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July 7, 2020


Board of Directors  
Indiana Association for the Education of Young Children  
2955 N. Meridian St. Ste. 120  
Indianapolis, IN 46208

We have reviewed the audit report of Indiana Association for the Education of Young Children which was opined upon by Crowe LLP, Independent Public Accountants, for the period July 1, 2017 to June 30, 2018. Per the *Independent Auditor's Report* the financial statements included in the report present fairly the financial condition of Indiana Association for the Education of Young Children as of June 30, 2018 and the results of its operations for the period then ended, on the basis of accounting described in the report.

We call your attention to the findings on pages 21-22. Please see the Schedule of Findings and Questioned Costs for more detail. Management's planned corrective action immediately follows page 22.

In our opinion, Crowe LLP prepared the audit report in accordance with guidelines established by the State Board of Accounts.

The report is filed with this letter in our office as a matter of public record.

  
Paul D. Joyce, CPA  
State Examiner

**INDIANA ASSOCIATION FOR THE  
EDUCATION OF YOUNG CHILDREN**

**FINANCIAL STATEMENTS**  
June 30, 2018 and 2017

INDIANA ASSOCIATION FOR THE EDUCATION OF YOUNG CHILDREN  
Indianapolis, Indiana

FINANCIAL STATEMENTS  
June 30, 2018 and 2017

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## INDEPENDENT AUDITOR'S REPORT

Board of Directors  
Indiana Association for the Education of Young Children  
Indianapolis, Indiana

**Report on the Financial Statements**

We have audited the accompanying financial statements of the Indiana Association for the Education of Young Children ("Indiana AEYC") which comprise the statements of financial position as of June 30, 2018 and 2017, and the related statements of activities and cash flows for the years then ended, and the related notes to the financial statements.

**Management's Responsibility for the Financial Statements**

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

**Auditor's Responsibility**

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

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(Continued)

## Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position the Indiana Association for the Education of Young Children as of June, 30, 2018 and 2017, 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.

## Other Matter

Our audits were conducted for the purpose of forming an opinion on the financial statements as a whole. The accompanying schedule of expenditures of federal and state awards as required by Title 2 U.S. Code of Federal Regulations (CFR) Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards*, and the accompanying schedules of functional expenses are presented for the purposes of additional analysis and are not a required part of the financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audits of the financial statements and certain other procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated, in all material respects, in relation to the financial statements as a whole.

## Other Reporting Required by *Government Auditing Standards*

In accordance with *Government Auditing Standards*, we have also issued our report dated December 5, 2018 on our consideration of Indiana AEYC's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on 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 Indiana AEYC's internal control over financial reporting and compliance.

  
Crowe LLP

Indianapolis, Indiana  
December 5, 2018

INDIANA ASSOCIATION FOR THE EDUCATION OF YOUNG CHILDREN  
 STATEMENTS OF FINANCIAL POSITION  
 June 30, 2018 and 2017

	<u>2018</u>	<u>2017</u>
<b>ASSETS</b>		
Cash:		
Association	\$ 520,774	\$ 457,004
Chapters	<u>98,294</u>	<u>103,416</u>
Total cash	619,068	560,420
Grant reimbursement and other receivables	882,612	1,049,590
Furniture and equipment (net of accumulated depreciation of \$134,609 and \$122,467 for 2018 and 2017)	19,301	31,443
Other assets	<u>1,581</u>	<u>915</u>
Total assets	<u>\$ 1,522,562</u>	<u>\$ 1,642,368</u>
 <b>LIABILITIES AND NET ASSETS</b>		
Liabilities		
Accounts payable	\$ 465,758	\$ 492,349
Accrued payroll	106,845	106,059
Deferred contract revenue	9,121	55,251
Deferred membership dues	28,597	26,546
Deferred conference revenue	<u>4,778</u>	<u>2,652</u>
Total liabilities	<u>615,099</u>	<u>682,857</u>
Net Assets		
Unrestricted (includes Board Designated amounts totaling \$57,755 and \$49,511 for 2018 and 2017, respectively)	897,463	949,511
Temporarily restricted	<u>10,000</u>	<u>10,000</u>
Total net assets	<u>907,463</u>	<u>959,511</u>
Total liabilities and net assets	<u>\$ 1,522,562</u>	<u>\$ 1,642,368</u>

See accompanying notes to financial statements.

