

Dodge County Human Services and Health Department Review

Dodge County, Wisconsin

September 2015



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Executive Summary

Background

Dodge County (“the County”) selected Baker Tilly Virchow Krause, LLP (“Baker Tilly”) to conduct an operational review of the Dodge County Human Services and Health Department (“the Department”). The following report contains our observations and recommendations that are designed to help the County improve efficiencies in current processes, strengthen internal controls, and reduce risk. Our detailed report is arranged based upon the significance of the observations and recommendations. The following areas of the Department were reviewed:

- > Budgeting
- > Receipts and revenues
- > Billing
- > Grant reimbursement reporting
- > Disbursements and expenditures
- > Accruals
- > Monthly and year-end reporting
- > Contract management
- > Purchasing
- > Inventory

Purpose and Scope

The objective of this project was to assist the County with an independent review of the Human Services and Health Department. The project included the review, walkthrough, and documentation of current policies, procedures and controls related to significant financial aspects of the Department.

The intent of this project was to identify areas where internal controls could be enhanced, efficiencies could be created, or risk reduced. We believe the accompanying list of observations and recommendations accomplishes this.

Approach and Methodology

The project began with separate meetings between Baker Tilly and the steering committee and Baker Tilly and Human Services and Health Department management. After these initial meetings, Baker Tilly requested relevant financial policies, process documentation, and various other relevant reports and Department information.

Onsite work included multiple interview sessions, inspecting various documents, and performing walk-through procedures to observe processes. This work was completed in two stages, initially during June 2015 and a follow up visit during July 2015. Department employees interviewed were professional, open to suggestions, and had receptive reactions to recommendations that Baker Tilly would provide. We appreciate the assistance of all the staff from the Human Services and Health Department, Finance Department, and County Administration that aided us in the completion of this project.

Baker Tilly also surveyed Human Services and Health Department practices of other Wisconsin Counties during this process. Where relevant, the observations from those surveys are included in recommendations in this report.



Observations and Recommendations Summary

The Department has undergone significant staffing changes and job duty reassignments during the past several years. As part of these changes, there are many areas where processes are documented and strong internal controls exist. Our independent observations and recommendations are intended to enhance current procedures and controls where there are opportunities for improvement. When reviewing the recommendations, the cost should be weighed against the benefit of implementing each recommendation. To assist the County with this, we provided a “Resources Required vs. Benefit Obtained” for each recommendation, as well as a priority level of high/medium/low.



Detailed Report

Revenue and Accounts Receivable – Third Party Billing

The Department has third party billing activities for certain services, most notably, in Clinical Services. After intergovernmental grant revenues, charges for services are the second largest source of revenues for the Department. It is important to ensure that the County is maximizing available revenues through timely and accurate billing, and that payments received are appropriately recorded in the billing software and reconciled to the general ledger.

Dodge County Human Services and Health Department Third Party Billing Procedures

Through inquiry of Department staff and observation and review of reports, we evaluated the procedures and controls related to third party billing, which are summarized below.

The Department completes third-party billing for certain services provided such as clinical services, mental health, AODA, shelter care, case management, and transportation. Third party billing, which constitutes billing to Medicare, Medicaid, private insurance, individuals, and businesses is generally completed monthly by various fiscal staff within the Department. Billing software is used primarily in the Clinical Services area, while billings for other services typically use templates set up in Microsoft Word and are tracked using methods other than a software system. The billing system used in Clinical Services is called TCM. We understand that the Department is in the process of evaluating a replacement Clinical Services billing system, and therefore, our recommendations focus on suggestions that are relevant to the new systems being evaluated rather than modifications to the existing system.

Observations/recommendations

No.	Priority Level	Observation/Recommendation
1	High	<u>Observation – Clinical Services Billing:</u> We noted an internal control segregation of duties concern in the third party billing process for Clinical Services. The same Account Clerk III is preparing the bills, recording payments when received, occasionally determining the client's ability to pay, and preparing the deposits to send to the Treasurer's Department. Most payments are made via check and through electronic payments; however, some actual cash is collected. <u>Impact:</u> Internal controls are deficient when one individual is completing all tasks related to third party billing. Proper segregation of duties will improve internal controls related to billing and collections. <u>Recommendation:</u> We recommend that the Department split duties or add oversight controls to enhance the Department's internal controls and to ensure accuracy and appropriateness of the billing and collections. Most critical is to separate the collection and custody of the receipts with responsibility for bill preparation and billing system adjustments. <u>Resources Required Vs. Benefits Obtained:</u> Realignment of duties should be able to be accomplished without adding staff. Considering the significance of the activity in this area, the benefits of strengthened internal controls are high.



