TOWN OF RED OAK, OKLAHOMA

REPORT ON AUDIT OF FINANCIAL STATEMENTS AND SUPPLEMENTAL DATA FOR THE TWELVE MONTHS ENDED JUNE 30, 2011

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Eufaula, Oklahoma 74432

TOWN OF RED OAK RED OAK, OKLAHOMA JUNE 30, 2011

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INDEPENDENT AUDITOR'S REPORT

Board of Commissioners Town of Red Oak Red Oak, Oklahoma

I have audited the accompanying financial statements of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of the Town of Red Oak as of and for the year ended June 30, 2011, which collectively comprise the Town's basic financial statements as listed in the table of contents. These financial statements are the responsibility of the Town of Red Oak's management. My responsibility is to express opinions on these financial statements based on my audit.

I conducted my 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 I plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. I believe that my audit provides a reasonable basis for my opinions.

In my opinion, the financial statements referred to in the first paragraph present fairly, in all material respects, the financial position of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of the Town of Red Oak as of June 30, 2011, and the respective changes in financial position and cash flows, where applicable, thereof for the year then ended in conformity with accounting principles generally accepted in the United States of America.

The management's discussion and analysis on pages 5 thru 10, and budgetary comparison information on page 30 are not a required part of the basic financial statements but are supplementary information required by accounting principles generally accepted in the United States of America. I have applied certain limited procedures, which consisted principally of inquiries of management regarding the methods of measurement and presentation of the required supplementary information; however, I did not audit the information and express no opinion on it.

In accordance with *Government Auditing Standards*, I have also issued a report dated June 5, 2013 on my consideration of the Town of Red Oak's internal control over financial reporting and on my 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 my 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* and should be considered in assessing the results of this audit.

Cynthia L Warren CPA, P.C.

Cynthia L Warren CPA. P.C.

June 5, 2013

Town of Red Oak Red Oak, Oklahoma 74333

MANAGEMENT DISCUSSION AND ANALYSIS JUNE 30, 2011

The following discussion and analysis of the Town of Red Oak's financial performance provides an overview of the Town's financial activities for the fiscal year ended June 30, 2011. The information contained in this MD&A should be considered in conjunction with the accompanying basic financial statements.

Financial Highlights

The assets of the Town of Red Oak exceeded its liabilities at the close of the fiscal year ending June 30, 2011 by \$1,442,643. Of this amount, \$342,452 (unrestricted net assets) may be used to meet the government's ongoing obligations to citizens and creditors.

The Town of Red Oak's net assets decreased by \$23,943 which can be attributed to a decrease in assets of \$39,214 and a decrease in liabilities of \$15,271.

The Town of Red Oak's total debt decreased by \$17,583 during the current fiscal year.

Revenues of the Town decreased \$29,036 and expenses decreased \$49,258 for a net increase in change in net assets of \$20,222.

Overview of the Financial Statements

This discussion and analysis serves as an introduction to the Town of Red Oak's basic financial statements. The Town of Red Oak's basis financial statements are comprised of three components, government-wide financial statements, fund financial statements, and notes to the financial statements. The basic statements provide readers with a broad overview of the Town's finances. The notes provide additional information that is essential to a full understanding of the data provided in the basic financial statements. This report also contains other supplementary information in addition to the basic financial statements themselves.

Government-wide financial statements

The government-wide financial statements are designed to provide readers with a broad overview of the Town of Red Oak's finances, in a manner similar to a private-sector business. The Statement of Net Assets presents information on all of the Town of Red Oak's assets and liabilities, with the differences between the two reported as net assets. Over time, increases or deceases in net assets may serve as a useful indicator of whether the Town of Red Oak is improving or deteriorating. The Statement of Net Assets combines and consolidates governmental funds' current financial resources with capital assets and long-term obligations. Other nonfinancial factors should also be taken into consideration such as economic factors. The Statement of Activities presents information showing how the Town's net assets changed during the most recent fiscal year. Both the statement of Net Assets and the Statement of Activities are prepared utilizing the accrual basis of accounting and economic resources measurement focus.

Fund Financial Statements

Fund financial statements focus separately on governmental funds and proprietary funds. Governmental fund statements report only current financial resources on the modified accrual basis of accounting. As a result, capital assets and long-term debt are not reported in government fund financial statements. Proprietary fund financial statements are presented, similar to the government-wide financial statements, on the economic resources measurement focus and accrual basis of accounting, and include all assets and liabilities. The Town's major funds are presented in their own column and the remaining funds are combined into a single column.

Notes to the Financial Statements

The notes to the financial statements provide additional disclosures required by governmental accounting standards and provide information to assist the reader in understanding the Town's financial condition.

Supplementary Information

As required by generally accepted accounting principles, a budgetary comparison is presented for the general fund which is the only major governmental fund for which a budget is legally adopted.

Town as a Whole

Government-wide Financial Statements

A condensed version of the Statement of Net Assets at June 30, 2011 and June 30, 2010 is as follows:

	6/30/2011		6/30/2010	Variance		
Current Assets:						
Governmental Activities	\$	280,857	\$ 291,616	\$	(10,759)	
Business-type Activities		86,943	80,413		6,530	
		367,800	372,029		(4,229)	
Noncurrent Assets:						
Governmental Activities		164,250	147,493		16,757	
Business-type Activities		1,134,365	1,186,107		(51,742)	
		1,298,615	1,333,600		(34,985)	
Total Assets	\$	1,666,415	\$ 1,705,629	\$	(39,214)	
Current Liabilities:						
Governmental Activities	\$	10,137	\$ 8,638	\$	1,499	
Business-type Activities		32,036	32,524		(488)	
		42,173	41,162		1,011	