INDIANA ASSOCIATION FOR THE EDUCATION OF YOUNG CHILDREN  
STATEMENT OF ACTIVITIES  
Year ended June 30, 2018

	<u>Association</u>	<u>T.E.A.C.H.</u>	<u>Accreditation Project</u>	<u>Non-Formal CDA Project</u>	<u>On My Way Pre-K</u>	<u>Other Programs</u>	<u>Unrestricted Total</u>	<u>Temporarily Restricted</u>	<u>Total</u>
<b>Revenues</b>									
Membership dues	\$ 49,996	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 49,996	\$ -	\$ 49,996
Grants - federal	-	2,137,754	2,400,097	366,103	-	58,107	4,962,061	-	4,962,061
Grants - state	-	-	-	-	120,944	-	120,944	-	120,944
Contract revenue	-	445,128	-	-	-	51,002	496,130	-	496,130
Contributions	13,703	-	-	-	-	-	13,703	-	13,703
Scholarship sponsors	-	216,229	-	-	-	-	216,229	-	216,229
Conference fees	287,549	-	-	-	-	-	287,549	-	287,549
Other	85,403	-	-	-	-	88,563	173,966	-	173,966
<b>Total revenues</b>	<b>436,651</b>	<b>2,799,111</b>	<b>2,400,097</b>	<b>366,103</b>	<b>120,944</b>	<b>197,672</b>	<b>6,320,578</b>	<b>-</b>	<b>6,320,578</b>
<b>Expenses</b>									
Program services									
Grant funded projects	-	2,605,639	2,120,727	342,721	120,944	160,653	5,350,684	-	5,350,684
State Conference program	143,522	-	-	-	-	-	143,522	-	143,522
Member services	9,379	-	-	-	-	-	9,379	-	9,379
Local chapters	66,272	-	-	-	-	-	66,272	-	66,272
Dues to chapters	2,300	-	-	-	-	-	2,300	-	2,300
<b>Total program services</b>	<b>221,473</b>	<b>2,605,639</b>	<b>2,120,727</b>	<b>342,721</b>	<b>120,944</b>	<b>160,653</b>	<b>5,572,157</b>	<b>-</b>	<b>5,572,157</b>
Management and general	262,712	228,610	284,535	24,612	-	-	800,469	-	800,469
<b>Total expenses</b>	<b>484,185</b>	<b>2,834,249</b>	<b>2,405,262</b>	<b>367,333</b>	<b>120,944</b>	<b>160,653</b>	<b>6,372,626</b>	<b>-</b>	<b>6,372,626</b>
Change in net assets	(47,534)	(35,138)	(5,165)	(1,230)	-	37,019	(52,048)	-	(52,048)
Net assets, beginning of year	965,409	(10,686)	(47,291)	(11,863)	-	53,942	949,511	10,000	959,511
<b>Net assets, end of year</b>	<b>\$ 917,875</b>	<b>\$ (45,824)</b>	<b>\$ (52,456)</b>	<b>\$ (13,093)</b>	<b>\$ -</b>	<b>\$ 90,961</b>	<b>\$ 897,463</b>	<b>\$ 10,000</b>	<b>\$ 907,463</b>

See accompanying notes to financial statements.

INDIANA ASSOCIATION FOR THE EDUCATION OF YOUNG CHILDREN  
STATEMENT OF ACTIVITIES  
Year ended June 30, 2017

	<u>Association</u>	<u>T.E.A.C.H.</u>	<u>Accreditation Project</u>	<u>Non-Formal CDA Project</u>	<u>On My Way Pre-K</u>	<u>Other Programs</u>	<u>Unrestricted Total</u>	<u>Temporarily Restricted</u>	<u>Total</u>
<b>Revenues</b>									
Membership dues	\$ 56,863	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 56,863	\$ -	\$ 56,863
Grants - federal	-	2,452,532	2,398,000	555,277	-	34,398	5,440,207	-	5,440,207
Contract revenue	-	327,773	-	-	-	52,905	380,678	-	380,678
Contributions	21,289	-	-	-	-	-	21,289	-	21,289
Scholarship sponsors	-	277,084	-	-	-	-	277,084	-	277,084
Conference fees	279,660	-	-	-	-	-	279,660	-	279,660
Other	<u>116,968</u>	<u>-</u>	<u>-</u>	<u>12,000</u>	<u>-</u>	<u>80,924</u>	<u>209,892</u>	<u>-</u>	<u>209,892</u>
Total revenues	474,780	3,057,389	2,398,000	567,277	-	168,227	6,665,673	-	6,665,673
<b>Expenses</b>									
Program services									
Grant funded projects	-	2,867,453	2,139,978	536,324	-	115,766	5,659,521	-	5,659,521
State Conference program	175,968	-	-	-	-	-	175,968	-	175,968
Member services	8,187	-	-	-	-	-	8,187	-	8,187
Other programs	16,288	-	-	-	-	-	16,288	-	16,288
Local chapters	16,508	-	-	-	-	-	16,508	-	16,508
Dues to chapters	<u>7,990</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>7,990</u>	<u>-</u>	<u>7,990</u>
Total program services	224,941	2,867,453	2,139,978	536,324	-	115,766	5,884,462	-	5,884,462
Management and general	<u>218,539</u>	<u>243,034</u>	<u>258,219</u>	<u>29,521</u>	<u>-</u>	<u>-</u>	<u>749,313</u>	<u>-</u>	<u>749,313</u>
Total expenses	443,480	3,110,487	2,398,197	565,845	-	115,766	6,633,775	-	6,633,775
Change in net assets	31,300	(53,098)	(197)	1,432	-	52,461	31,898	-	31,898
Net assets, beginning of year	<u>934,109</u>	<u>42,412</u>	<u>(47,094)</u>	<u>(13,295)</u>	<u>-</u>	<u>1,481</u>	<u>917,613</u>	<u>10,000</u>	<u>927,613</u>
<b>Net assets, end of year</b>	<u>\$ 965,409</u>	<u>\$ (10,686)</u>	<u>\$ (47,291)</u>	<u>\$ (11,863)</u>	<u>\$ -</u>	<u>\$ 53,942</u>	<u>\$ 949,511</u>	<u>\$ 10,000</u>	<u>\$ 959,511</u>

See accompanying notes to financial statements.

