compliance.



Foster and Company, LLC  
Wasilla, Alaska

March 11, 2024

**UNITED WAY OF MATANUSKA-SUSITNA BOROUGH**  
**STATEMENTS OF FINANCIAL POSITION**  
**JUNE 30, 2023 and 2022**

	2023	2022
<b>ASSETS</b>		
Current Assets:		
Unrestricted Cash	\$ 330,137	\$ 748,010
Unconditional Promises to Give, Net of Allowance for Uncollectible Promises	1,470	1,388
Investments	500,000	156,456
Grants Receivable	72,615	136,888
Prepaid Expenses and Other Assets	1,811	1,311
Total Current Assets	906,033	1,044,053
Property and Equipment:		
Property and Equipment	52,968	52,968
Less Accumulated Depreciation	(48,572)	(43,564)
Property and Equipment - Net	4,396	9,404
<b>TOTAL ASSETS</b>	<b>\$ 910,429</b>	<b>\$ 1,053,457</b>
 <b>LIABILITIES AND NET ASSETS</b>		
Current Liabilities:		
Accounts Payable	\$ 4,500	\$ 2,689
Payroll Liabilities	39,241	34,525
Allocations Payable	-	32,994
<b>TOTAL LIABILITIES</b>	<b>43,741</b>	<b>70,208</b>
 <b>NET ASSETS</b>		
Net Assets without Donor Restrictions		
Designated by the Board:		
Property and Equipment	4,396	9,404
Board Reserve	52,702	52,702
Undesignated	809,590	921,143
	866,688	983,249
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$ 910,429</b>	<b>\$ 1,053,457</b>

See Independent Auditor's Report and accompanying notes to the financial statements.

**UNITED WAY OF MATANUSKA-SUSITNA BOROUGH**

STATEMENTS OF ACTIVITIES - Page 1 of 2

Years Ended June 30, 2023 and 2022

	<u>2023</u>	<u>2022</u>
CHANGES IN NET ASSETS WITHOUT DONOR RESTRICTIONS		
From Cash Operating Activities		
Corporations and Individuals	\$ 196,214	\$ 91,522
Foundations	191,014	554,352
Government	<u>580,730</u>	<u>574,594</u>
SUBTOTAL - SUPPORT	<u>967,958</u>	<u>1,220,468</u>
Revenue		
Other Income	<u>440</u>	<u>2,549</u>
TOTAL REVENUE AND SUPPORT	<u>968,398</u>	<u>1,223,017</u>
Expenses		
Program Services	997,776	945,646
General and Administrative	82,060	64,316
Fundraising	<u>684</u>	<u>349</u>
TOTAL EXPENSE	<u>1,080,520</u>	<u>1,010,311</u>
Increase (Decrease) in Net Assets from Cash Operating activities (excluding depreciation expense)	\$ <u>(112,122)</u>	\$ <u>212,706</u>

See Independent Auditor's Report and accompanying notes to the financial statements.

**UNITED WAY OF MATANUSKA-SUSITNA BOROUGH**

STATEMENTS OF ACTIVITIES - Page 2 of 2

Years Ended June 30, 2023 and 2022

	<u>2023</u>	<u>2022</u>
CHANGES IN NET ASSETS WITHOUT DONOR RESTRICTIONS		
From Non-Cash Activities - Depreciation	\$ <u>(5,008)</u>	\$ <u>(5,008)</u>
 SUBTOTAL NON-CASH ACTIVITIES	 <u>(5,008)</u>	 <u>(5,008)</u>
 From Non - Operating Activities - Interest Income	 <u>569</u>	 <u>73</u>
 SUBTOTAL NON- OPERATING ACTIVITIES	 <u>569</u>	 <u>73</u>
 CHANGE IN UNRESTRICTED NET ASSETS FROM NON- OPERATING AND NON-CASH ACTIVITIES	 <u>(4,439)</u>	 <u>(4,935)</u>
 Increase (Decrease) in Unrestricted Net Assets	 <u>(116,561)</u>	 <u>207,771</u>
 INCREASE (DECREASE) IN NET ASSETS	 (116,561)	 207,771
 NET ASSETS, Beginning of Year	 <u>983,249</u>	 <u>775,478</u>
 NET ASSETS, End of Year \$	 <u><u>866,688</u></u>	 <u><u>983,249</u></u>

See Independent Auditor's Report and accompanying notes to the financial statements.

