



CONTROLLER'S OFFICE

COUNTY OF BUCKS

Administration Building

55 East Court Street, Doylestown, PA 18901-4318
(215) 348-6435 • Fax (215) 348-6107

August 31, 2016

Commissioner Robert G. Loughery, Chairman
County of Bucks
Commissioners' Office
55 East Court Street
Doylestown, PA 18901

Re: Audit of Christine Cordell, Silverdale Borough Tax Collector

Dear Chairman Loughery:

Enclosed is the report for the audit of the Settlement of Duplicate for the Bucks County real estate taxes of the Silverdale Borough Tax Collector, Christine Cordell, for the period June 27, 2015 through January 15, 2016. The January 15th date reflects the settlement date for the partial tax year included in the audit period. The section of the report titled Report to Management includes our finding and recommendation.

As a notation to this audit, the prior Tax Collector resigned as of June 26, 2015. On June 15, 2015, the Silverdale Borough Council formally approved the appointment of Christine Cordell as the Interim Tax Collector effective June 27, 2015. Therefore, the audit period starting date of June 27, 2015 reflects the first day of the partial 2015 tax year applicable to the Tax Collector.

This examination was made in order to ascertain that Bucks County real estate tax collections were properly processed, that adequate and accurate financial records were maintained by the Tax Collector to reflect compliance to the *Tax Collector's Manual*, the *Local Tax Collection Law* and County policies and that the said collections were properly forwarded to the County. The audit was conducted in accordance with U.S. generally accepted auditing standards and included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances.

We express our appreciation for the courtesies extended to our auditors and acknowledge the cooperative assistance we received from the Tax Collector.

Should you have any questions regarding this audit, please call us at (215) 348-6556 between 7:00 a.m. and 5:00 p.m.

Sincerely,

Michael J. Gallagher
Bucks County Controller

16-05
MJG/mkw

cc: Christine Cordell, Silverdale Borough Tax Collector
Brian Hessler, CPA, Chief Operating Officer, Commissioners' Office, County of Bucks
David P. Boscola, Director, Finance Department, County of Bucks

COUNTY OF BUCKS
CHRISTINE CORDELL
SILVERDALE BOROUGH TAX COLLECTOR
For the Period
June 27, 2015 through January 15, 2016

County of Bucks
Christine Cordell
Silverdale Borough Tax Collector
For the Period June 27, 2015 through January 15, 2016

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INDEPENDENT AUDITORS' REPORT

To Commissioner Robert G. Loughery, Chairman
County of Bucks
Commissioners' Office
55 East Court Street
Doylestown, PA 18901

We have audited the accompanying Settlement of Duplicate – cash basis, applicable to Bucks County (County) real estate taxes of the Silverdale Borough Tax Collector (Tax Collector), for the period June 27, 2015 through January 15, 2016, and the related note to the Settlement of Duplicate.

Management's Responsibility for the Settlement of Duplicate

The Tax Collector is responsible for the preparation and fair presentation of the Monthly Report to Taxing Districts (MRTD) sheets, which are the basis for the preparation of the Settlement of Duplicate in accordance with the cash basis of accounting described in Note 1.D. This includes determining that the cash basis of accounting is an acceptable basis for the preparation of the Settlement of Duplicate in the circumstances. The Tax Collector is also responsible for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of the Settlement of Duplicate that is free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on the Settlement of Duplicate based on our audit. We conducted our audit in accordance with U.S. generally accepted auditing standards. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the Settlement of Duplicate is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the Settlement of Duplicate. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the Settlement of Duplicate, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Tax Collector's preparation and fair presentation of the Settlement of Duplicate 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 Tax Collector'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 the Tax Collector, if any, as well as evaluating the overall presentation of the Settlement of Duplicate.

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

Continued...

Opinion

In our opinion, the Settlement of Duplicate referred to in the first paragraph presents fairly, in all material respects, the total amount the Tax Collector is responsible to collect and the total amount reported by the Tax Collector, for the period June 27, 2015 through January 15, 2016, in accordance with the cash basis of accounting as described in Note 1.D.

Emphasis of Matter and Basis of Accounting

We draw attention to Note 1.C. to the Settlement of Duplicate, which describes that the settlement is prepared to present a reconciliation between the amount of County real estate taxes the Tax Collector is responsible to collect and the reported collection, liened and non-lienable amounts, and is not intended to be a complete presentation of the Tax Collector's financial activities. The County has accepted the Settlement of Duplicate format as a means for presenting this reconciliation.