No.	Priority Level	Observation/Recommendation
2	High	Observation – Clinical Services Billing: The Department is significantly behind on third-party billing, which has resulted in delayed recording of revenue and receivables. The current year general ledger activity to date contains revenues related to 2014. Additionally, at the time of our site visits, the current year billing was only completed through February 2015. Impact: The County's general ledger does not contain an accurate cutoff of receivables and revenues. Also, the longer charges go unbilled, the less likely it is that it will be collected because clients may forget about services received, move, or become unable to pay certain charges. There are also timing deadlines for billing Medicare and Medicaid. Recommendation: We recommend that the Department commit the resources to catch up on billing so that the County does not miss deadlines for billing Medicare and Medicaid within the allowed timeframe and collects private payments timely, ensuring the Department is maximizing its revenue for services provided. Resources Required Vs. Benefits Obtained: If duties are realigned for segregation of duties as recommended in the previous observation, this will provide additional time for the Account Clerk III to spend on billing activities. The benefit to the Department is that the likelihood of collections increases the sooner the billing is completed. This will ensure that the Department is maximizing its revenue potential. The billing system and general ledger will also be accurate in relation to the services provided.
3	Medium	Observation – Clinical Services Billing: Rates for services are entered into the Clinical Services billing software by the Division Manager and are reviewed by the Account Clerk III. However, this review has not historically been documented. We understand that typically changes to the rates are required by the state, and that the rates set by the County have not changed for several years. Impact: Errors could be made in the rates entered. Also, the County could be failing to collect additional revenue due to rates that have not changed in many years. Recommendation: We recommend that the Account Clerk III document the review of rates entered to authorized rates (either from the state or the County) to reduce the risk that incorrect rates are entered into the Clinical Services billing system. We also recommend that the rates set by the County are reviewed regularly for appropriateness which will ensure that the Department is maximizing its revenue potential. Resources Required Vs. Benefits Obtained: The main resource required is time to document the review of rate changes, as well as the time spent to review the County rates being charged for services. While it may take time to complete these reviews, the benefit is increased controls over the rates being charged, as well as ensuring the appropriate revenue is collected from providing Clinical services.



No.	Priority Level	Observation/Recommendation
4	High	Observation – Clinical Services Billing: The Department is unable to look up the real-time outstanding balance of a patient in the Clinical Services billing system due to current system limitations. In addition, payments received have not been recorded in the Clinical Services billing system since March 2015, and are currently being tracked on an excel spreadsheet. As a result, new bills have to be manually adjusted for payments received. The Department currently lacks a reconciliation of what is being billed to what is collected, due in part to time constraints. Impact: In between billing cycles, if a question arises regarding a patient balance, the Department has to manually calculate or back into the patient's balance. Also, amounts uncollected are not known until the next bill for the patient is sent out. Recommendation: We recommend that the new Clinical Services billing system be able to provide current balances upon request, which includes a record of all payments made on an outstanding bill. Payments should be recorded in the billing system as they occur which will ensure accuracy of patient accounts and will reduce the risk of errors related to manually adjusting bills. Billings should be compared to amounts collected to ensure timely resolution of collection issues. Resources Required Vs. Benefits Obtained: The future billing system should include timely account look-up capabilities. The resources required for this functionality are not currently known, but we anticipate it will be insignificant considering most billing software systems include this functionality. The benefits obtained will be a higher level of accuracy of patient balances, less time spent manually adjusting bills, and increased controls over billing.
5	High	Observation – Clinical Services Billing: As previously mentioned, the Clinical Services billing is currently completed by Department staff in a software system called TCM. A journal entry is prepared monthly to record the billing activity from TCM into the County's general ledger system, which is used for external and internal financial reporting. The Department's billing procedures and controls currently lack reconciliation procedures between the Clinical Services Billing system and the general ledger (receivables or revenues). This is due in large part to timing issues associated with the billing system previously discussed. Impact: The County general ledger may not agree to the subsidiary billing register (the Clinical Services billing system). The County's general ledger, which is used for external reporting, should agree to underlying accounting records of subsidiary systems. Recommendation: We recommend that another employee without the ability to modify the billing system or collect funds, potentially the Fiscal and Support Services Supervisor, reconcile the subsidiary ledger to the general ledger monthly to ensure accuracy of the general ledger and financial reports. Resources Required vs. Benefits Obtained: The resources required would be the time to reconcile the two systems. The benefit obtained is the support of general ledger data to actual amounts billed and collected in the Clinical Services billing system, as well as increased controls over amounts reported in external and internal reports related to Clinical Services receivables and revenues.