**UNITED WAY OF MATANUSKA-SUSITNA BOROUGH**  
**STATEMENTS OF FUNCTIONAL EXPENSES**  
Year Ended June 30, 2023

	<u>UNITED WAY</u>	<u>OTHER PROGRAMS</u>	<u>TOTAL PROGRAM</u>	<u>MANAGEMENT &amp; GENERAL</u>	<u>FUNDRAISING</u>	<u>TOTAL</u>
Allocations	\$ 10,000	\$ -	\$ 10,000	\$ -	\$ -	\$ 10,000
Pass-Through Grants	-	416,667	416,667	-	-	416,667
Community Impact	-	154	154	-	-	154
Personnel Expenses	15,473	476,701	492,174	51,369	193	543,736
Sabbatical	-	-	-	8,121	-	8,121
Rent	1,030	19,637	20,667	620	13	21,300
Campaign Supplies	13,604	-	13,604	-	-	13,604
Accounting and Auditing	-	-	-	20,300	-	20,300
Special Events	-	34,572	34,572	-	194	34,766
United Way of America	1,970	-	1,970	-	-	1,970
Telephone	275	5,239	5,514	165	4	5,683
Advertising	1,626	-	1,626	-	-	1,626
Office Expense	34	655	689	21	-	710
Community Awareness	-	-	-	-	280	280
Other Expenses	139	-	139	1,464	-	1,603
<b>TOTAL CASH EXPENSES</b>	<b>44,151</b>	<b>953,625</b>	<b>997,776</b>	<b>82,060</b>	<b>684</b>	<b>1,080,520</b>
Depreciation and Amortization	242	4,617	4,859	146	3	5,008
<b>TOTAL EXPENSES</b>	<b>\$ 44,393</b>	<b>\$ 958,242</b>	<b>\$ 1,002,635</b>	<b>\$ 82,206</b>	<b>\$ 687</b>	<b>\$ 1,085,528</b>

See Independent Auditor's Report and accompanying notes to the financial statements.

**UNITED WAY OF MATANUSKA-SUSITNA BOROUGH**  
**STATEMENTS OF FUNCTIONAL EXPENSES**  
Year Ended June 30, 2022

	<u>UNITED WAY</u>	<u>OTHER PROGRAMS</u>	<u>TOTAL PROGRAM</u>	<u>MANAGEMENT &amp; GENERAL</u>	<u>FUNDRAISING</u>	<u>TOTAL</u>
Allocations	\$ 56,082	\$ -	\$ 56,082	\$ -	\$ -	\$ 56,082
Pass-Through Grants	-	363,728	363,728	-	-	363,728
Community Impact	-	29,051	29,051	-	-	29,051
Personnel Expenses	30,000	423,654	453,654	48,274	104	502,032
Rent	1,765	16,005	17,770	414	-	18,184
Campaign Supplies	5,237	-	5,237	-	-	5,237
Accounting and Auditing	-	-	-	14,000	-	14,000
Special Events	-	8,511	8,511	-	-	8,511
United Way of America	4,257	-	4,257	-	-	4,257
Telephone	585	5,303	5,888	136	-	6,024
Office Expense	146	1,322	1,468	34	-	1,502
Community Awareness	-	-	-	-	245	245
Other Expenses	-	-	-	1,458	-	1,458
<b>TOTAL CASH EXPENSES</b>	<b>98,072</b>	<b>847,574</b>	<b>945,646</b>	<b>64,316</b>	<b>349</b>	<b>1,010,311</b>
Depreciation and Amortization	486	4,408	4,894	114	-	5,008
<b>TOTAL EXPENSES</b>	<b>\$ 98,558</b>	<b>\$ 851,982</b>	<b>\$ 950,540</b>	<b>\$ 64,430</b>	<b>\$ 349</b>	<b>\$ 1,015,319</b>

See Independent Auditor's Report and accompanying notes to the financial statements.