We also draw attention to Note 1.D. to the Settlement of Duplicate, which describes the basis of accounting. The Settlement of Duplicate is prepared on the cash basis of accounting, which is a basis of accounting other than U.S. generally accepted accounting principles.

Our opinion is not modified with respect to either matter.

Restriction on Use

This report is intended solely for the information and use of the Tax Collector and the County. This restriction is not intended to limit the distribution of this report, which is a matter of public record.



Kimberly S. Doran, CPA, Bucks County Deputy Controller
Doylestown, Pennsylvania

August 22, 2016
16-05

County of Bucks
Silverdale Borough Tax Collector

Settlement of Duplicate
For the Period June 27, 2015 through January 15, 2016
Partial Tax Year 2015
(Cash Basis)

Amount the Tax Collector is Responsible to Collect

Amount to be Collected in Current Year:

Total Amount Carried Forward from Prior Tax Collector	\$	10,774
2015 Tax Year - Interim Billings		<u>39</u>
Total Amount the Tax Collector is Responsible to Collect	\$	<u>10,813</u>

Amount Reported by Tax Collector

Amount Collected from Taxpayers as Reported to the County	\$	6,479
Add: Discounts taken by Taxpayers		3
Less: Penalties paid by Taxpayers		<u>(154)</u>
Amount Collected at Face Value of Tax Bills	\$	6,328
Unpaid Taxes to be Liened as Reported to the County:		
2015 Tax Year - Original Duplicate/Interim Billings		<u>4,485</u>
Total Unpaid Taxes before Lien Removals		4,485
Less: Lien Removals from January 16, 2016 to August 22, 2016		<u>(-)</u>
Net Unpaid Taxes to be Liened as Reported to the County		4,485
Less: Refunds at Face Value made by Finance Department from June 27, 2015 to August 22, 2016		(-)
Total Non-Lienables Carried Forward		<u>-</u>
Total Amount Reported by Tax Collector	\$	<u>10,813</u>
Variance - Net Amount Under/(Over) Reported to the County	\$	<u>-</u>

See Note to the Settlement of Duplicate.

NOTE TO THE SETTLEMENT OF DUPLICATE

1. Summary of Significant Accounting Policies

The major accounting principles and practices followed by the Tax Collector and the County are presented below to assist the reader in understanding the Settlement of Duplicate. The accounting principles and practices are presented in conformity with a comprehensive basis of accounting other than U.S. generally accepted accounting principles.

A. Nature of Operations and Appointment to Completion of Term

In this jurisdiction, the Tax Collector is an elected official who is designated to collect County real estate taxes as well as other taxes for a four (4) year term. However, the prior Tax Collector, who was elected to a new term beginning in 2014, resigned as of June 26, 2015. On June 15, 2015, the Silverdale Borough Council formally approved the appointment of Christine Cordell as the Interim Tax Collector effective June 27, 2015. Therefore, the audit period starting date of June 27, 2015 reflects the first day of the partial 2015 tax year applicable to the Tax Collector.

B. Reporting Entity

The accompanying Settlement of Duplicate is presented from only the financial transactions/records directly related to the County real estate taxes handled by the Tax Collector. The financial transactions consist primarily of real estate taxes collected, discounts taken and penalties paid. The Settlement of Duplicate does not present the financial activities of the Tax Collector or the County taken as a whole.

C. Basis of Presentation

The County requires Tax Collectors to settle County real estate taxes on or before January 15th of the succeeding year. As such, the County accepted the Settlement of Duplicate format to reflect the activities associated with the settlement of County real estate tax duplicates in the Tax Collector's possession during the period under audit. Specifically, the Settlement of Duplicate presents a reconciliation between the amount of County real estate taxes the Tax Collector is responsible to collect and the collection, lien and non-lienable amounts reported by the Tax Collector.

Section 25 (Collection and Payment Over of Taxes) of the *Local Tax Collection Law* requires the Tax Collector to report the monthly real estate tax activities to the County on a standardized form commonly known as the MRTD sheet. Except for the "Refunds at Face Value made by Finance Department" amount, the amounts presented under the "Amount Reported by Tax Collector" section of the Settlement of Duplicate is an accumulation of information reported on the MRTD sheets for the partial tax year.