No.	Priority Level	Observation/Recommendation
6	Medium	Observation – Clinical Services Billing: Patients seen at the Department's clinic are assessed for their ability to pay. Some patients are determined to have no ability to pay and therefore, their full charges for services are written off. However, for group session, all patients, regardless of their ability to pay, are required to pay a certain amount for the session. Due to billing system limitations, the amount required to be paid has to be adjusted manually each month for those patients who have been determined to have no ability to pay. Impact: Manual adjustments require additional staff time and are more prone to errors. Recommendation: The future billing system should be able to account for variables based on the type of service to be charged to patients in order to prevent such manual billing adjustments. Resources Required Vs. Benefits Obtained: No additional resources will be required other than the time spent researching and testing the new billing system. The benefit received by the Department will be monthly time savings from avoiding manual bill adjustments.
7	Medium	Observation – Clinical Services Billing: Medicare, Medicaid, and private insurance bills are submitted electronically online. The current Clinical Services billing system cannot produce a file that can be electronically uploaded to the online systems for Medicare, private insurance and certain Medicaid services. The Department prepares the bills for Medicare, private insurance and Medicaid and then manually enters the billing information into the online system, with the exception of mental health and CSP (Community Support Program) services provided under Medicaid. Impact: The duplication of effort increases billing time by requiring the billing clerks to complete the billing and then enter the same information manually online. Recommendation: We recommend the Department investigate whether the future Clinical Services billing system can export a file that can then be uploaded for all types of insurance billing, which will remove duplication of effort and increase efficiency relating to insurance billing. This would also reduce the risk of manual input errors into the online system. Resources Required Vs. Benefits Obtained: The only resource required is time spent to investigate the capabilities of the new billing system. The benefits will be a reduced risk of error when entering the billing into the online system as well as a significant time savings for the Account Clerk III when insurance billing is completed.



No.	Priority Level	Observation/Recommendation
8	High	Observation – Clinical Services Write-offs: Currently, the write-offs for Clinical Services third party billing are an estimate recorded in the general ledger. No write-offs, including insurance contractual write-offs, have been entered into the Clinical Services billing system. This also contributes to the difficulties in reconciling the Clinical Services billing system to the general ledger (see Third Party Billing recommendation number five). Aging reports are not able to be run from the Clinical Services billing system. While the Department does have a write-off policy, the Department's billing procedures are currently silent in relation to procedures on if, how, or when to have approval for amounts written off. Impact: Write-offs in the billing system currently do not agree to the general ledger and may not be accurate. Actual write-offs have not been completed for several months. Recommendation: We recommend that the Department formalize a process for the approval of write-offs for inclusion in the Department's current write-off policy. We also recommend that aging reports be run periodically and write-offs completed on a regular basis, which will improve accuracy of the Department's Clinical Services' receivable and revenue balances. The reason for write-off should be identified, documented, and approved by someone other than the employee determining the write-off in order to enhance internal controls. Write-offs should also be included as part of the reconciliation between the general ledger and the billing software. Resources Required Vs. Benefits Obtained: The resources required would be the time needed to review outstanding balances and determine the amounts to be written off. The benefit obtained is the improved accuracy of the general ledger and the Clinical Services billing system, as well as improved internal controls over write-offs.
9	High	Observation – Clinical Services Activity Recorded in the General Ledger: The current process to record the monthly billing from the Clinical Services billing system to the general ledger is a manual process. The Fiscal and Support Services Supervisor manually reviews each entry in the billing system to determine the accounts and amounts to record into the general ledger. This information is summarized into a spreadsheet, which is then entered into the County's general ledger through a journal entry. Impact: The current process to record Clinical Services billing in the County's general ledger is a time consuming activity for the fiscal staff and creates potential for errors. Recommendation: We recommend that the Department work with the County's Information Technology Department and the software company to determine if there is an accurate report that can be used for the journal entry into the County's general ledger, which will increase the Department's efficiency and reduce the risk of errors. The future system should be able to generate a report that provides a summary of the monthly charges and collections by account number. Resources Required Vs. Benefits Obtained: The resource required is time spent to investigate the capabilities of the new billing system. The benefit will be a reduced risk of error when recording the activity into the general ledger as well as a significant time savings each month when billing activity is recorded into the general ledger by the Fiscal and Support Services Supervisor.



No.	Priority Level	Observation/Recommendation
10	Low	Observation – Billing Clerks Overtime: The Department has one primary fiscal staff (Account Clerk III) completing the billing with the assistance of a second Account Clerk III. Due to the Clinical Services billing software issues, the two Account Clerks have put in significant overtime to complete the billing tasks. As of June 30, 2015, the two account clerks have been paid \$4,312 for overtime worked and have earned an additional 210 hours in comp time, which will likely get paid out if not used since only 24 comp time hours can be carried over to the subsequent year. Impact: There is a fiscal cost to the County for the overtime worked, as well the potential employee morale concerns. Recommendation: The new system should increase efficiency of the monthly billing process. Therefore, additional billing clerks may not be needed full-time. However, we recommend that when the new system is in place, the Department consider if additional fiscal staff should trained on how to complete third party billing. Even if additional full-time billing clerks are not needed, having additional staff trained ensure that the current billing clerks have backup support and will help the Department segregate duties. This will reduce the burden on existing staff, as well as reducing overtime costs to the Department. Resources Required Vs. Benefits Obtained: Training time for employees on the new billing system will be required. However, having additional staff to complete billing may create opportunities to segregate duties as recommended in Third Party Billing observation number one, as well as reduce the stress and burden on the current Account Clerks.