**UNITED WAY OF MATANUSKA-SUSITNA BOROUGH**

**STATEMENTS OF CASH FLOWS**

Years Ended June 30, 2023 and 2022

	<u>2023</u>	<u>2022</u>
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
Increase (Decrease) in net assets	\$ (116,561)	\$ 207,771
Adjustments to reconcile increase in net assets to net cash provided by operating activities:		
Depreciation and Amortization	5,008	5,008
 (Increase) Decrease in operating assets		
Unconditional Promises to Give	(82)	33,649
Prepaid Expenses and Other Assets	(500)	-
Grants Receivable	64,273	(36,299)
 Increase (Decrease) in operating liabilities		
Accounts Payable	1,811	2,689
Payroll Liabilities	4,716	1,464
Allocation Payable	<u>(32,994)</u>	<u>(17,584)</u>
 NET CASH PROVIDED (USED) BY OPERATING ACTIVITIES	<u>(74,329)</u>	<u>196,698</u>
 CASH FLOWS USED BY INVESTING ACTIVITIES		
Purchase of Certificate of Deposits	(343,544)	-
Payments for Property and Equipment	<u>-</u>	<u>(3,868)</u>
 NET CASH PROVIDED (USED) BY INVESTING ACTIVITIES	<u>(343,544)</u>	<u>(3,868)</u>
 NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS	(417,873)	192,830
 BEGINNING CASH AND CASH EQUIVALENTS	<u>748,010</u>	<u>555,180</u>
 ENDING CASH AND CASH EQUIVALENTS	\$ <u>330,137</u>	\$ <u>748,010</u>
 Supplemental Cash Disclosure:		
Unrestricted Cash	\$ 330,137	\$ 748,010

See Independent Auditor's Report and accompanying notes to the financial statements.

# UNITED WAY OF MATANUSKA-SUSITNA BOROUGH

## Notes to the Financial Statements

June 30, 2023 and 2022

### NOTE 1 – NATURE OF THE ORGNIZATION

United Way of Matanuska-Susitna Borough (the Organization) is a non-profit organization incorporated December 28, 1987. The primary purpose of the Organization is to stimulate the interest and participation of the citizens of the Matanuska-Susitna Borough on behalf of worthy local educational, health, welfare and youth organizations; to solicit and receive contributions for member agencies and to allocate and distribute funds raised to member agencies and needy persons. The financial statements of the Organization are presented on the accrual basis of accounting.

The mission of the Substance Abuse Coalition is to reduce substance abuse among youth and, over time, among adults by addressing the factors in our community that increase the risk of substance abuse and promoting the factors that minimize the risk of substance abuse.

### NOTE 2 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

**Basis of Presentation** – The financial statements of the Organization have been prepared in accordance with U.S. generally accepted accounting principles ("US GAAP"), which require the Organization to report information regarding its financial position and activities according to the following net asset classifications:

Net assets without donor restrictions: Net assets that are not subject to donor-imposed restrictions and may be expended for any purpose in performing the primary objectives of the Organization. These net assets may be used at the discretion of the Organization's management and the board of directors.

Net assets with donor restrictions: Net assets subject to stipulations imposed by donors, and grantors. Some donor restrictions are temporary in nature; those restrictions will be met by actions of the Organization or by the passage of time. Other donor restrictions are perpetual in nature, whereby the donor has stipulated the funds be maintained in perpetuity.

Donor restricted contributions are reported as increases in net assets with donor restrictions. When a restriction expires, net assets are reclassified from net assets with donor restrictions to net assets without donor restrictions in the statements of activities.

**Revenue and Support** – In accordance with FASB ASC 958-605, *Not-for-Profit: Revenue Recognition* contributions received are recorded as unrestricted or restricted support depending on the existence and nature of any donor restrictions. Contributions designated by donors for specific affiliate/member and unaffiliated organizations are recorded as a liability to the designated beneficiary, not as campaign revenue.