	<u>6/30/2011</u>	<u>6/30/2010</u>	<u>Variance</u>
Noncurrent Liabilities:			
Governmental Activities	-	-	-
Business-type Activities	181,599	197,881	(16,282)
	181,599	197,881	(16,282)
Total Liabilities	223,772	2 239,043	(15,271)
Net Assets:			
Invested in Capital Assets, net:			
Governmental Activities	164,250	147,493	16,757
Business-type Activities	914,129	949,005	(34,876)
	1,078,379	1,096,498	(18,119)
Restricted Net Assets:			
Governmental Activities	-	-	-
Business-type Activities	21,812	2 21,749	63
	21,812	2 21,749	63
Unrestricted Net Assets:			
Governmental Activities	270,720	282,978	(12,258)
Business-type Activities	71,732	2 65,361	6,371
	342,452	2 348,339	(5,887)
Net Assets	\$ 1,442,643	\$ 1,466,586	\$ (23,943)

- Total assets have decreased \$39,214 over the prior year which consists of a decrease of current assets in the amount of \$4,229 and a decrease in noncurrent assets in the amount of \$34,985. The decrease in current assets is attributable to the decrease in Cash and Cash Equivalents in the amount of \$15,746 with an increase in Investments of \$3,894 and an increase in accounts receivable of \$7,623. The noncurrent assets of the Town decreased from a net increase in capital assets from the purchase of capital assets less the increase in accumulated depreciation from the depreciation expense.
- Total liabilities decreased by \$15,271. Noncurrent liabilities have decreased from the principal payments on the long-term debt and bonds and current liabilities increased from an increase in accounts payable.
- Total net assets decreased \$23,943, the difference between revenues and expenses.

A condensed version of the Statement of Activities follows:

	6/30/2011			6/30/2010	<u>Variance</u>		
Governmental Activities:							
Program Revenues:							
General Government	\$	22,850	\$	-	\$	22,850	
Police		9,631		15,580		(5,949)	
Fire		4,398		50,675		(46,277)	
Nutrition		-		12,001		(12,001)	
Street and Alley		4,702		5,736		(1,034)	
		41,581		83,992		(42,411)	
General Revenues:						_	
Taxes		130,799		120,957		9,842	
Investment Earnings		2,427		2,851		(424)	
Miscellaneous		10,997		8,470		2,527	
		144,223		132,278		11,945	
Business-Type Activities:							
Program Revenues:							
Public Works - Water and Sewer		165,889		163,200		2,689	
Trash Collections		30,447		30,572		(125)	
		196,336		193,772		2,564	
General Revenues:							
Investment Earnings		1,079		1,275		(196)	
Miscellaneous		-		938		(938)	
		1,079		2,213		(1,134)	
Total Revenues		383,219		412,255		(29,036)	
Governmental Activities:							
Expenses:							
General Government	\$	110,252	\$	102,217	\$	8,035	
Library	Ψ	1,550	Ψ	3,871	Ψ	(2,321)	
Police		42,695		39,913		2,782	
Fire		24,057		66,578		(42,521)	
Nutrition		- 1,007		13,502		(13,502)	
Street and Alley		2,751		-		2,751	
2222		181,305		226,081		(44,776)	
Business-Type Activities:						(11),, 0)	
Expenses:							
Public Works - Water and Sewer		197,657		200,339		(2,682)	
Trash Collections		28,200		30,000		(1,800)	
		225,857		230,339		(4,482)	
Total Program Expenses		407,162		456,420		(49,258)	
<i>S</i>		- 7		- 7 *		· //	
Change in Net Assets		(23,943)		(44,165)		20,222	
Net Assets, Beginning		1,466,586		1,510,751		(44,165)	
Net Assets, Ending	\$	1,442,643	\$	1,466,586	\$	(23,943)	
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The amounts reported for the 2011 fiscal year in the above condensed Statement of Activities indicated some significant variances. Revenues for the current year decreased over the prior year in the amount of \$29,036 with expenses decreasing over the prior year in the amount of \$49,258. The revenues for governmental activities decreased \$30,466 resulting from a decrease in operating grants. Program revenues for Business-type activities increased a small amount over the prior year from an increase in water and sewer revenues.

The Town of Red Oak experienced a net decrease in expenses for Government Activities in the amount of \$49,258. This decrease was created from a decrease in Fire Department grant expenses and also the elimination of the Nutrition program. The decrease in expenses for the Business-type Activities is attributable to a decrease in routine expenses incurred by the PWA.

Fund Financial Information and Budgetary Highlights

The Town of Red Oak operates under the Budget Act statutes of Oklahoma. Over the course of the year, there were no budget revisions. At the end of the year, the General Fund experienced a favorable revenue variance of \$24,657, and an unfavorable expenditure variance of \$34,682, which combined for an unfavorable variance in the amount of \$10,025 in terms of net change to fund balance.

Capital Assets and Debt Administration

Capital Assets

At June 30, 2011, the Town has \$1,256,653 invested in capital assets, including machinery and equipment, buildings, the water system and the sewer system. As viewed below, the decrease in Net Capital Assets is attributed to the current year purchases less the current year depreciation expense.

	Balance			Balance
	6/30/2010	Additions	Deletions	6/30/2011
Buildings	71,138	33,800	-	104,938
Water and Sewer System	1,732,389	-	-	1,732,389
Machinery and Equipment	234,275	6,163		240,438
	2,037,802	39,963	-	2,077,765
Accumulated Depreciation	745,401	75,711		821,112
	1,292,401	(35,748)		1,256,653
	\$ 1,292,401	\$ (35,748)	\$ -	\$ 1,256,653

See Note 4 on page 27 for additional information on capital assets activity and balances.

Debt Outstanding

The Town of Red Oak has not incurred any new debt during the current year. There are two outstanding debts owed by the Red Oak Public Works Authority, Revenue Bonds in the amount of \$106,217 and a loan from Oklahoma Department of Commerce in the amount of \$71,875. During the year ending June 30, 2011, principal payments of \$17,583 and interest of \$1,655 were paid.

See Note 5 on page 28 for additional information on long-term debt activity and balances.

Economic Factors and Next Year's Budget

The Town of Red Oak uses the Municipal Budget Act. The budget for the year ending June 30, 2012 remains similar to the previous year with decreases in revenues.