Budgeting

Budgeting is one of the most important activities undertaken by governments, as governments allocate scarce resources to programs and services through the budget process. Due to its importance, it is vital for the Department to have an effective and efficient process to develop, monitor, and amend its annual budget.

Dodge County Human Services and Health Department Budgeting Procedures

Through inquiry of Department staff and observation and review of reports, we evaluated the procedures and controls related to budgeting, which are summarized below. These procedures were documented substantially based on the 2015 budget process since the 2016 process was just beginning during our site visits.

Initial Budget Procedures:

- > The initial budget process typically takes four to six weeks and begins within the Department in July, when budget instructions are sent from the County Administrator.
- > The Fiscal and Support Services Division Manager receives wage/fringe benefit information for Department staff for the subsequent year, including any new/eliminated positions, from the County Finance Department. The Fiscal and Support Services Division Manager reviews the wage/fringe benefit information, asks questions of Supervisors, and splits the data for certain employees between business units, as necessary.



- > A Human Services and Health Department public meeting is held in July. At this hearing, organizations can request funding from the County.
- > The Fiscal and Support Services Division Manager sends letters to vendors inquiring about any rate increases or other changes. Contracts are also reviewed to determine if the full amount of the contract was used in prior years (typically three years) or if only a portion of that contract was used.
- > Historical data (three years) is also reviewed to aid in the development of non-salary budget numbers, unless actual amounts are known.
- > As much as it is feasible, data related to state aid is gathered by the Fiscal and Support Services Division Manager.
- > The Fiscal and Support Services Division Manager also utilizes the rolling five-year capital plan and sends a request to Department staff inquiring about known purchases that are needed. These items are incorporated into the Department budget.
- > Once completed, Human Services and Health Department management meets with the County Administrator at the end of August or beginning of September to discuss the budget as prepared. The budget is reviewed by the County Administrator. The Administrator's recommended budget is presented to the County Board in October. The County Board holds a public hearing regarding the overall County's budget in November prior to consideration and adoption of the annual budget.

Budget Monitoring Procedures:

- > The Fiscal and Support Services Division Manager produces a monthly budget to actual report for each Division Manager/Supervisor. Over 20 different budgets to actual reports are produced as part of this process.
- > The monthly budget to actual reports contain the current month revenues and expenditures, the year-to-date revenues and expenditures, the prorated budget, and the unexpended budget.
- > The Human Service Board also receives a monthly budget to actual report for the Department.

Budget Amendment Procedures:

- > When budget amendments are needed, the Department management consults with the Finance Director and County Administrator. The budget amendment resolution is drafted by the County's Corporation Counsel and the amendment is taken to the Human Services and Health Department Board, the Finance Committee and the County Board.

**Observations/Recommendations**

No.	Priority Level	Observation/Recommendation
1	High	<u>Observation – Developing the Original Budget:</u> The 2015 budget was developed without significant input from program staff, including Division Managers and Supervisors. <u>Impact:</u> The Division Managers and Supervisors have little awareness of how the budget is developed for the programs that they oversee. This can lead to a disconnection between contracted and budgeted amounts. There have been instances where a program has a contract for a certain amount; however, the budget only reflects a portion of the total contract. Therefore, the program can go over budget, but still have room left under the contract. <u>Recommendation:</u> We recommend that the Division Managers and Supervisors be included in the budget creation process of the Department. By including Program Division Managers and Supervisors, the budget will be more collaborative, which will allow both program and fiscal staff to make informed decisions about the programs and services offered. <u>Resources Required Vs. Benefit Obtained:</u> Minimal resources are needed. Additional time of the Division Managers and Supervisors will need to be allocated to the budget process. The benefit is increased input and understanding by the program staff into the budget process, as well as increased responsibility for the results of the Department.
2	Medium	<u>Observation – Developing the Original Budget:</u> The timeframe between when the County Administrator reviews the budget and when the budget is finalized is relatively short. The budget is reviewed by the County Administrator during the course of the month of August and September and presented to the County Board in October. Additionally, we understand that the budget submitted to the County Administrator may reflect all items needed by the department, prioritized as to their importance. The total budget may exceed the constraints and expenditure limitations communicated by the County Administrator at the start of the budget process. Based on the priority of the department's budget requests, certain items may get eliminated from the budget. <u>Impact:</u> After the meeting with the County Administrator, the Human Services and Health Department Director must determine changes to the original proposed budget quickly (sometimes in a matter of days), which often includes adjustments to certain programs. Due to this timing, the Division Managers and Supervisors are often not included in these decisions and may be unaware of the cuts to their programs. This reduces the collaborative spirit of the budget process in the Department. <u>Recommendation:</u> We recommend that the original budget prepared by the Department reflect, as closely as possible, the actual budget that is likely to be approved by the County Administrator and County Board, which will improve the understanding of budget constraints by all employees involved in the budget process, as well as reduce the need for late changes to the budget. We recommend that late changes to the budget be communicated to department managers and supervisors. <u>Resources Required Vs. Benefit Obtained:</u> No additional resources are needed. The benefit is increased understanding by the program staff about the budget process, as well as increased accountability for the results of the Department.