D. Basis of Accounting

The Tax Collector prepares the required MRTD sheets in accordance with the financial reporting provisions prescribed by the Pennsylvania Department of Community and Economic Development, which is essentially the cash basis of accounting. Since the

Continued...

NOTE TO THE SETTLEMENT OF DUPLICATE

1. Summary of Significant Accounting Policies (Continued)

D. Basis of Accounting (Continued)

accompanying Settlement of Duplicate is primarily a summary of amounts reported on the MRTD sheets for the partial tax year, the Settlement of Duplicate is prepared and presented on the same basis. Under the cash basis, the only asset recognized is cash, and no liabilities are recognized. Unless otherwise noted, the County portion of the real estate tax revenue collected and disbursed by the Tax Collector during the partial tax year is presented on the accompanying Settlement of Duplicate as the "Amount Collected from Taxpayers as Reported to the County". The cash basis differs from U.S. generally accepted accounting principles primarily because the effects of accounts receivable and accounts payable are not reflected in the accompanying Settlement of Duplicate. The cash basis of accounting is an acceptable basis of accounting for the Settlement of Duplicate.

E. Amount to be Collected

Upon successful settlement of a prior year duplicate, on February 1st of each year the County issues to the Tax Collector the current year's tax duplicate, which represents County real estate taxes to be collected. In addition to the duplicate, the County may issue, throughout the year, interim adjustments. However, since the Tax Collector took office mid-tax year, the total amount of County real estate taxes to be collected is the amount carried forward from the prior Tax Collector plus and/or minus any interim adjustment amounts.

F. Cash

Deposits in the banking institutions are insured by the Federal Deposit Insurance Corporation and/or are fully collateralized by a pledge or assignment of assets pursuant to Act No. 72 of the General Assembly.

G. Carried Forward/Interim Billings

The Total Amount Carried Forward from Prior Tax Collector and Interim Billings amounts presented under the "Amount the Tax Collector is Responsible to Collect" on the accompanying Settlement of Duplicate represent the balance of the total original duplicate/interim billings as transferred from the prior Tax Collector plus and/or minus all applicable interim adjustments issued for the period indicated.

H. Date of Management's Review

The Tax Collector has evaluated subsequent events through August 22, 2016, the date on which the Settlement of Duplicate was available to be issued. No events have taken place that affect the Settlement of Duplicate or require disclosure.



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REPORT ON SIGNIFICANT DEFICIENCIES AND MATERIAL WEAKNESSES

To Commissioner Robert G. Loughery, Chairman
County of Bucks
Commissioners' Office
55 East Court Street
Doylestown, PA 18901

In planning and performing our audit of the Settlement of Duplicate, for the period June 27, 2015 through January 15, 2016, in accordance with U.S. generally accepted auditing standards, we considered the Tax Collector's internal control over the financial reporting (internal control) as a basis for designing auditing procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the Settlement of Duplicate, but not for the purpose of expressing an opinion on the effectiveness of the Tax Collector's internal control. Accordingly, we do not express an opinion on the effectiveness of the Tax Collector's internal control.

Our consideration of internal control was for the limited purpose described in the preceding paragraph 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. 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. However, as discussed below, we identified a certain deficiency in internal control that we consider to be a significant deficiency.

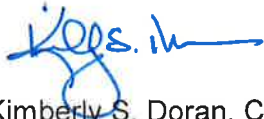
A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct misstatements on a timely basis. A material weakness is a deficiency, or a combination of deficiencies in internal control, such that there is a reasonable possibility that a material misstatement of the Tax Collector's Settlement of Duplicate will not be prevented, or detected and corrected, on a timely basis. We did not identify any deficiencies in internal control that we consider to be material weaknesses.

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. We consider the deficiency described in F1. of the Internal Control section of the Report to Management to be a significant deficiency.

The Tax Collector's written response to the finding identified in our audit and presented in the Report to Management was not subjected to the audit procedures applied in the audit of the Settlement of Duplicate and, accordingly, we express no opinion on it.

Continued...