Financial Contact

The Town's financial statements are designed to present users with a general over view of the Town's finances and to demonstrate the Town's accountability. If you have questions about the report or need additional financial information, please contact the Mayor or Town Clerk at the Town of Red Oak, Red Oak, Oklahoma at 918-673-1765.

TOWN OF RED OAK, OKLAHOMA STATEMENT OF NET ASSETS JUNE 30, 2011

	Governmental <u>Activities</u>	Business-type <u>Activities</u>	<u>Total</u>
ASSETS			
Current Assets:			
Cash and Cash Equivalents	\$ 225,249	\$ 26,590	\$ 251,839
Accounts Receivable, Net	22,235	16,305	38,540
Investments, Unrestricted	33,373	44,048	77,421
Total Current Assets	280,857	86,943	367,800
Noncurrent Assets:			
Restricted Investments, Debt Reserve	-	21,812	21,812
Restricted Cash and Cash Equivalents,			
Meter Funds	-	20,150	20,150
Capital Assets, Net of Depreciation	164,250	1,092,403	1,256,653
Total Assets	\$ 445,107	\$ 1,221,308	\$ 1,666,415
LIABILITIES AND NET	ASSETS		
Current Liabilities:			
Accounts Payable	\$ 10,137	\$ 15,211	\$ 25,348
Accrued Interest Payable	-	182	182
Notes Payable, Current		16,643	16,643
Total Current Liabilities	10,137	32,036	42,173
Noncurrent Liabilities:			
Customer Deposits Payable	-	20,150	20,150
Notes Payable		161,449	161,449
Total Noncurrent Liabilities		181,599	181,599
Total Liabilities	10,137	213,635	223,772
Net Assets:			
Invested in Capital Assets, Net of			
Related Debt	164,250	914,129	1,078,379
Restricted Net Assets	-	21,812	21,812
Unrestricted Net Assets	270,720	71,732	342,452
Total Net Assets	434,970	1,007,673	1,442,643
Total Liabilities and Net Assets	\$ 445,107	\$ 1,221,308	\$ 1,666,415

See accompanying notes to the basic financial statements.

Exhibit B

TOWN OF RED OAK, OKLAHOMA STATEMENT OF ACTIVITIES FOR THE TWELVE MONTHS ENDED JUNE 30, 2011

Net (Expenses) Revenue

			Program Revenues					and Changes in N	et As	<u>sets</u>	
			O	perating		Capital					
		Charges for	Gi	rants and	Gi	rants and	Go	vernmental	Business-type		
	Expenses	Services	Cor	ntributions	Cor	ntributions		<u>Activities</u>	Activities		Total
Governmental Activities:											
General Government	\$ 110,252	\$ -	\$	-	\$	22,850	\$	(87,402)	\$ -	\$	(87,402)
Library	1,550	-		-		-		(1,550)	-		(1,550)
Public Safety:											
Police	42,695	9,631		-		-		(33,064)	-		(33,064)
Fire	24,057	-		4,398		-		(19,659)	-		(19,659)
Street and Alley	 2,751	 <u>-</u>		4,702		<u>-</u>		1,951			1,951
Total Governmental Activities	 181,305	 9,631		9,100		22,850		(139,724)			(139,724)
Business-type Activities:						_		-			
Public Works - Water and Sewer	197,657	165,889		-		-		_	(31,768)		(31,768)
Trash Collections	 28,200	 30,447		<u>-</u>		<u> </u>			2,247		2,247
Total Business-type Activities	 225,857	 196,336		<u>-</u>		<u> </u>		<u>-</u>	(29,521)		(29,521)
Total	\$ 407,162	\$ 205,967	\$	9,100	\$	22,850	\$	(139,724)	\$ (29,521.00)	\$ ((169,245.00)

See accompanying notes to the basic financial statements.

TOWN OF RED OAK, OKLAHOMA STATEMENT OF ACTIVITIES, CONTINUED FOR THE TWELVE MONTHS ENDED JUNE 30, 2011

Net (Expenses) Revenue

	and Changes in Net Assets				
	Governmental <u>Activities</u>	Business-type <u>Activities</u>	<u>Total</u>		
Program Revenues:					
Expenses (Over) Under Revenues	(139,724)	(29,521)	(169,245)		
General Revenues:					
Taxes:					
Sales Tax	106,843	-	106,843		
Franchise Tax	11,820	-	11,820		
Intergovernmental -					
State Alcoholic Beverage Tax	12,136	-	12,136		
Investments Earnings	2,427	1,079	3,506		
Miscellaneous	10,997		10,997		
Total General Revenues	144,223	1,079	145,302		
Changes in Net Assets	4,499	(28,442)	(23,943)		
Net Assets at Beginning of Year	430,471	1,036,115	1,466,586		
Net Assets at End of Year	\$ 434,970	\$ 1,007,673	\$ 1,442,643		

TOWN OF RED OAK, OKLAHOMA BALANCE SHEET - GOVERNMENTAL FUNDS JUNE 30, 2011

<u>ASSETS</u>	General <u>Fund</u>		Street/Alley & Fire Dept <u>Funds</u>		Go	Total overnmental <u>Funds</u>
Current Assets:						
Cash	\$	190,966	\$	34,283	\$	225,249
Accounts Receivable, Net		21,880		355		22,235
Investments, Unrestricted		33,373		-		33,373
Total Current Assets	\$	246,219	\$	34,638		280,857
LIABILITIES AND FUND BAL	ANC	ES				
Current Liabilities:						
Accounts Payable		10,137		-		10,137
Total Current Liabilities	-	10,137		-		10,137
Fund Balances:						
Unreserved Fund Balance		236,082		34,638		270,720
Total Fund Balances		236,082		34,638	-	270,720
Total Liabilities and Fund Balances	\$	246,219	\$	34,638	=	
Capital Assets, net of accumulated						
depreciation, used in Governmental						
Activities are not current financial						
resources and therefore are not						
reported in the governmental funds.						164,250
Net Assets of Governmental Activities					\$	434,970

See accompanying notes to the basic financial statements.