No.	Priority Level	Observation/Recommendation
3	Low	<u>Observation – Contingency Funds Budgeting:</u> Some governments will use a contingency account to allow funding of unexpected costs that arise during the year. The Department does not currently have a contingency budget. The County, however, does have a general contingency available for all departments. <u>Impact:</u> The absence of a contingency account in the budget means that any unexpected expenditures that are not funded by grants or other outside sources likely need to be funded by the general fund. <u>Recommendation:</u> Dodge County is not unlike many other Counties that Baker Tilly surveyed in that the Human Services and Health Department does not budget for a contingency account. However, we see some value in this if the County wishes to pursue in future years' budgets. This will help the Department manage unexpected fluctuations in revenues or expenditures in any given year. As a control over use of the funds, a policy could be established requiring Administrator or Human Service Committee approval for use of the funds. <u>Resources Required Vs. Benefit Obtained:</u> The resources required would be whatever the County decides to include in the budget account. The benefit is a smoothing of the transfer amounts needed from the General Fund. The Department would have funds available in years where revenues came in under what was expected or costs exceeded the budget.
4	High	<u>Observation – Reorganization of the General Ledger:</u> Currently, the Human Services and Health Department has five accounting departments within JD Edwards: Public Health, Unified, Social Services, Aging and Nutrition. We understand that because of the County's agreement with the City of Watertown, a certain department needs to be maintained separately to record Public Health activity. We noted that two departments (Social Services and Unified) contain business units of both the Clinical and Family Services Division Manager and the Community Support Services Division Manager. It is our understanding that the other three departments (Public Health, Aging, and Nutrition) are managed by a single Division Manager and there is no overlap of business units within those departments. <u>Impact:</u> The current alignment causes additional work each month to produce useful budget to actual reports for managers and Supervisors because separate budget to actual reports are produced for each Division Manager and Supervisor. <u>Recommendation:</u> We recommend that the Social Services and Unified accounting departments be better aligned to the Division Managers responsible for the business units within the departments, which will increase the efficiency of the monthly budget to actual preparation as well as increase the understandability of the financial information presented to Division Managers and Supervisors. <u>Resources Required Vs. Benefit Obtained:</u> The resource requirement is the time needed to realign the departments. The benefit will be time savings in producing one useful budget to actual report for the Department rather than the monthly budget to actual reports customized for the Division Managers and Supervisors.



No.	Priority Level	Observation/Recommendation
5	Medium	<u>Observation – Budget Monitoring:</u> All Division Managers and Supervisors receive monthly budget to actual reports for the programs they manage, however, there appear to be different levels of understanding of the reports among the program staff. Also, there are certain revenues that are only received once or twice a year and certain expenditures of the Department that are one-time costs. The Department fiscal staff has offered some training and explanation of the budget; however, opportunities continue to exist for additional training and understanding. <u>Impact:</u> Certain program management staff have an understanding of the budget to actual reports they receive and use the information to assist in their decision making, while other program management staff do not have the same level of understanding of the financial information received. Informed and effective decisions are more likely to be made when program management understand the budget impacts of their decisions. Conversely, the more that the fiscal staff understand the needs of the program staff, the more likely they will be to provide useful information. <u>Recommendation:</u> We recommend that the Department fiscal staff consider offering additional training to all Division Managers and Supervisors on the budget to actual reports. We also recommend that the Department consider regular monthly or quarterly meetings to discuss budget to actual results, which will assist program staff in understanding the financial information given to them, as well as assist them in making informed decisions about the care and services provided to clients. These meetings will also aid the fiscal staff in understanding the needs of the program staff. <u>Resources Required Vs. Benefit Obtained:</u> Additional time of the Division Managers and Supervisors and certain fiscal staff will be required to meet and review the financial information. The benefit is increased input and understanding of the budget process by the program staff, increased program knowledge by the fiscal staff, and collective responsibility for the results of the Department.