INDIANA ASSOCIATION FOR THE EDUCATION OF YOUNG CHILDREN  
 STATEMENTS OF CASH FLOWS  
 Years ended June 30, 2018 and 2017

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	<u>2018</u>	<u>2017</u>
<b>Cash flows from operating activities</b>		
Change in net assets	\$ (52,048)	\$ 31,898
Adjustments to reconcile change in net assets to net cash from operating activities		
Depreciation	12,142	13,213
Changes in assets and liabilities:		
Grant reimbursement and other receivables	166,978	43,465
Other assets	(666)	1,878
Accounts payable	(26,591)	(17,181)
Accrued payroll	786	3,391
Deferred revenue	<u>(41,953)</u>	<u>(6,934)</u>
Net cash from operating activities	<u>58,648</u>	<u>69,730</u>
<b>Cash flows from investing activities</b>		
Purchase of property and equipment	<u>-</u>	<u>(13,994)</u>
Net cash from investing activities	<u>-</u>	<u>(13,994)</u>
Net change in cash	58,648	55,736
Cash, beginning of year	<u>560,420</u>	<u>504,684</u>
<b>Cash, end of year</b>	<u>\$ 619,068</u>	<u>\$ 560,420</u>

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See accompanying notes to financial statements.

INDIANA ASSOCIATION FOR THE EDUCATION OF YOUNG CHILDREN  
NOTES TO FINANCIAL STATEMENTS  
June 30, 2018 and 2017

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**NOTE 1 - NATURE OF OPERATIONS AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

Organization and Programs: Indiana Association for the Education of Young Children (“Indiana AEYC”) was incorporated as a not-for-profit organization under the laws of the State of Indiana. It was established to promote and support quality care and education for children. The organization is dedicated to improving early childhood education and recognizes high quality programs so that parents can make informed choices. During the years ended June 30, 2018 and 2017, Indiana AEYC provided the following program services:

- Indiana Early Childhood Conference – The annual Indiana Early Childhood Conference is the largest statewide conference providing over 200 workshops linked to core knowledge and competencies for over 3,500 early childhood professionals in Indiana.
- T.E.A.C.H. (Teacher Education and Compensation Helps) Early Childhood® INDIANA project – provides credit-based scholarships to the early childhood workforce to increase skills and knowledge, compensation and decrease turn over. Scholarships are provided to support the CDA (Child Development Associate Credential) training and assessment and the Early Childhood Associate and Bachelor degrees.
- Accreditation Project – The Indiana Accreditation Project supports national accreditation to increase the quality of early childhood and out of school learning programs. The Indiana Accreditation Project provides technical and financial support for early childhood programs enrolled in the Paths To QUALITY™ (Indiana’s quality rating and improvement system) to obtain and maintain national accreditation. Early childhood and out of school facilities including child care centers, family child care homes, non-licensed registered ministries, public and private schools are eligible to participate in this project.
- Non Formal CDA (Child Development Associate) Project – The Indiana Non Formal CDA Project provides 120 clock hours of training to meet the national CDA credential requirements. Early childhood educators working in child care centers, registered ministries and family child care homes are eligible to attend Non Formal CDA classes.
- Early Childhood Workforce and Professional Development Systems – Indiana AEYC completed the revision of the Core Knowledge and Competencies for Early Childhood and Out of School Learning Professionals. Indiana AEYC completed the Indiana Early Childhood Coaching Competencies and Inventory of Credentials, Certificates and Degrees for Early Childhood and Out of School Learning Professionals. Indiana AEYC is engaged in multiple workforce initiatives,

Local Chapters: Sixteen local chapters are chartered under the auspices of Indiana AEYC. These chapters are legal subsidiaries of Indiana AEYC and are included in the financial statements. Each chapter maintains its own bank account.

Use of Estimates: The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America (“GAAP”) 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 the revenues, expenses, gains, losses and other changes in net assets during the reporting period. Actual results could differ from those estimates.

Income Tax Status: Indiana AEYC is exempt from federal and Indiana income taxes under Section 501(c)(3) of the U. S. Internal Revenue Code and is not considered to be a private foundation.

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(Continued)

INDIANA ASSOCIATION FOR THE EDUCATION OF YOUNG CHILDREN  
NOTES TO FINANCIAL STATEMENTS  
June 30, 2018 and 2017

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**NOTE 1 - NATURE OF OPERATIONS AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**  
(Continued)

Guidance issued by the Financial Accounting Standards Board ("FASB") requires the Indiana AEYC to recognize a tax benefit only if it is "more likely than not" that the tax position would be sustained in a tax examination, with a tax examination being presumed to occur. The amount recognized is the largest amount of tax benefit that is greater than 50% likely of being realized on examination. For tax positions not meeting the "more likely than not" test, no tax benefit is recorded. Indiana AEYC has examined this issue and has determined there are no material contingent tax liabilities or questionable tax positions.

Indiana AEYC does not expect the total amount of unrecognized tax liabilities to significantly change in the next 12 months. Indiana AEYC recognizes interest and/or penalties related to income tax matters in income tax expense. Indiana AEYC did not have any amounts accrued for interest and penalties at June 30, 2018 and 2017.

Cash: Cash consists of bank deposits in accounts that are federally insured by the Federal Deposit Insurance Corporation ("FDIC") up to \$250,000. As of June 30, 2018 and 2017, Indiana AEYC has deposits with financial institutions exceeding the FDIC limit by \$75,158 and \$122,060, respectively.

