

**LADERA RECREATION DISTRICT
PORTOLA VALLEY, CALIFORNIA**

**BOARD OF DIRECTORS & MANAGEMENT REPORT
FOR THE YEAR ENDED
DECEMBER 31, 2023**

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Board of Directors
Ladera Recreation District
Portola Valley, California

In planning and performing our audit of the basic financial statements of Ladera Recreation District as of and for the year ended December 31, 2023, in accordance with auditing standards generally accepted in the United States of America, we considered Ladera Recreation District's internal control over financial reporting (internal control) as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the organization's internal control. Accordingly, we do not express an opinion on the effectiveness of the organization's internal control.

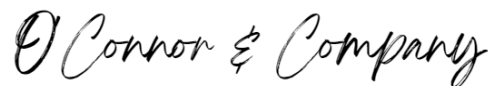
A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A material weakness is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the organization's financial statements will not be prevented, or detected and corrected, on a timely basis.

Our consideration of internal control was for the limited purpose described in the first paragraph and was not designed to identify all deficiencies in internal control that might be material weaknesses. 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 or significant deficiencies may exist that have not been identified. In addition, because of inherent limitations in internal control, including the possibility of management override of controls, misstatements due to error or fraud may occur and not be detected by such controls.

During our audit, we noted certain matters involving internal controls and other operational matters that are presented for your consideration in this report. We will review the status of these comments during our next audit engagement. Our comments and recommendations, all of which have been discussed with appropriate members of management, are not intended to be all-inclusive, but rather represent those matters that we considered worthy of your consideration. Our comments and recommendations are submitted as constructive suggestions to assist you in strengthening controls and procedures; they are not intended to reflect on the honesty or integrity of any employee. We will be pleased to discuss these comments in further detail at your convenience, to perform any additional study of these matters, or to assist Ladera Recreation District in implementing the recommendations.

This report is intended solely for the information and use of management of Ladera Recreation District and others within the organization, and is not intended to be, and should not be, used by anyone other than these specified parties.

We thank Ladera Recreation District's staff for its cooperation during our audit.



O'Connor & Company

Novato, California
July 25, 2025

Board of Directors
Ladera Recreation District
Portola Valley, California

We have audited the basic financial statements of Ladera Recreation District for the year ended December 31, 2023. Professional standards require that we provide you with information about our responsibilities under generally accepted auditing standards, as well as certain information related to the planned scope and timing of our audit. We have communicated such information in our letter to you dated November 22, 2024. Professional standards also require that we communicate to you the following information related to our audit.

Qualitative Aspects of Accounting Practices

Management is responsible for the selection and use of appropriate accounting policies. The significant accounting policies used by Ladera Recreation District are described in Note 2 to the financial statements. No new accounting policies were adopted, and the application of existing policies was not changed during the year. We noted no transactions entered by Ladera Recreation District during the year for which there is a lack of authoritative guidance or consensus. All significant transactions have been recognized in the financial statements in the proper period.

The following pronouncements became effective, but did not have a material effect on the financial statements:

GASB 100 – Accounting Changes and Error Corrections

Accounting estimates are an integral part of the financial statements prepared by management and are based on management's knowledge and experience about past and current events and assumptions about future events. Certain accounting estimates are particularly sensitive because of their significance to the financial statements and because of the possibility that future events affecting them may differ significantly from those expected. We evaluated the key factors and assumptions used to develop the accounting estimates in determining that they are reasonable in relation to the financial statements taken as a whole. The most sensitive estimate(s) affecting the financial statements were:

- Capital asset lives and depreciation expense.

Disclosures

The disclosures in the financial statements are neutral, consistent, and clear.

Difficulties Encountered in Performing the Audit

We encountered no significant difficulties in dealing with management in performing and completing our audit.

Audit Adjustments

Professional standards require us to accumulate all known and likely misstatements identified during the audit, other than those that are trivial, and communicate them to the appropriate level of management. For the purposes of this letter, professional standards define an audit adjustment as a proposed correction of the financial statements that, in our judgment, may not have been detected except through our auditing procedures. An audit adjustment may or may not indicate matters that could have a significant effect on Ladera Recreation District's financial reporting process (that is, cause future financial statements to be materially misstated).