TOWN OF RED OAK, OKLAHOMA STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES - GOVERNMENTAL FUNDS FOR THE YEAR ENDED JUNE 30, 2011

			Street/Alley		Total	
	General		& Fire Dept	Governmental		
		Fund	Fund	Funds		
Revenues:						
Taxes	\$	130,799	\$ 4,702	\$	135,501	
Fines and Forfeitures		9,631	-		9,631	
Operating Grants and Contributions		-	4,398		4,398	
Miscellaneous		10,950	45		10,995	
Interest		2,427	-		2,427	
Total Revenues		153,807	9,145		162,952	
Current Expenditures:						
General Government						
Personal Services		11,790	-		11,790	
Maintenance and Operations		93,277	8,786		102,063	
Capital Outlay		37,370	2,592		39,962	
Police						
Salaries		28,180	-		28,180	
Maintenance and Operations		14,515	-		14,515	
Library						
Maintenance and Operations		1,550	-		1,550	
Total Expenditures		186,682	11,378		198,060	
Other Financing Sources and Uses:						
Capital Grants		22,850	-		22,850	
Total Other Financing Sources		22,850	-		22,850	
Net Change in Fund Balance		(10,025)	(2,233)		(12,258)	
Fund Balance, Beginning		246,107	36,871			
Fund Balance, End	\$	236,082	\$ 34,638			
Adjustments for the Statement of Activities:						
Governmental funds report capital outlays as						
expenditures while governmental activities						
report depreciation expense to allocate those						
expenditures over the life of the assets. This is						
the amount of depreciation expense in the						
current period less capital outlay less capital ou	ıtlay.				16,757	
Change in Net Assets				\$	4,499	

See accompanying notes to the basic financial statements.

TOWN OF RED OAK, OKLAHOMA STATEMENT OF NET ASSETS - PROPRIETARY FUNDS JUNE 30, 2011

	Enterprise
	Funds
ASSETS	
Current Assets:	¢ 26.500
Cash	\$ 26,590
Accounts Receivable, Net	16,305
Investments, Unrestricted	44,048
Total Current Assets	86,943
Noncurrent Assets:	
Restricted Investments, Debt Reserve	21,812
Restricted Cash, Meter Funds	20,150
Capital Assets, Net of Depreciation	1,092,403
Total Assets	\$ 1,221,308
LIABILITIES AND NET ASSETS	
Current Liabilities:	
Accounts Payable	\$ 15,211
Accrued Interest Payable	182
Notes Payable, Current Portion	16,643
Total Current Liabilities	32,036
Noncurrent Liabilities:	
Customer Deposits Payable	20,150
Notes Payable, Less Current Maturities	161,449
Total Noncurrent Liabilities	181,599
Total Liabilities	213,635
Net Assets:	
Invested in Capital Assets, Net of Related Debt	914,129
Restricted Net Assets	21,812
Unrestricted Net Assets	71,732
Total Net Assets	1,007,673
Total Liabilities and Net Assets	\$ 1,221,308

TOWN OF RED OAK, OKLAHOMA STATEMENT OF REVENUES, EXPENSES AND CHANGES IN FUND NET ASSETS - PROPRIETARY FUNDS FOR THE YEAR ENDED JUNE 30, 2011

	E	Interprise <u>Funds</u>
Operating Revenues:		
Charges for services - Water & Sewer	\$	165,889
Charges for services - Trash Collections		30,447
Grant Revenue		-
Miscellaneous		
Total Revenues		196,336
Operating Expenses:		
Management Services		132,860
Salaries and Wages		7,302
Trash Service		28,200
Repairs and Maintenance		695
Materials and Supplies		1,328
Other Services and Charges		1,312
Grant Administration		-
Depreciation		52,505
Total Expenditures		224,202
Net Operating Income		(27,866)
Nonoperating Revenue(Expense)		
Investment Income		1,079
Interest Expense		(1,655)
Total Nonoperating Revenue(Expense)		(576)
Increase (Decrease) in Net Assets		(28,442)
Net Assets, Beginning		1,036,115
Net Assets, Ending	\$	1,007,673

TOWN OF RED OAK, OKLAHOMA STATEMENT OF CASH FLOWS - PROPRIETARY FUNDS FOR THE YEAR ENDED JUNE 30, 2011

	Enterprise <u>Funds</u>
Cash Flows from Operating Activities:	<u>Funus</u>
Receipts from Customers	\$ 197,601
Payments to Employees	(7,302)
Payments to Suppliers and Vendors	(164,236)
Net Cash Provided (Used) by Operating Activities	26,063
Cash Flows from Capital and Related Financing Activities:	
Principal Paid on Long-term Debt	(17,583)
Interest Paid on Long-term Debt	(1,701)
Net Cash Provided (Used) by Capital and Related	
Financing Activities	(19,284)
Cash Flows from Investing Activities:	
Receipts of Interest Income	1,079
Purchase of Investments	(923)
Net Cash Provided (Used) from Investing Activities	<u>156</u>
Net Increase (Decrease) in Cash and Cash Equivalents	6,935
Cash and Cash Equivalents, Beginning	61,617
Cash and Cash Equivalents, Ending	\$ 68,552
Cook and Cook Foreign lants	\$ 26,590
Cash and Cash Equivalents Restricted Investments, Debt Reserve	\$ 26,590 21,812
Restricted Cash, Meter Funds	20,150
Restricted Cash, Nieter Funds	· · · · · · · · · · · · · · · · · · ·
	<u>\$ 68,552</u>

See accompanying notes to the basic financial statements.