See Independent Auditor's Report

# UNITED WAY OF MATANUSKA-SUSITNA BOROUGH

## Notes to the Financial Statements

June 30, 2023 and 2022

### NOTE 2 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES, *continued*

**Promises to Give** – Contributions are recognized when the donor makes a promise to give to the Organization that is, in substance, unconditional. Unconditional promises to give are recognized as revenue in the period that the promise is received. Conditional promises to give are recognized when the conditions on which they depend are substantially met.

The Organization uses the allowance method to determine uncollectible unconditional promises receivable. The allowance is based on prior years' experience and management's analysis of the collectability of specific promises made.

#### **Revenues from Contracts with Customers**

The Organization recognizes revenue when, or as, performance obligations are satisfied associated with contracts with customers. Revenue is measured as the amount of consideration the Organization expects to receive in exchange for providing services. The primary sources of revenue from contracts with customers are the program service fees. Program service fees revenue is recognized when services have been rendered based on the terms of each individual contract. Amounts received in advance of completing the service are deferred until such time as the service has been completed.

**Cash and Cash Equivalents** – For purposes of the statements of cash flows, the Organization considers all demand deposits and highly liquid investments with an original maturity of three months or less to be cash equivalents.

**Estimates** – Management of the Organization uses estimates and assumptions in preparing these financial statements in accordance with generally accepted accounting principles. Those estimates and assumptions affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities, and the reported revenues and expenses. Actual results could vary from the estimates that are used.

**Expense Allocation** – The cost of providing the various programs and other activities has been summarized on a functional basis in the statements of functional expenses. Accordingly, certain costs have been allocated among the programs and supporting services benefited. Such allocations are determined by management on an equitable basis. The expenses that are allocated include the following:

<u>Expense</u>	<u>Method of Allocation</u>
Personnel and fringe benefits	Time and effort
Facilities expense	Square footage
Office and board expense	Time and effort
Other	Time and effort

See Independent Auditor's Report

# UNITED WAY OF MATANUSKA-SUSITNA BOROUGH

## Notes to the Financial Statements

June 30, 2023 and 2022

### NOTE 2 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES, *continued*

**Property and Equipment** – Property and equipment with an original cost exceeding \$1,000 is recorded at cost or, in the case of donated property, at its estimated fair value as of the date of the contribution. This is an unwritten policy. Depreciation is provided using the straight-line method over the estimated useful lives of the property, which range from two to seven years. Expenditures for repairs and maintenance are charged against operations as incurred.

**Income Taxes** – The Organization is exempt from federal and state income taxes as a nonprofit corporation under Section 501(c)(3) of the Internal Revenue Code and is classified as other than a private foundation. The Organization believes that it has appropriate support for any tax positions taken, and as such does not have any uncertain tax positions that are material to the financial statements.

### NOTE 3 – ALLOWANCE FOR UNCOLLECTIBLE PROMISES TO GIVE

Management estimates that approximately 8% of the total promises to give are uncollectible and records a provision for uncollectible promises to give. At June 30, 2023 and 2022, the allowance for uncollectible promises to give totaled \$0 and \$5,209, respectively.

### NOTE 4 – ALLOCATIONS

Allocations are commitments to pay qualifying member agencies that submit applications for funding and commitments to pay non-member agencies as designated by the donors. The Organization's Board of Directors makes funding approval. The allocation expense recognized is based upon actual payments made for prior years' campaign contributions as well as an accrual for current year unconditional promises to give. The allocation accrual is calculated providing for the Organization's anticipated general and administrative and fundraising costs. A 15% administrative fee is withheld for partner agencies from amounts received that are designated by the donor for specific agencies. A 23% administrative fee is withheld for non-partner agencies from amounts received that are designated by the donor for specific agencies.

### NOTE 5 – CONCENTRATIONS OF CREDIT RISK

The Organization maintains cash balances at several local financial institutions. Amounts at each institution are insured up to \$250,000 and the Organization's uninsured cash balances totaled \$590,792 and \$662,082 for fiscal years 2023 and 2022, respectively.