Grants Reimbursement and Other Receivables: Indiana AEYC's grant reimbursement and other receivable balances consist of amounts billed or billable for services provided, net of an allowance for doubtful accounts. Interest is not charged on outstanding receivables.

Allowance for Uncollectible Accounts: The allowance for uncollectible accounts is determined by management based upon Indiana AEYC's historical losses, specific circumstances and general economic conditions. At June 30, 2018 and 2017, management estimated that no allowance was needed.

Furniture and Equipment: Expenditures greater than \$500 for furniture and equipment and items which substantially increase the useful lives of existing assets are capitalized at cost. Indiana AEYC provides for depreciation on the straight-line method at rates designed to depreciate the costs of assets over estimated useful lives as follows:

	<u>Years</u>
Furniture and equipment	5-7

Equipment acquired with government grants has been capitalized for financial statement purposes but was expensed by Indiana AEYC for grant reporting purposes. If program services are discontinued, disposition of fixed assets acquired with federal or state funding is subject to guidelines as set forth by the grantor.

Impairment of Long-Lived Assets: In accordance with GAAP, Indiana AEYC reviews its furniture and equipment for impairment whenever events or changes in circumstances indicate that the carrying value of an asset may not be recoverable. If the fair value is less than the carrying amount of the asset, an impairment loss is recognized for the difference. No impairment loss has been recognized during the years ended June 30, 2018 or 2017.

Deferred Revenue: Income from membership dues is deferred when received, and recognized over the periods to which the dues relate. Conference revenues received in advance are deferred, and recognized in the period in which the conference is held.

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(Continued)

**NOTE 1 - NATURE OF OPERATIONS AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**  
(Continued)

Net Asset Classifications: The financial statements have been prepared in accordance with GAAP, which requires, among other things, that the financial statements report the changes in and total of each of the net asset classes, based upon the donor restrictions, as applicable. Net assets are to be classified as unrestricted, temporarily restricted, and permanently restricted. The following classes of net assets are maintained:

Unrestricted Net Assets – The unrestricted net asset class includes general and board designated net assets. The unrestricted net assets may be used at the discretion of management to support Indiana AEYC’s purposes and operations.

Temporarily Restricted Net Assets – Temporarily restricted net assets represent the part of the net assets of Indiana AEYC resulting from contributions and other inflows of assets whose use by Indiana AEYC is limited by donor-imposed stipulations that either expire by passage of time or actions of Indiana AEYC. Temporarily restricted net assets are available for program development and implementation. At June 30, 2018 and 2017, Indiana AEYC had temporarily restricted net assets of \$10,000.

Permanently Restricted Net Assets – The permanently restricted net asset class includes assets of Indiana AEYC for which the donor has stipulated that the contribution be maintained in perpetuity. Donor-imposed restrictions limiting the use of the assets or their economic benefit neither expire with the passage of time nor can be removed by satisfying a specific purpose. At June 30, 2018 and 2017, Indiana AEYC does not have any permanently restricted net assets.

Support and Revenues: Indiana AEYC reports gifts of cash and other assets as restricted support if they are received with donor stipulations that limit the use of the donated assets. When a donor restriction expires, that is, when a stipulated time restriction ends or purpose restriction is accomplished, temporarily restricted net assets are reclassified to unrestricted net assets and reported in the statements of activities as net assets released from restrictions. If a restriction is fulfilled in the same time period in which the contribution is received, Indiana AEYC reports the support as unrestricted.

Concentrations: For the years ended June 30, 2018 and 2017, revenue from federal funding sources represented approximately 85% and 82%, respectively, of Indiana AEYC’s total revenue.

Government Grants: Support funded by grants is recognized as Indiana AEYC performs the contracted services under grant agreements. Grant revenue is recognized when the eligible expenses have been incurred. Grant expenditures are subject to audit and acceptance by the granting agency and, as a result of such audit, adjustments could be required.

Donated Property and Equipment: Indiana AEYC reports gifts of land, buildings, and equipment as unrestricted support unless explicit donor stipulations specify how the donated assets must be used. Gifts of long-lived assets with explicit restrictions that specify how the assets are to be used and gifts of cash or other assets that must be used to acquire long-lived assets are reported as restricted support. Absent explicit donor stipulations regarding how long those long-lived assets must be maintained, Indiana AEYC reports expirations of donor restrictions when the donated or acquired long-lived assets are placed in service, as instructed by the donor. Indiana AEYC reclassifies temporarily restricted net assets to unrestricted net assets at that time.

Donated Services: Contributions of services are recognized if the services received (a) create or enhance non-financial assets or (b) require specialized skills, are provided by individuals possessing those skills, and would typically need to be purchased if not provided by donation. Indiana AEYC relies on the contributed services of many volunteers; however, the criteria to record the values of these services have not been met and therefore they are not recorded in the financial statements.

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(Continued)

INDIANA ASSOCIATION FOR THE EDUCATION OF YOUNG CHILDREN  
NOTES TO FINANCIAL STATEMENTS  
June 30, 2018 and 2017

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**NOTE 1 - NATURE OF OPERATIONS AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**  
(Continued)

Functional Expenses: Expenses are allocated directly or indirectly to various program and supporting services in the statement of functional expenses. Expenses that can be identified with a specific program or supporting service are allocated directly according to their natural classification. All remaining indirect costs are allocated using both statistical and non-statistical allocation methodologies.