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Kimberly S. Doran, CPA, Bucks County Deputy Controller
Doylestown, Pennsylvania

August 22, 2016
16-05

REPORT TO MANAGEMENT

COVER LETTER

We have audited the Settlement of Duplicate, applicable to County real estate taxes of the Tax Collector, for the period June 27, 2015 through January 15, 2016. Professional standards require that we provide the Tax Collector with information about our responsibilities under U.S. 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 the Tax Collector dated January 13, 2016. Professional standards also require that we communicate the following information related to our audit.

Audit Findings Overview

Qualitative Aspects of Accounting Practices

The Tax Collector is responsible for the selection and use of appropriate accounting policies. The significant accounting policies used by the Tax Collector are described in Note 1 to the Settlement of Duplicate. No new accounting policies were adopted and the application of existing policies was not changed during the audit period. We noted no transactions entered into by the Tax Collector during the audit period for which there is a lack of authoritative guidance or consensus. All significant transactions have been recognized in the Settlement of Duplicate in the proper period.

The Settlement of Duplicate disclosures are neutral, consistent and clear.

Difficulties Encountered in Performing the Audit

We encountered no significant difficulties in dealing with the Tax Collector in performing and completing our audit.

Corrected and Uncorrected Misstatements

Professional standards require us to accumulate all known and likely misstatements identified during the audit, other than those that are clearly trivial, and communicate them to the appropriate level of management. As a result of the audit procedures, we did not detect any misstatements that required correction by management.

Disagreements with the Tax Collector

For purposes of this letter, a disagreement with the Tax Collector is a financial accounting, reporting or auditing matter, whether or not resolved to our satisfaction, that could be significant to the Settlement of Duplicate or the auditors' report. We are pleased to report that no such disagreements arose during the course of our audit.

Representations from the Tax Collector

We have requested certain representations from the Tax Collector that are included in the management representation letter dated August 22, 2016.

Continued...

Silverdale Borough Tax Collector

REPORT TO MANAGEMENT

COVER LETTER

Purpose

In reviewing this report, it is important to remember that this letter addresses a condition that we believe should be brought to the attention of the Tax Collector, and accordingly, does not recite the many sound controls that presently exist. Furthermore, our suggestion should not be construed as a criticism of or a reflection on the integrity of the Tax Collector.

Report Distribution

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REPORT TO MANAGEMENT

FINDING AND RECOMMENDATION

Legend:

F – Finding

R – Recommendation

The Tax Collector's Office consisted of one (1) Tax Collector and one (1) Deputy Tax Collector.

During our audit, we became aware of a significant deficiency in internal control that has been identified as such in the separate report titled "Report on Significant Deficiencies and Material Weaknesses" dated August 22, 2016. The Internal Control section of the Report to Management details the significant deficiency noted in the Tax Collector's control environment and our recommendation for improvement. The Report to Management does not affect our "Independent Auditors' Report" dated August 22, 2016, on the Tax Collector's Settlement of Duplicate.

Internal Control

A review of the internal control environment disclosed the following:

- F1. Although the Tax Collector deputized an individual, it is our understanding that this procedure was solely for emergency purposes and that the deputy performed no functions related to the daily activities of the Tax Collector's office during the audit period. Based on the preceding information, it was determined that the Tax Collector was the sole individual responsible for all functions and transactions applicable to the collection of County real estate taxes.
- R1. Although a one-person staff does not afford the Tax Collector the opportunity to separate incompatible duties, audit guidance requires the reporting of such a condition. The basic premise to any internal control structure is that no one (1) individual should have access to both physical assets and the related accounting records or to all phases of a transaction.

Auditee's Response:

- F1. The Pennsylvania Tax Collector's Manual states that "an independently elected tax collector is required by law to be the sole collector of property taxes." The Pennsylvania legislature protects the taxpayer and taxing districts by requiring the elected tax collector to be bonded before they begin performing the duties of their office. This is the case in the Silverdale Borough Tax Office.

The Silverdale Borough Tax Office is staffed by one person. It is not cost effective to have another person on staff to separate incompatible duties. Therefore, I do not believe this internal control should be implemented.

EXIT CONFERENCE ATTENDANCE

An exit conference was held on August 16, 2016. Those in attendance were:

Silverdale Borough Tax Office

Christine Cordell, Tax Collector

Controller's Office

Denise Rimby, CPA, Audit Supervisor

Eugene Lyall, Auditor

The results of the audit were presented and discussed in their entirety.