TOWN OF RED OAK, OKLAHOMA STATEMENT OF CASH FLOWS - PROPRIETARY FUNDS FOR THE YEAR ENDED JUNE 30, 2011

	Enterprise <u>Funds</u>
Reconciliation of Operating Income to Net Cash	
Provided (Used) by Operating Activities:	
Operating Income (Loss)	\$ (27,866)
Adjustments to reconcile Operating Income (Loss) to Net Cash Provided (Used) by Operating Activities: Depreciation Chapter in Assets and Lightlities:	52,505
Change in Assets and Liabilities:	5.05
Accounts Receivable	565
Accounts Payable	<u>859</u>
Total Adjustments	53,929
Net Cash Provided (Used) by Operating Activities	\$ 26,063

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The accounting and reporting policies of the Town of Red Oak (the Town) relating to the fund types included in the financial statements conform to generally accepted accounting principles prescribed by the Governmental Accounting Standards Board. The following represent the more significant accounting and reporting policies and practices of the Town.

Reporting Entity

The Town of Red Oak, for financial reporting purposes, includes all funds and authorities over which the Town council has financial accountability as defined by GASB-14 and GASB-39. Financial accountability was determined on the basis of the Town's ability to significantly influence operations, select the governing authority, and participate in fiscal management and scope of public service. On this basis, the reporting entity of the Town of Red Oak includes all its funds as well as the funds and accounts of the blended component unit; the Red Oak Public Works Authority.

The Red Oak Public Works Authority is a public trust created under the authority of and pursuant to the provisions of Title 60, Oklahoma Statutes 1961, and Sections 176 to 180, for the use and benefit of the Town of Red Oak. The trust has as its purpose to budget, construct, plan, establish, install, enlarge, improve, equip, operate, control and regulate facilities, whether water, sewer, gas, electric or other forms or types of public and municipal services within and without the corporate boundaries of the Town of Red Oak. The ROPWA is governed by the trustees of the Town of Red Oak.

Basis of Presentation

Management's Discussion and Analysis:

GASB 34 requires the financial statements be accompanied by a narrative introduction and analytical overview of the Town's financial activities in the form of management's discussion and analysis (MD&A).

Government-wide Financial Statements:

The Statement of Net Assets and Statement of Activities display information about the reporting government as a whole. They include all funds of the reporting entity except for the fiduciary funds of which the Town has none. The statements distinguish between governmental and business-type activities. Governmental activities generally are financed through taxes, intergovernmental revenues, and other nonexchange revenues. Business-type activities are financed in whole or in part by fees charged to external parties for goods or services.

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES, Continued

Fund Financial Statements:

Fund financial statements of the reporting entity are organized into funds, each of which is considered to be separate accounting entities. Each fund is accounted for by providing a separate set of self-balancing accounts that constitute its assets, liabilities, fund equity, revenues, and expenditure/expenses. Funds are generally organized into three major categories: governmental, proprietary, and fiduciary. An emphasis is placed on major funds within the governmental and proprietary categories. The funds of the financial reporting entity are described below:

Governmental Funds:

<u>General Fund</u> - The general fund is the primary operating fund of the Town and always classified as a major fund. This fund accounts for all activities except those legally or administratively required to be accounted for in other funds.

<u>Special Revenue Fund</u> - These funds are used to account for the revenues derived from specific taxes, governmental grants, or other revenue sources which are designated to finance particular functions or activities of the Town. The Town's special revenue funds consist of the following funds: Street & Alley, Fire and Nutrition Fund.

Proprietary Fund Types:

Enterprise Fund - Enterprise Funds are used to account for operations (a) that are financed and operated in a manner similar to private business enterprises - where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or (b) where the governing body has been decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability or other purposes. The Town's Enterprise fund consists of the Red Oak Public Works Authority.

Measurement Focus and Basis of Accounting

Measurement focus is a term used to describe "how" transactions are recorded within the various financial statements. Basis of accounting refers to "when" transactions are recorded regardless of the measurement focus applied.

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

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES, Continued

Governmental fund financial statements are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Revenues are recognized as soon as they are both measurable and available. Revenues are considered to be available when they are collectible with the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the Town considers revenues to be available if they are collected within 30 days after year end. Expenditures are recorded when the related fund liability is incurred. Capital assets and long-term debt are not reported in governmental fund financial statements because they do not involve current financial resources.

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 and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the accounting period. Actual results could differ from those estimates.

Budgetary Process

Annually a legally adopted budget is prepared for the governmental funds and an operating budget forecast is prepared for the Public Works Authority Fund. The budgets are formally approved by the Board of Trustees before filing with the State of Oklahoma. Actual expenditures within the General Fund may not legally exceed the adopted budget appropriations at the object category level within the department of a fund.

Assets, Liabilities, and Equity

Cash and Cash Equivalents:

For the purpose of the Statement of Net Assets, and the proprietary fund Statement of Cash Flows, "cash and cash equivalents" includes all demand and savings accounts and certificates of deposit with an original maturity of three months or less.

Investments:

Investments consist of long-term certificates of deposits and are stated at cost, which approximates market unless otherwise indicated with a maturity at the time of purchase of more than three months.

Receivables:

In the government-wide statements, receivables consist of all revenues earned at year-end and not yet received. Allowances for uncollectible accounts receivable are based upon historical trends and the periodic aging of accounts receivables.

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES, Continued

Restricted Assets:

Under the terms of the bond indentures, the Red Oak Public Works Authority must maintain certain "funds". These are not funds in the sense of fiscal and accounting entities with self-balancing sets of accounts; they merely represent mandatory asset segregation. The primary restricted assets are related to bond trustee accounts and utility meter deposits.

Capital Assets:

The accounting treatment over property, plant and equipment (Capital assets) depends on whether the assets are used in general governmental fund operations or proprietary fund operations and whether they are reported in the government-wide or fund financial statements.

Government-wide Statements

All Capital assets are valued at historical cost or estimated historical cost if actual is unavailable, except for donated Capital assets which are recorded at their estimated fair value at the date of donation. Prior to July 1, 2003, governmental funds' infrastructure assets were not capitalized. It is the policy of the Town to capitalize all assets with a cost of \$1,000 or greater.