Subsequent Events: Management has performed an analysis of the activities and transactions subsequent to June 30, 2018, to determine the need for any adjustments or disclosures to the financial statements for the year ended June 30, 2018. Management has performed their analysis through December 5, 2018, the date the financial statements were available to be issued.

**NOTE 2 - LEASES**

During the year ended June 30, 2018, Indiana AEYC leased its facilities and a copier both under operating lease agreements. The facilities lease was terminated in July 2018 and in August 2018, Indiana AEYC entered into a new agreement to lease a new office space under an operating lease arrangement which expires July 31, 2028. Indiana AEYC is able to terminate the lease agreement with 60 days' notice in the event that their federal funding is significantly reduced. Indiana AEYC maintained the copier lease which expires in June 2022.

In addition, in August 2018, Indiana AEYC entered into a lease agreement for office furnishings which expires in July 31, 2020 and contains a bargain purchase option at the end of the lease term.

Rental expense included in the statements of activities for the year ended June 30, 2018 and 2017 was \$87,163 and \$86,397, respectively. Indiana AEYC's minimum annual rental payments required under operating leases with remaining terms at June 30, 2018, are as follows:

Fiscal year 2019	\$ 97,024
2020	95,993
2021	83,245
2022	83,642
2023	84,049
2024 – 2028	461,011
2029	<u>8,156</u>
	<u>\$ 913,120</u>

**NOTE 3 - GRANT COMMITMENTS**

Indiana AEYC receives its grant support through monthly claims filed with the respective funding agency, not to exceed a limit specified in the funding agreement. The financial statements are prepared on the accrual basis; therefore, all earned portions of the grants not yet received as of June 30, 2018 have been recorded as receivables.

As of the date of this report, Indiana AEYC had signed grant contracts totaling \$7,138,173 with \$5,693,173 for July 1, 2018 through June 30, 2019, and \$1,445,000 for July 1, 2019 through September 30, 2019. These amounts have not been recorded as revenue but are disclosed as a commitment.

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(Continued)

INDIANA ASSOCIATION FOR THE EDUCATION OF YOUNG CHILDREN  
 NOTES TO FINANCIAL STATEMENTS  
 June 30, 2018 and 2017

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**NOTE 4 - ACTIVITIES WITH RELATED PARTIES**

Indiana AEYC is affiliated with the National Association for the Education of Young Children (“NAEYC”) and sixteen local chapters. NAEYC collects membership dues and remits the state and local portion to Indiana AEYC.

As part of its Non-formal CDA program, Indiana AEYC occasionally considers sub-recipient grant requests from early childhood entities with a history of providing the National Child Development Associate (CDA Training), some of whom employ members of Indiana AEYC’s Board of Directors. These Indiana Non-formal CDA grant applications are evaluated by a group that is independent of the Board, and are subject to the same criteria as all other applicants. There were no grants made to organizations that employed Board members during the years ended June 30, 2018 and 2017. During June 30, 2017 and 2018, no such payments were made.

**NOTE 5 - EMPLOYEE BENEFITS**

Indiana AEYC maintains a 401(k) defined-contribution plan for the benefit of substantially all of its full-time employees, which allows for both employee and employer contributions. Indiana AEYC’s contribution consists of a discretionary contribution of up to four percent of eligible employee compensation. Indiana AEYC’s contribution to the plan was \$79,447 and \$78,968 for 2018 and 2017, respectively.

**NOTE 6 - OTHER PROGRAM REVENUES**

Other programs revenues on the statement of activities are comprised of the following:

	<u>2018</u>	<u>2017</u>
Child Care Development Block Grant –		
Early Childhood Higher Education Forum	\$ 2,595	\$ 18,647
Professional Development System	656	15,751
Technology Support	54,856	-
Partnership for Early Learners (ELI)		
Contract	51,002	52,905
Tuition and Books Income	64,044	63,119
National Association for the Education of Young Children (NAEYC)		
Power to the Profession	17,500	17,500
Other	<u>7,019</u>	<u>305</u>
	<u>\$ 197,672</u>	<u>\$ 168,227</u>