No.	Priority Level	Observation/Recommendation
6	Medium	Observation – Budget Monitoring: Each month, the Fiscal and Support Services Division Manager runs approximately twenty different budget to actual reports, customized to each Division Manager and Supervisor. Currently, Division Managers and Supervisors do not have read-only access to JD Edwards and cannot produce their own budget to actual reports. Impact: This process takes the Fiscal and Support Services Division Manager approximately three hours a month to produce the required reports, which is a significant amount of time over the course of the year. Recommendation: Other Wisconsin Counties surveyed as part of this project only produce one budget to actual report for distribution to program staff monthly or quarterly. We recommend that the fiscal staff concentrate on making one useful budget to actual report that can be distributed to all program managers and Supervisors, which would result in a substantial time savings for the Fiscal and Support Services Division Manager each month. This may require a reorganization of business units (see budget recommendation number 4) and additional training to ensure that Division Managers and Supervisors understand which business units they are responsible for. As an alternative to the Fiscal and Support Services Division Manager running a budget to actual report each month, we recommend the County consider allowing Division Managers and Supervisors read-only access to JD Edwards to produce their own budget to actual reports, as needed. This would result in a time savings for fiscal staff and provide more timely information to program staff, which will assist them in making decisions. Resources Required Vs. Benefit Obtained: Resources include the time spent creating the one budget to actual report that meets everyone's needs, and possibly training on how program staff can generate their own reports. The benefit is a more useful budget to actual report for all Division Managers and Supervisors and a potential time savings for the Fiscal and Support Services Division Manager. Having read-only access to JD Edwards would allow Division Managers and Supervisors to obtain the budget to actual reports as needed rather than waiting for the report to be run for them, as well as the ability to access more detailed information on the revenues and expenditures for which they are responsible.



No.	Priority Level	Observation/Recommendation
7	Low	<u>Observation – Budget Amendments:</u> Budget amendments are approved by the Human Services and Health Department Board, but the original budget for the Human Services fund is not. Several Wisconsin Counties that Baker Tilly surveyed as part of this project have the Human Services and Health Department Board review and approve/recommend the original budget before being approved by the County Board. Similar to Dodge County, the Human Services Boards or Committees of these Counties also approve budget amendments before the County Board as a whole. There also were several Counties that Baker Tilly surveyed that both the original budget and budget amendments go first to the finance or administrative committee before the full board. In one County surveyed, both the original budget and amendments go directly to the full board for approval. <u>Impact:</u> Under the current process, the Human Services and Health Department Board may lack awareness of the specific factors that were contemplated with the development of the original budget, including assumptions, goals, and directives. <u>Recommendation:</u> We recommend that the County consider having the Human Services and Health Department Board review the original budget before it is approved by the County Board. <u>Resources Required Vs. Benefit Obtained:</u> No additional resources are required, however, time would need to be built into the budget process to ensure adequate time for the Human Services and Health Department Board to review the proposed budget and proposed revenues/expenditures prior to submittal to the County Administrator and County Board. The benefit obtained would be a deeper understanding by the Human Services and Health Department Board when reviewing monthly budget to actual reports and approving budget amendments.



General Topics

Throughout our evaluation of the different processes and procedures at the Human Services and Health Department, we came across the following general recommendations which pertain to the Department as a whole. While these recommendations don't fall under a specific process, they are still worth noting as they can substantially increase the operational effectiveness and control environment of the Department.

Observations/recommendations

No.	Priority Level	Observation/Recommendation
1	High	Observation: Journal entries are an important accounting function as they are used to record transactions and can also be used to adjust the original postings when errors are identified. There are at least four Department employees who have the access right capabilities to post journal entries in the accounting system, and there is no independent review of these entries that are posted. Impact: Segregation of duties over preparing and approving of journal entries is essential to prevent errors and unauthorized posting of transactions which could potentially result in fraudulent financial reports or misappropriation of assets. Recommendation: In order to obtain adequate segregation of duties, journal entries posted to the general ledger accounting system should be reviewed and approved by someone other than the person preparing the entry. The approval should include a review of the supporting information used to develop the journal entry, and this review should be documented. We recommend that the Fiscal and Support Services Division Manager review all journal entries posted by other employees, and the journal entries posted by the Fiscal and Support Services Division Manager be reviewed by the Finance Department. Resources Required Vs. Benefits Obtained: The resources needed to fulfill this recommendation would be the additional time required of the Fiscal and Support Services Division Manager and the Finance Department to review all journal entries prepared in the Department. The benefits would include enhanced internal controls and proper segregation of duties around the journal entry process.