Depreciation of all exhaustible Capital assets is recorded as an allocated expense in the Statement of Activities, with accumulated depreciation reflected in the Statement of Net Assets. Depreciation is provided over the assets' estimated useful lives using the straight-line method of depreciation. The range of estimated useful lives by type of asset is as follow:

Buildings 20 years
Improvements 10 - 20 years
Machinery and Equipment 5 - 10 years
Infrastructure 40 years

Fund Financial Statements

In the fund financial statements, Capital assets used in governmental fund operations are accounted for as capital outlay expenditures of the governmental fund upon acquisition. Capital assets used in proprietary fund operations are accounted for the same as in the government-wide statements.

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES, Continued

Long-term Debt:

The accounting treatment of long-term debt depends on whether the assets are used in governmental fund operations or proprietary fund operations and whether they are reported in the government-wide or fund financial statements.

All long-term debt to be repaid from governmental and business type resources are reported as liabilities in the government-wide statements. The long-term debt currently consists of bond and notes payable by the ROPWA.

Equity Classifications:

Government-wide Statements

Equity is classified as net assets and displayed in the following components:

- A. Invested in Capital Assets, Net of Related Debt Consists of capital assets including restricted capital assets, net of accumulated deprecation and reduced by the outstanding balances of any bonds, mortgages, notes or other borrowings that are attributable to the acquisition, construction or improvement of those assets.
- B. Restricted Net Assets Consists of net assets with constraints placed on the use either by external groups such as creditors, grantors, contributions, or laws or regulations of other governments; or law through constitutional provisions or enabling legislation.
- C. Unrestricted Net Assets All other net assets that do not meet the definition of "restricted" or "invested in capital assets, net of related debt."

Fund Statements

Governmental fund equity is classified as fund balance. Fund Balance is further classified as reserved and unreserved, with unreserved further split between designated and undesignated to the extent applicable. Proprietary fund equity is classified the same as in the government-wide statements.

Revenues, Expenditures, and Expenses

Sales Tax:

The Town is currently receiving sales tax on each dollar. This is deposited into the general fund for the purpose of paying the operation and maintenance costs incurred by the Town.

Operating Revenues and Expenses:

Operating revenues and expenses for proprietary funds are those that result from providing services and delivering goods and/or services. It also includes all revenue and expenses not related to capital and related financing, noncapital financing, or investing activities.

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES, Continued

Expenditures/Expenses:

In the government-wide financial statements, expenses are classified by function for both governmental and business-type activities.

In the fund financial statements, expenditures are classified as follows:

Government Funds - By Character
Current
Capital Outlay
Proprietary Fund - By Operating and Nonoperating.

In the fund financial statements, governmental funds report expenditures of financial resources. Proprietary funds report expenses relating to use of economic resources.

Interfund Transfers

Interfund receivables and payables arise from Interfund transactions and are recorded by all programs affected in the period in which the transactions are executed. These receivables and payables within the same fund type are eliminated for presentation of the financial statements in the government-wide statements. Net receivables and payables between governmental activities and business-type activities are reported as internal balances and internal transfers.

NOTE 2 – CASH, CASH EQUIVALENTS, RESTRICTED CASH AND INVESTMENTS

The Town of Red Oak is governed by the deposit and investment limitations of state law. The deposits and investments held at June 30, 2011, and reported at fair value are as follow:

	Carrying		
TYPE		Value	
Deposits:			
Demand Deposits	\$	312,629	
Investments:			
Certificates of Deposit		58,593	
Total Deposits and Investments	\$	371,222	
Reconciliation to Statement of Net Assets:			
Cash and Cash Equivalents	\$	251,839	
Investments, Unrestricted		77,421	
Restricted Cash and Cash Equivalents, Meter Funds		20,150	
Restricted Investments, Debt Reserve		21,812	
	\$	371,222	

NOTE 2 - CASH, CASH EQUIVALENTS, RESTRICTED CASH AND INVESTMENTS, Continued

Custodial Credit Risk - State law governs the requirements for managing custodial credit risk. Such law requires uninsured deposits to be secured with collateral having market value at least equal to the amount of uninsured deposits. Deposits in financial institutions, reported as components of cash, cash equivalents, and investments, had a bank balance of \$371,222 at June 30, 2011, which was fully insured by depository insurance or secured with collateral held by the Town's agent in its name. All investments, evidenced by individual securities, are registered in the name of the Town or its component unit.

Investment Interest Rate Risk - The Town has no formal investment policy that limits investments maturities as a means of managing its exposure to fair value losses arising from increasing interest rates. Nonnegotiable certificates of deposit are not subject to interest rate risk, therefore their maturity dates are not provided.

Investment Credit Risk - The Town as no investment policy which limits its investment choices other than the limitation of state law as follows:

- a. Direct obligations of the U.S. Government, its agencies and instrumentalities to which the full faith and credit of the U.S. Government is pledged or obligations to the payment of which the full faith and credit of the State is pledged.
- b. Certificates of Deposit or savings accounts that are either insured or secured with acceptable collateral with in-state financial institutions, and fully insured certificates of deposit or savings accounts in out-of-state financial institutions.
- c. With certain limitation, negotiable certificates of deposit, prime bankers acceptances, prime commercial paper and repurchase agreements with certain limitations.
- d. County, municipal or school district tax supported debt obligations, bond or revenue anticipation notes, money judgments, or bond or revenue anticipation notes of public trust whose beneficiary is a county, municipality or school district.
- e. Notes or bonds secured by mortgage or trust deed insured by the Federal Housing Administrator and debentures issued by the Federal Housing Administrator, and in obligations of the National Mortgage Association.

NOTE 2 - CASH, CASH EQUIVALENTS, RESTRICTED CASH AND INVESTMENTS, Continued

Concentration of Investment Credit Risk - The Town places no limit on the amount it may invest in any one issuer. At June 30, 2011, the Town had limited concentration of credit risk because the investments consist of Certificates of Deposit.