**SUPPLEMENTAL INFORMATION**

INDIANA ASSOCIATION FOR THE EDUCATION OF YOUNG CHILDREN  
SCHEDULE OF FUNCTIONAL EXPENSES  
Year ended June 30, 2018

	-----Association-----											
	T.E.A.C.H.	Accreditation Project	Non- Formal CDA Project	On My Way Pre-K	Other Programs	State Conference	Member Services	Other Association Programs	Local Chapters	Dues to Chapters	Management and General	Total Expenses
Salaries and wages	\$ 633,117	\$ 1,317,855	\$ 230,675	\$ -	\$ 13,631	\$ 25,242	\$ 6,185	\$ -	\$ -	\$ -	\$ 31,098	\$ 2,257,803
Employee benefits	174,566	367,227	57,012	-	4,186	6,491	1,914	-	-	-	13,838	625,234
Total salaries and employee benefits	807,683	1,685,082	287,687	-	17,817	31,733	8,099	-	-	-	44,936	2,883,037
Programs and activities	-	539,752	53,347	115,853	7,740	101,541	-	-	66,127	-	-	884,360
Committee and program development	-	-	-	-	-	-	-	-	-	-	99,530	99,530
Scholarships	1,917,050	-	-	-	-	-	-	-	-	-	-	1,917,050
Dues paid to chapters	-	-	-	-	-	-	-	-	-	2,300	-	2,300
Supplies and expendables	3,660	6,494	911	-	265	254	-	-	-	-	2,388	13,972
Travel and training	10,425	90,331	3,110	5,091	29,443	356	-	-	-	-	50,019	188,775
Insurance	5,144	7,666	1,311	-	-	874	-	-	-	-	2,599	17,594
Professional services and fees	10,985	10,779	3,344	-	5,075	3,782	-	-	145	-	24,962	59,072
Printing and publications	2,726	2,195	1,420	-	113	197	-	-	-	-	3,325	9,976
Postage	4,075	1,969	295	-	-	105	-	-	-	-	1,871	8,315
Rent	45,194	23,654	13,735	-	-	1,867	249	-	-	-	2,464	87,163
Other expenses	3,606	(6,246)	(3,284)	-	45,228	705	995	-	-	-	21,176	62,180
Telephone	8,108	15,076	2,197	-	116	183	36	-	-	-	1,391	27,107
Technology support	10,103	23,347	2,033	-	54,856	1,925	-	-	-	-	7,789	100,053
Depreciation	5,490	5,163	1,227	-	-	-	-	-	-	-	262	12,142
<b>Totals</b>	<b><u>\$ 2,834,249</u></b>	<b><u>\$ 2,405,262</u></b>	<b><u>\$ 367,333</u></b>	<b><u>\$ 120,944</u></b>	<b><u>\$ 160,653</u></b>	<b><u>\$ 143,522</u></b>	<b><u>\$ 9,379</u></b>	<b><u>\$ -</u></b>	<b><u>\$ 66,272</u></b>	<b><u>\$ 2,300</u></b>	<b><u>\$ 262,712</u></b>	<b><u>\$ 6,372,626</u></b>

INDIANA ASSOCIATION FOR THE EDUCATION OF YOUNG CHILDREN  
SCHEDULE OF FUNCTIONAL EXPENSES  
Year ended June 30, 2017

	-----Association-----											
	T.E.A.C.H.	Accreditation Project	Non- Formal CDA Project	On My Way Pre-K	Other Programs	State Conference	Member Services	Other Association Programs	Local Chapters	Dues to Chapters	Management and General	Total Expenses
Salaries and wages	\$ 677,321	\$ 1,285,939	\$ 245,625	\$ -	\$ 32,857	\$ 36,049	\$ 5,627	\$ 5,396	\$ -	\$ -	\$ 38,305	\$ 2,327,119
Employee benefits	187,089	356,049	64,522	-	8,372	9,913	1,670	1,267	-	-	14,490	643,372
Total salaries and employee benefits	864,410	1,641,988	310,147	-	41,229	45,962	7,297	6,663	-	-	52,795	2,970,491
Programs and activities	-	538,910	222,288	-	15,475	110,082	-	-	15,774	-	-	902,529
Committee and program development	-	-	-	-	-	-	-	9,060	-	-	81,785	90,845
Scholarships	2,122,613	-	-	-	10,298	-	-	-	-	-	-	2,132,911
Dues paid to chapters	-	-	-	-	-	-	-	-	-	7,990	-	7,990
Supplies and expendables	5,419	7,989	1,347	-	93	1,092	-	-	66	-	801	16,807
Travel and training	8,181	99,194	4,268	-	15,069	1,475	-	-	-	-	64,595	192,782
Insurance	5,504	9,131	1,720	-	-	829	-	29	-	-	2,524	19,737
Professional services and fees	15,710	9,572	2,373	-	4,756	4,133	-	7	110	-	4,944	41,605
Printing and publications	3,807	3,242	1,183	-	88	2,146	1	7	-	-	871	11,345
Postage	4,915	2,740	967	-	-	2,371	-	25	60	-	1,077	12,155
Rent	45,850	23,554	12,378	-	-	2,106	61	163	-	-	2,285	86,397
Other expenses	3,058	3,564	673	-	28,435	-	807	282	498	-	777	38,094
Telephone	7,508	14,807	2,156	-	323	176	21	26	-	-	370	25,387
Technology support	17,445	37,855	5,113	-	-	5,596	-	26	-	-	5,452	71,487
Depreciation	6,067	5,651	1,232	-	-	-	-	-	-	-	263	13,213
<b>Totals</b>	<b>\$ 3,110,487</b>	<b>\$ 2,398,197</b>	<b>\$ 565,845</b>	<b>\$ -</b>	<b>\$ 115,766</b>	<b>\$ 175,968</b>	<b>\$ 8,187</b>	<b>\$ 16,288</b>	<b>\$ 16,508</b>	<b>\$ 7,990</b>	<b>\$ 218,539</b>	<b>\$ 6,633,775</b>

INDIANA ASSOCIATION FOR THE EDUCATION OF YOUNG CHILDREN  
SCHEDULE OF EXPENDITURES OF FEDERAL AND STATE AWARDS  
Year ended June 30, 2018