There were 4 material audit adjustments proposed for December 31, 2023 to assist management in recording transactions to long term assets and liabilities.

Disagreements with Management

For the purposes of this letter, a disagreement with management is financial accounting, reporting, or auditing matter, whether resolved to our satisfaction, that could be significant to the financial statements or the auditor's report. We are pleased to report that no such disagreements arose during our audit.

Management Representations

We have requested certain representations from management that are included in the management representation letter dated July 25, 2025.

Management Consultations with Other Independent Accountants

In some cases, management may decide to consult with other accountants about auditing and accounting matters, like obtaining a “second opinion” on certain situations. If a consultation involves application of an accounting principle to the Ladera Recreation District’s financial statements or a determination of the type of auditor’s opinion that may be expressed on those statements, our professional standards require the consulting accountant to check with us to determine that the consultant has all the relevant facts. To our knowledge, there were no such consultations with other accountants.

Other Audit Findings or Issues

We generally discuss a variety of matters, including the application of accounting principles and auditing standards, with management each year prior to retention as the Ladera Recreation District’s auditors. However, these discussions occurred in the normal course of our professional relationship and our responses were not a condition of our retention.

Other Matters

With respect to the required supplementary information accompanying the financial statements, we made certain inquiries of management and evaluated the form, content, and methods of preparing the information to determine that the information complies with U.S. generally accepted accounting principles, the method of preparing it has not changed from the prior period, and the information is appropriate and complete in relation to our audit of the financial statements. We compared and reconciled the required supplementary information to the underlying accounting records used to prepare the financial statements or to the financial statements themselves.

This information is intended solely for the use of the Board of Directors and management of Ladera Recreation District and is not intended to be, and should not be, used by anyone other than these specified parties.

Ladera Recreation District
BOARD & MANAGEMENT REPORT
For the Year Ended December 31, 2023

Current Year Observations

1) Accounting Manager SKE

Observation:

In March 2025, accounting manager Brandon Johnson took over Anna Plume's position; he does not appear to have an accounting education or work history. This increases Ladera Recreation District's (the District's) risk of accounting errors.

Recommendation:

We recommend that the District consider hiring an educated and trained outside accountant to assist Mr. Johnson and review his work.

Prior Year Observations

1) Lease and IT Subscription Arrangements Capitalization Policy

Observation:

The District implemented Governmental Accounting Standards Board Statement No. 87, *Leases*, and Statement 96 *IT Subscription Arrangements*, which became effective for the year ended December 31, 2023, and had immaterial effects on the financial statements. This new standard requires leases and IT subscription arrangements to be capitalized as intangible assets. In compliance with the new accounting statement the District should consider formalizing a capitalization policy for leases and IT subscription arrangements like their capitalization policy for capital assets.

Recommendation:

We recommended the District consider formalizing a capitalization policy for lease and IT subscription arrangements liabilities and their interrelated right to use assets over \$80,000.

Status:

This recommendation has not been implemented.

2) Cash Receipts and Disbursements Supporting Documents

Observation:

During our audit it was noted that the District does not maintain a cash receipts ledger that is reconciled to the QuickBooks accounting records. The lack of reconciliation could result in a misstatement of financial information. We also noted vendor invoices were not maintained to support some expenditure transactions. Supporting documentation for journal entries was also not maintained. By not maintaining this documentation, the District is not complying with its own informal internal control policies.

Recommendation:

We recommended the District maintain a cash receipts ledger with supporting copies of checks and deposit slips to support revenue transactions reported in the QuickBooks accounting records. The cash receipts ledger should be reconciled to the revenue account transactions reported in QuickBooks each month. The District should also maintain vendor invoices to support expenditure transactions and journal entries recorded in the QuickBooks accounting records.

Status:

This recommendation has been implemented.