NOTE 3 - ACCOUNTS RECEIVABLE

Accounts receivable in the enterprise fund represent utility billings at June 30, 2011. As of this date, no allowance is considered necessary as all receivables are considered collectible. In the governmental funds, accounts receivable represents receivables for taxes.

NOTE 4 - CAPITAL ASSETS

Capital asset activity for the year ended June 30, 2011 is as follows:

	Balance			Balance
Governmental Activities:	6/30/2010	Additions	Deletions	6/30/2011
Buildings	60,580	33,800	-	94,380
Machinery and Equipment	194,567	6,163		200,730
	255,147	39,963		295,110
Less: Accumulated Depreciation				
Buildings	14,102	4,524	-	18,626
Machinery and Equipment	93,552	18,682	_	112,234
Total Accumulated Depreciation	107,654	23,206	<u>-</u>	130,860
	147,493	16,757		164,250
Business-type Activities:				
Depreciable Assets:				
Buildings	10,558	-	-	10,558
Machinery and Equipment	39,708	-	-	39,708
Water and Sewer System	1,732,389	_	<u>-</u>	1,732,389
	1,782,655		_ _	1,782,655
Less: Accumulated Depreciation				
Buildings	12,303	528	-	12,831
Water and Sewer System	593,115	48,571	-	641,686
Machinery and Equipment	32,329	3,406	<u>-</u>	35,735
Total Accumulated Depreciation	637,747	52,505		690,252
	1,144,908	(52,505)		1,092,403
	\$ 1,292,401	\$ (35,748)	\$ -	\$ 1,256,653

Depreciation expense for June 30, 2011 is \$75,711.

NOTE 5 - LONG-TERM DEBT

Long-term debt consists of the following debts owed by the Town of Red Oak and the Red Oak Public Works Authority. A summary of long-term debt follows:

Governmental Fund:

A financial obligation exists to the State Department of Transportation for the Town's share of the cost of relocation of utilities on the widening and resurfacing of U.S. Highway 270 within the Town limits of the Town of Red Oak. The Town's total share of the cost is \$42,874. The Town is currently paying the obligation at a rate of \$50 per month with no interest.

Business-type Activities:

First Mortgage Revenues Bonds were issued May 1, 1993 in the original amount of \$220,000 with a Variable Coupon Rate.

Long-term debt is owed to the Oklahoma Department of Commerce with an original balance of \$125,000, payable at no interest and monthly payments of \$520.83.

	Balance						i	Balance	Due in	
	<u>6/30/2010</u>		<u>Increases</u>		Decreases		<u>6/30/2011</u>		One Year	
Business-type Activities:										
ODOC long-term debt	\$	78,125	\$	-	\$	6,250	\$	71,875	\$	6,250
First Mortgage Revenue Bonds		117,550				11,333		106,217		10,393
	\$	195,675	\$	<u> </u>	\$	17,583	\$	178,092	\$	16,643

Maturities of long-term debt are as follow:

MATURITY OF LONG-TERM DEBT:

	Principal	Interest	
Year Ending	Payments	Payments	<u>Total</u>
6/30/2012	16,643	1,340	17,983
6/30/2013	16,724	1,259	17,983
6/30/2014	16,868	1,115	17,983
6/30/2015	17,015	968	17,983
6/30/2016	17,163	820	17,983
6/30/2017 to 6/30/2021	84,304	1,757	86,061
6/30/2022 to 6/30/2023	9,375	44	9,419
	\$ 178,092	\$ 7,303	\$ 185,395

NOTE 6 - LITIGATION

Neither the Town nor the Authority has any known pending claims or lawsuits against them as of June 30, 2011, the outcome of which would result in a material liability or damage claim.

NOTE 7 - CONTINGENCIES

The entity is subject to possible examinations by federal regulators who determine compliance with terms, conditions, laws and regulations governing grants given to the entity in the current and prior years. These examinations may result in required refunds by the entity to the federal grantors and/or program beneficiaries.

NOTE 8 - RISK MANAGEMENT

The Town is exposed to various risks of loss related to torts; theft of, damage to and destruction of assets, errors and omissions injuries to employees; and natural disasters for which the Town purchases commercial insurance.

Management believes this coverage is sufficient to preclude any significant uninsured losses to the Town. Settled claims have not exceeded coverage in any of the past three fiscal years.

Schedule 1

TOWN OF RED OAK, OKLAHOMA STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES - BUDGET AND ACTUAL FOR THE YEAR ENDED JUNE 30, 2011

GENERAL:				7	Variance	
	Original	Final			Positive	
	Budget	Budget	Actual	(Negative)		
Revenues:						
Taxes	\$ 125,000	\$ 125,000	\$ 130,799	\$	5,799	
Fines and Forfeitures	10,000	10,000	9,631		(369)	
Grants	5,000	5,000	22,850		17,850	
Miscellaneous	10,000	10,000	10,950		950	
Interest	2,000	2,000	2,427		427	
Total Revenues	152,000	152,000	176,657		24,657	
Expenditures:						
General Government						
Personal Services	10,000	10,000	11,790		(1,790)	
Maintenance and Operations	41,000	41,000	51,277		(10,277)	
Capital Outlay	10,000	10,000	14,520		(4,520)	
Grant Expenditures	5,000	5,000	22,850		(17,850)	
Transfer to Other Funds	42,000	42,000	42,000		-	
Police						
Salaries	29,000	29,000	28,180		820	
Maintenance and Operations	13,000	13,000	14,515		(1,515)	
Library						
Maintenance and Operations	2,000	2,000	1,550		450	
Total Expenditures	 152,000	152,000	186,682		(34,682)	
Net Change in Fund Balance	\$ -	\$ -	\$ (10,025)	\$	(10,025)	

TOWN OF RED OAK, OKLAHOMA STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES - BUDGET AND ACTUAL FOR THE YEAR ENDED JUNE 30, 2011