Federal Grantor/ Program Title	Federal CFDA Number	Grant or Pass-through Number	Federal Expenditures	Amounts Awarded to Subrecipients
<u>Department of Health and Human Services</u>				
Pass-through program from: Indiana Family and Social Services Administration, Division of Family Resources.				
Child Care Mandatory and Matching Funds of the Child Care and Development Fund – T.E.A.C.H. Early Childhood@ INDIANA	93.596	49-12-87-1427	\$ 492,763	\$ -
Child Care and Development Block Grant – T.E.A.C.H. Early Childhood@ INDIANA	93.575	22915	<u>1,501,694</u>	<u>-</u>
			1,994,457	-
Child Care Mandatory and Matching Funds of the Child Care and Development Fund – Indiana Accreditation Project	93.596	49-12-87-1427	581,125	-
Child Care and Development Block Grant – Indiana Accreditation Project	93.575	22915	<u>1,818,972</u>	<u>-</u>
			2,400,097	-
Child Care Mandatory and Matching Funds of the Child Care and Development Fund – Indiana Non-Formal CDA Project	93.596	49-12-87-1427	118,165	-
Child Care and Development Block Grant – Indiana Non-Formal CDA Project	93.575	22915	<u>247,938</u>	<u>-</u>
			366,103	-
Child Care Mandatory and Matching Funds of the Child Care and Development Fund – Professional Development Systems	93.596	49-12-87-1427	656	-
Child Care Mandatory and Matching Funds of the Child Care and Development Fund – Technology Support	93.596	49-12-87-1427	<u>54,856</u>	<u>-</u>
Total Child Care and Development Fund (CCDF) cluster			4,816,169	-
Head Start	93.600	49-12-91-1427	1,425	-
	93.600	22915	<u>1,170</u>	<u>-</u>
			2,595	-
Social Services Block Grant – T.E.A.C.H. Scholarship	93.667	49-12-91-1427	22,239	-
	93.667	22915	<u>121,058</u>	<u>-</u>
			143,297	-
Total Federal Expenditures			4,962,061	-
<u>State of Indiana Funding</u>				
Pass-through program from: Indiana Family and Social Services Administration, Division of Family Resources.				
On My Way Pre-K	N/A	22915	<u>120,944</u>	<u>-</u>
Total Federal and State Expenditures			<u>\$ 5,083,005</u>	<u>\$ -</u>

See accompanying notes to schedule of expenditures of federal awards.

INDIANA ASSOCIATION FOR THE EDUCATION OF YOUNG CHILDREN  
NOTES TO SCHEDULE OF EXPENDITURES OF FEDERAL AND STATE AWARDS  
Year ended June 30, 2018

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**NOTE 1 - BASIS OF PRESENTATION**

This schedule includes the federal and state awards activity of the Indiana Association for the Education of Young Children and is presented on the accrual basis of accounting. The federal information in this schedule is presented in accordance cost principles contained in Title 2 U.S. Code of Federal Regulations Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards*. Therefore, some amounts presented in this schedule may differ from amounts presented in, or used in the preparation of, the basic financial statements

Indiana Association for the Education of Young Children has elected not to use the 10-percent de minimis indirect cost rate as allowed under the Uniform Guidance.

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  
Indiana Association for the Education of Young Children  
Indianapolis, Indiana

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of the Indiana Association for the Education of Young Children ("Indiana AEYC"), which comprise the statement of financial position as of June 30, 2018, and the related statements of activities, and cash flows for the year then ended, and the related notes to the financial statements, and have issued our report thereon dated December 5, 2018.

**Internal Control Over Financial Reporting**

In planning and performing our audit of the financial statements, we considered Indiana AEYC's internal control over financial reporting ("internal control") to determine the audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of Indiana AEYC's internal control. Accordingly, we do not express an opinion on the effectiveness of Indiana AEYC'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 and therefore, material weaknesses or significant deficiencies may exist that were not identified. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. We did identify certain deficiencies in internal control, described in the accompanying schedule of findings and questioned costs that we consider to be significant deficiencies as items 2018-001 and 2018-002.

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(Continued)

## **Compliance and Other Matters**

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

## **Indiana AEYC's Response to Finding**

Indiana AEYC's responses to the findings identified in our audit are described in the accompanying schedule of findings and questioned costs. Indiana AEYC's responses were not subjected to the auditing procedures applied in the audit of the financial statements and, accordingly, we express no opinion on them.

## **Purpose of this Report**

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

  
Crowe LLP

Indianapolis, Indiana  
December 5, 2018

INDEPENDENT AUDITOR'S REPORT ON COMPLIANCE FOR EACH MAJOR FEDERAL PROGRAM;  
REPORT ON INTERNAL CONTROL OVER COMPLIANCE

Board of Directors  
Indiana Association for the Education of Young Children  
Indianapolis, Indiana

**Report on Compliance for Each Major Federal Program**

We have audited the Indiana Association for the Education of Young Children's ("Indiana AEYC") compliance with the types of compliance requirements described in the *OMB Compliance Supplement* that could have a direct and material effect on Indiana AEYC's major federal program for the year ended June 30, 2018. Indiana AEYC's major federal program is identified in the summary of auditor's results section of the accompanying schedule of findings and questioned costs.

***Management's Responsibility***

Management is responsible for compliance with the federal statutes, regulations, and the terms and conditions of its federal awards applicable to its federal programs.

***Auditor's Responsibility***

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

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

***Opinion on Major Federal Program***

In our opinion, Indiana AEYC complied, in all material respects, with the types of compliance requirements referred to above that could have a direct and material effect on its major federal program for the year ended June 30, 2018.