No.	Priority Level	Observation/Recommendation
2	High	Observation: There appears to be a general lack of cross-training and formal documentation of job responsibilities for a high percentage of employees, especially after the reorganization that the Department recently experienced. Many fiscal employees in the Department perform complex and multifaceted tasks on a daily basis. These tasks are completed using a variety of different tools and systems such as Word, Excel, JD Edwards, TCM, and paper documentation. Most of these tasks need to be completed accurately and timely to comply with various grant requirements as well as to sustain operational activities. Impact: If there is employee turnover or an employee is suddenly unable to perform his or her duties, and these duties and processes are not known to other individuals, the Department may be unable to properly and efficiently complete the absent employees' day to day tasks. This could result in non-compliance with various grant requirements, such as filing deadlines, as well as take a substantial amount of time to understand the tasks to be performed. Essential tasks could be missed entirely or tasks could be performed inadequately due to lack of documentation and standard procedural knowledge. Recommendation: We recommend a twofold approach to help mitigate the possible impact of an employee's absence. First, all employees should formally document their critical day to day activities in enough detail that someone unrelated to their duties would be able to perform them without significant challenges. Second, most positions should have a "back up" employee who is cross-trained to complete the tasks related to that specific position. It should also be noted that this should be a perpetual recommendation for whenever there is either a new procedure that needs to be completed or when employee turnover occurs. Resources Required Vs. Benefits Obtained: A substantial amount of time will likely be needed to document all of these processes and cross-train positions. However, the benefits related to implementing the recommendations would be significant as well. The benefits include saving time in the long run when there is either employee turnover or absence by being able to efficiently and appropriately complete the tasks performed by the departing employee. This would also reduce the risk of essential tasks not being completed timely and accurately. Lastly, additional efficiency observations could be identified by the cross-trained individual or during the documentation phase of the employees' daily tasks.



No.	Priority Level	Observation/Recommendation
3	High	Observation: The relationship between the Human Services and Health Department fiscal division and the program staff is an integral component to the operational efficiency of the Department, and there appears to be an opportunity to increase the communication between the two staff groups. Through discussion with both program staff and fiscal staff, we noted several examples of situations that would benefit from improved communications. Specific examples will not be shared in this report, but this was a consistent theme in many of our interviews. Impact: A multitude of operational inefficiencies can occur when finance and program staff are not communicating properly. Recommendation: We recommend education for both program staff and fiscal staff on the basics of what is important information to the other group. This will help foster communication between the two branches of the Department. There should also be a process in which the cost of a service is balanced with the care of a program participant, and this can be accomplished best through communication between fiscal and program staff to determine treatments and services that are both fiscally responsible and in the best interest of the client. Resources Required Vs. Benefits Obtained: The resources required would be the additional time spent on communication and education for the two groups of employees. The benefits are great and range from increased operational efficiency to better serving the County's client base.
4	Medium	Observation: There are currently seven Director signature stamps held by employees in the Department. These signature stamps are used for a variety of reasons to make processes more efficient by allowing employees to stamp the Director's approval on certain documents. Some examples of what the Director's stamp is used for include approving vouchers, purchase orders for medical subscriptions, foster care certification, and thank you letters. Impact: Allowing employees to have a Director signature stamp opens up the possibility of invoices and other documentation being inappropriately approved. It also introduces the risk of errors occurring since they are not actually being reviewed by the Director. Recommendation: We recommend that the Department discontinue the use of the signature stamps. We realize that these signature stamps were originally created to help streamline certain processes by not having to wait for the Director to physically sign certain documentation; however, the potential risks and lack of controls are too high. As part of this process, a complete list of the current uses for the stamps, as well as the alternative options will need to be created. Likely this will include having the Director designate secondary approvers for time sensitive items so that if an urgent document needs to be signed, the Department's operations will not be negatively impacted. Resources Required Vs. Benefit Obtained: The only resources required would be the time needed for the Director to review and approve the documents currently being approved by other employees via the signature stamp. The benefits obtained would be increased controls and decreased risk around the approval process.



No.	Priority Level	Observation/Recommendation
5	Low	Observation: The Department holds funds for various individuals in banks and general ledger accounts called “rep payee” accounts. These accounts are set up for individuals who are not fully capable of managing their finances, such as Social Security income and living expenses. The County directly receives the income of these individuals and places them into these accounts. The County is expected to assist the individual with money management, along with providing protection from financial abuse. These bank accounts are created using the County’s employer identification number (EIN) and are under the County’s control. We noticed that there are some rep payee accounts which are not being recorded on the County’s general ledger or audited financial statements. Impact: The County is managing the rep payee accounts using a financial software system (QuickBooks) and is not recording the activity or the balances on the County’s general ledger. Controls are reduced when County activity is not recorded in the County general ledger. Recommendation: We suggest that the Department record the rep payee activity in the general ledger in an agency fund since the accounts are using the County’s EIN number and are under the Department’s control. Resources Required Vs. Benefits Obtained: The only resources required would be the time needed to record these accounts in the general ledger, and then the time in recording the general ledger activity on a regular basis. The benefits include more accurate financial reporting and enhanced control around these accounts.