STREET & ALLEY:						Variance
	Original	Final				Positive
	Budget	Budget		Actual	(Negative)	
Revenues:						
Taxes	\$ 5,000	\$ 5,000	\$	4,702	\$	(298)
Total Revenues	 5,000	5,000		4,702		(298)
Expenditures:						
Maintenance and Operations	4,500	4,500		2,720		1,780
Capital Outlay	 500	500		2,592		(2,092)
Total Expenditures	 5,000	5,000		5,312		(312)
Net Change in Fund Balance	\$ -	\$ -	\$	(610)	\$	(610)

FIRE:					•	Variance
	Original		Final			Positive
	Budget	Budget		Actual	(Negative)	
Revenues:						
Donations	\$ 4,000	\$	4,000	\$ -	\$	(4,000)
Grant Revenues	-		-	4,398	\$	4,398
Miscellaneous				45		45
Total Revenues	 4,000		4,000	4,443		443
Expenditures:						
Maintenance and Operations	4,000		4,000	6,066		(2,066)
Capital Outlay	-			-		
Total Expenditures	 4,000		4,000	6,066		(2,066)
Net Change in Fund Balance	\$ -	\$	-	\$ (1,623)	\$	(1,623)

See accompanying notes to the basic financial statements.

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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 Commissioners Town of Red Oak Red Oak, Oklahoma

I have audited the financial statements of the Town of Red Oak, as of and for the year ended June 30, 2011, and have issued my report thereon dated June 5, 2013. *Management's Discussion and Analysis* on pages 5 through 10 and Budgetary Comparisons on page 30 and 31 are not a required part of the basic financial statements but are supplementary information required by the accounting principles generally accepted in the United States of America. I did not audit the information and express no opinion on it. I conducted my 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.

Internal Control Over Financial Reporting

In planning and performing my audit, I considered the Town of Red Oak's internal control over financial reporting as a basis for designing my auditing procedures for the purpose of expressing my opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Town's internal control over financial reporting. Accordingly, I do not express an opinion on the effectiveness of the Town's internal control over financial reporting.

My consideration of the internal control over financial reporting was for the limited purpose described in the preceding paragraph and was not designed to identify all deficiencies in internal control over financial reporting that might be significant deficiencies or material weaknesses and therefore, there can be no assurance that all deficiencies, significant deficiencies, or material weaknesses have been identified. However, as described in the accompanying Schedule of Findings, I identified a deficiency in internal control over financial reporting that I consider to be a material weakness.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent or detect and correct misstatements on a timely basis. A material weakness is a deficiency, or combination of deficiencies, in internal control such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected on a timely basis. I consider the deficiency described in the accompanying schedule of findings as finding #2011-01 to be a material weakness.

Compliance and Other Matters

As part of obtaining reasonable assurance about whether the financial statements are free of material misstatement, I performed tests of 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 statements amounts. However providing an opinion on compliance with those provisions was not an objective of my audit and, accordingly, I do not express such an opinion. The results of my tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

The Town of Red Oak's response to the findings identified in my audit is described in the accompanying schedule of responses and corrective actions. I did not audit the Town's response and, accordingly, I express no opinion on it.

This report is intended solely for the information and use of the management, the board of commissioners, others within the entity and federal awarding agencies and pass-through entities and is not intended to be and should not be used by anyone other than these specified parties.

Cynthia L Warren CPA, P.C.

Cynthia L Warren CPA. P.C.

June 5, 2013

TOWN OF RED OAK, OKLAHOMA SCHEDULE OF FINDINGS FOR THE YEAR ENDED JUNE 30, 2011

#2011-01 Lack of Segregation of Duties

Criteria: The Town should have a sufficient and properly designed internal control structure. This structure relies greatly on a proper segregation of duties between individuals. In the perfect situation, duties relating to asset custody and initiating, authorizing, recording, processing and reporting financial data would be segregated to provide reasonable assurance that a misstatement of the authority's financial statements which is more than inconsequential would be prevented or detected and corrected.

Condition: The Town has two administrative employees and as a result does not have the personnel to assign duties and responsibilities in such a way which would segregate duties as mentioned above. The limited number of employees results in an inadequate overall internal control structure design. Specific areas affected are described below:

Cash and Cash transactions – The two administrative employees, the Town Clerk and Utility Clerk, control the initiating, recording, processing and reporting of cash transactions. The Town's controls over cash include a monthly bank reconciliation prepared by the administrative employees.

Revenues and Receivables – The Town Clerk has sole control over the processing of revenues and receivables. These revenues and receivables are recorded on a monthly basis.

Expenditures/Expenses and Accounts Payable - The Town Clerk controls the initiating, recording, processing and reporting of expenditures/expenses. The Town requires dual signatures on all checks written, the Town Clerk and Mayor. Purchase Orders and invoices are reviewed at the time of signature by all Council members; however, the Town Clerk maintains control over the checks before and after signature. The Town Clerk determines the account classification for expenditures.

Cause: Due to cost restrictions, the Town has limited staff. Resources are not currently available for additional employees for the appropriate segregation of duties.

Effect: The lack of segregation of duties related to controls as stated above are significant deficiencies that could result in the likelihood that a material misstatement of the financial statements due to either errors or fraud may occur and not be prevented or detected.

Recommendation: As the Town has limited resources available, at the current time, additional segregation of duties is not financially feasible. The Town should review its procedures and controls to determine additional controls which can be implemented in order to achieve the control objectives related to segregation of duties. The cost effectiveness of these actions should be considered in the implementation of additional controls.

TOWN OF RED OAK, OKLAHOMA SCHEDULE OF RESPONSES AND CORRECTIVE ACTIONS FOR THE YEAR ENDED JUNE 30, 2011

The following are the responses and corrective actions of the Town of Red Oak concerning the findings reported in the accompanying Schedule of Findings for the year ending June 30, 2011:

#2011-01 The Town of Red Oak is a small governmental entity. The Town is aware of the limitations in the segregation of duties but at the current time with the current revenues, it is not feasible to increase the segregation of duties.

Contact Persons: Town Clerk and Town Council