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(Continued)

## Report on Internal Control Over Compliance

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

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

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

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

  
Crowe LLP

Indianapolis, Indiana  
December 5, 2018

INDIANA ASSOCIATION FOR THE EDUCATION OF YOUNG CHILDREN  
SCHEDULE OF FINDINGS AND QUESTIONED COSTS  
Year ended June 30, 2018

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**SECTION 1 - SUMMARY OF AUDITOR'S RESULTS**

*Financial Statements*

Type of auditor's report issued: Unmodified

Internal control over financial reporting:

Material weakness(es) identified? \_\_\_\_\_ Yes     X  No

    Significant deficiencies identified not  
    considered to be material weaknesses?     X  Yes    \_\_\_\_\_ None Reported

Noncompliance material to financial statements noted? \_\_\_\_\_ Yes     X  No

*Federal Awards*

Internal Control over major programs:

    Material weakness(es) identified? \_\_\_\_\_ Yes     X  No

    Significant deficiencies identified not  
    considered to be material weaknesses?    \_\_\_\_\_ Yes     X  None Reported

Type of auditor's report issued on compliance for  
major programs: Unmodified

Any audit findings disclosed that are required to be  
reported in accordance with 2CFR 200.516(a)? \_\_\_\_\_ Yes     X  No

Identification of major programs:

<u>CFDA Numbers</u>	<u>Name of Federal Program or Cluster</u>
93.575, 93.596	Child Care and Development Fund Cluster

Dollar threshold used to distinguish between Type A and Type B programs: \$750,000

Auditee qualified as low-risk auditee?     X  Yes    \_\_\_\_\_ No

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(Continued)

INDIANA ASSOCIATION FOR THE EDUCATION OF YOUNG CHILDREN  
SCHEDULE OF FINDINGS AND QUESTIONED COSTS  
Year ended June 30, 2018

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**SECTION 2 - FINDINGS RELATED TO THE FINANCIAL STATEMENTS THAT ARE REQUIRED TO BE REPORTED IN ACCORDANCE WITH GAGAS.**

**Finding 2018-001 – Accrual of Scholarship Payments**

**Criteria:** Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

**Condition:** During our testing of subsequent disbursements, we identified scholarship payments to institutions of higher education that related to the fiscal year ending June 30, 2018 but were applied to the subsequent fiscal year. The expenses were allowable costs and there were no period of performance issues as it relates to Federal compliance

**Context:** Controls over financial reporting were not adequate to detect this error.

**Effect:** An audit adjustment was posted for this matter to increase accounts payable and scholarship expense by approximately \$108,000. Due to these expenses being reimbursable by federal grants, accounts receivable and grant revenue were also increased by \$108,000 and thus there was no net impact on total net assets or change in net assets.

Additionally, the error noted above resulted in a change to the amounts reported on the schedule of federal expenditures.

**Cause:** The above condition appears to be the result of a lack of supervisory review controls surrounding the year-end close process and specifically the accrual of tuition payments.

**Recommendation:** We recommend that management implement a formal review control related to the year-end close process and the accrual of expenditures.

**Management's Response:** Management agrees with the finding. See Corrective Action Plan.

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(Continued)

INDIANA ASSOCIATION FOR THE EDUCATION OF YOUNG CHILDREN  
SCHEDULE OF FINDINGS AND QUESTIONED COSTS  
Year ended June 30, 2018

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**Finding 2018-002 – Internal Controls Over Journal Entries**

<b>Criteria:</b>	Statement of Accounting Standards (SAS) no. 99 requires the auditor to design procedures to test the appropriateness of journal entries recorded in the general ledger and other adjustments including obtaining an understanding of the entity's financial reporting process and controls over journal entries and other adjustments.
<b>Condition:</b>	During our testing of internal controls related to journal entries, we noted that journal entries were not subject to a documented supervisory review process for a portion of the period under audit (March 2018 – June 2018).
<b>Context:</b>	Journal entries posted without review are at an increased risk of misstatement due to error or fraud.
<b>Effect:</b>	Journal entries were posted without a documented supervisory review and thus segregation of duties in the preparation and review of journal entries could not be verified.
<b>Cause:</b>	The above condition appears to be the result of turnover in the accounting and finance department and the resulting change in process.
<b>Recommendation:</b>	We recommend that management implement a formal review control of all journal entries posted to ensure appropriate segregation of duties in the preparation and review of journal entries is occurring and documented.
<b>Management's Response:</b>	Management agrees with the finding. See Corrective Action Plan.

**SECTION 3 - FINDINGS AND QUESTIONED COSTS FOR FEDERAL AWARDS INCLUDING AUDIT FINDINGS AS DEFINED IN 2CFR 200.516(a).**

None



Indiana Association for the Education of Young Children

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**CORRECTIVE ACTION PLAN  
JUNE 30, 2018**

**Condition:** 2018-001 – Accrual of Scholarship Payments

**Planned Corrective Action:** IN AEYC will review our written procedures and train all program and finance staff on the procedures for scholarship payments.

**Expected Completion Date:** December 2018 and regularly during the year to ensure compliance

**Responsible Official:** Executive Director, Senior Controller and T.E.A.C.H Senior Director

**Condition:** 2018-002 – Internal Controls Over Journal Entries

**Planned Corrective Action:** 1) IN AEYC will review our written procedures and train all finance staff on internal controls for the review and appropriateness of journal entries.

2) Internal controls over journal entries will be signed off by a supervisor regularly.

**Expected Completion Date:** December 2018 and ongoing

**Responsible Official:** Executive Director, Senior Controller