See Independent Auditor's Report

# UNITED WAY OF MATANUSKA-SUSITNA BOROUGH

## Notes to the Financial Statements

June 30, 2023 and 2022

### NOTE 6 – CASH DEPOSITS AND INVESTMENTS

The Federal Deposit Insurance Corporation or the National Credit Union Administration insure funds held within the same banking institution to a maximum of \$250,000 in total. Balances at financial institutions exceeded the FDIC/NCUA insured amounts by a total of \$590,792 and \$662,082 at June 30, 2023 and 2022, respectively.

### NOTE 7 – LEASE COMMITMENT

The Organization leases office space under a four-year non-cancelable operating lease agreement starting January 1, 2023, thru to December 31, 2026 with monthly installments of \$1,897. This lease succeeds a prior lease that expired on November 30, 2022, which has monthly payments of \$1,767.

The future net minimum rental payments under the lease agreement as of June 30, are as follows:

Year Ending June 30, 2024	\$	22,764
Year Ending June 30, 2025		22,764
Year Ending June 30, 2026		22,764
Year Ending June 30, 2027		11,382

The amortized portion of the right of use and lease obligation for this lease at June 30, 2023 and 2022, was \$11,382 and \$0, respectively.

The unamortized portion of the right of use and lease obligation for this lease at June 30, 2023 and 2022, is \$68,292 and \$0, respectively.

### NOTE 8 – CALCULATION OF OVERHEAD RATIO PERCENTAGE

	2023	2022
General, Administrative and Fundraising Expense	\$ 82,895	\$ 64,779
Total Campaign Support and Other Revenue	968,967	1,223,090
General, Administrative and Fundraising Expenses Expressed as a Percentage of Total Campaign Support and Other Revenue	9%	5%

See Independent Auditor's Report

# UNITED WAY OF MATANUSKA-SUSITNA BOROUGH

## Notes to the Financial Statements

June 30, 2023 and 2022

### NOTE 9 – INVESTMENT IN CERTIFICATES OF DEPOSIT

Investments are stated at fair value and consist of a certificate of deposit. It is the Organization's policy that investments bear no more than a moderate risk.

The Organization invested in two \$250,000 certificates of deposit at a local bank with the following terms: \$500,000 fixed at 3.25% interest. The value of the deposit was \$250,000 at June 30, 2023 and 2022. Interest from the certificate of deposit is moved to the Organization's operating account.

### NOTE 10 – AVAILABILITY AND LIQUIDITY

The following represents the Organization's financial assets at June 30:

Financial assets at year-end:	2023	2022
Cash and cash equivalents	\$ 330,137	\$ 904,466
Accounts and grants receivable	74,085	138,276
Financial assets available to meet general expenditures over the next twelve months	\$ <u>404,222</u>	\$ <u>1,042,742</u>

### NOTE 11 – DONATED SERVICES

The Organization receives donated services from unpaid volunteers who assist in fundraising and special projects. No amounts have been recognized in the financial statements for these services because the criterion for recognition has not been satisfied.

### NOTE 12 – SUBSEQUENT EVENTS

Management has evaluated subsequent events through March 11, 2024, that date which the financial statements were available for issue. No events were identified that would require disclosure according to generally accepted accounting principles.

See Independent Auditor's Report

## **SUPPLEMENTAL INFORMATION**

# Foster and Company, LLC

Karen M. Foster, CPA  
Michael C. Foster, CPA

## 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*

Board of Directors  
United Way of Matanuska-Susitna Borough  
Palmer, Alaska

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 United Way of Matanuska-Susitna Borough (a nonprofit organization), which comprise the statement of financial position as of June 30, 2023, and the related statements of activities, functional expenses, and cash flows for the year then ended, and the related notes to the financial statements, and have issued our report thereon date March 11, 2024.

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

In planning and performing our audit of the financial statements, we considered United Way of Matanuska-Susitna Borough's internal control over financial reporting (internal control) as a basis for designing the audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of United Way of Matanuska-Susitna Borough's internal control. Accordingly, we do not express an opinion on the effectiveness of United Way of Matanuska-Susitna Borough'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. However, material weaknesses may exist that have not been identified.

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

As part of obtaining reasonable assurance about whether United Way of Matanuska-Susitna Borough'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*.

### **Purpose of this Report**

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the organization's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the organization's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

Foster and Company, LLC  
Wasilla, Alaska

March 11, 2024

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