Revenue and Accounts Receivable – Grants

A significant funding source of the Department is grants received from federal and state sources. Due to the significance of grant funding to the Department, it is important to have an effective and efficient process in place to request reimbursements and record the revenues and receivables related to grants. It is also imperative to have controls in place to prevent errors in reporting and grant reimbursement requests.

Dodge County Human Services and Health Department Grants Procedures

Through inquiry of Department staff and observation and review of reports, we evaluated the procedures and controls related to grant revenue and receivables, which are summarized below.

The Department receives a large amount of aid from federal and state sources. A significant amount of the aid flows through the state and is reported through the state systems of CORE and CARS (Community Aids Reporting System). Several other grants, such as youth aids, energy assistance, alcohol treatment, and aging, have expenditures that are reported directly to the grantor agency through email or online systems. Financial-related grant reporting and reimbursement requests are currently prepared by the Fiscal and Support Services Division Supervisor and Manager. Certain grants are recorded in the County’s general ledger as receivables and revenues when requested, while other grants are recorded as revenue when received by the County. Grant payments are received by the Fiscal and Support Services Division Supervisor or the Treasurer’s office. Account information is sent to the Treasurer, along with any grant payments received by the Human Services and Health Department, in order to record the grant revenue in the County’s general ledger. Monthly and annual grant reconciliations are completed by the fiscal staff in the Human Services and Health Department.

**Observations/recommendations**

No.	Priority Level	Observation/Recommendation
1	Medium	<u>Observation – Grant Reporting Calculations:</u> The Fiscal and Support Services Division Supervisor uses Excel spreadsheets to prepare various calculations used in grant reporting, most notably the AMSO calculation and cost allocations related to the Aging and Disability Resource Grants. The calculations the spreadsheets include many manual inputs and are not generated by or integrated with the general ledger. The spreadsheets are also not linked with each other, resulting in multiple manual entries in the various different worksheets. There is also no review of these calculations by someone independent of the person preparing the calculations. <u>Impact:</u> These calculations could contain errors, which would result in reporting errors to the grantor agencies. In addition, the current process is very time consuming because of the lack of integration with the general ledger and between workbooks. <u>Recommendation:</u> We recommend that the Fiscal and Support Services Supervisor limit the manual input of information into calculations by utilizing the formula and linking capabilities of the spreadsheets. We also recommend that the Department investigate if the current system (or future systems) may allow reports to be written to obtain the information needed for grant report calculations, rather than using manual calculations. See also grant recommendation number four related to an independent review of the grant reports that are submitted by the Department. <u>Resources Required Vs. Benefit Obtained:</u> No additional resources are required other than time spent inserting linkages between the spreadsheets and investigation of the current general ledger system to determine if more reports can be directly produced. The benefit is a reduction in the risk of errors due to manual calculations and efficiencies in reporting.
2	Low	<u>Observation – Grant Accruals:</u> The Department is inconsistent with recording grant accruals. Grants reported through CARS/CORe and the TAD grant are not accrued as receivable on a monthly basis, however, other Department grants such as Youth Aids, Alcohol Treatment, Energy Assistance, and Aging are accrued monthly. All grants are accrued at year-end. We noted that several of the other Wisconsin Counties surveyed as part of this project do not report accruals on a monthly basis. Rather, grants are recorded on a cash basis during the year, and accruals are recorded in the general ledger at the end of the year. <u>Impact:</u> Revenues are inconsistently reported on a monthly basis. <u>Recommendation:</u> For monthly reporting, we recommend that accruals be recorded consistently among all grants. We also recommend that the Department investigate the use of the JD Edwards accounts receivable module. This may increase efficiency in reconciling accounts on a monthly or annual basis and could reduce the risk of errors due to inconsistent practices. <u>Resources Required Vs. Benefit Obtained:</u> No additional resources are needed as the County's current general ledger software has the capabilities required. The benefits include consistent revenue reporting and potential efficiencies in recording monthly and/or year-end accruals.



No.	Priority Level	Observation/Recommendation
No.	Priority Level	Observation/Recommendation
3	Low	Observation – Accounts Receivable General Ledger Accounts: The Department uses approximately 25-30 receivable accounts in the County's general ledger system. Some accounts are used throughout the year, and some are used only at year end. Detailed receivable lists that reconcile to the general ledger are maintained in Excel. Like Dodge County, other Counties surveyed as part of this project use a manual process versus a computerized receivable system, but most have a limited number of receivable accounts in the general ledger. Impact: There are a significant number of balance sheet accounts used for the same purpose, resulting in a more complex balance sheet than necessary. Recommendation: We recommend the Department consider reducing the number of balance sheet receivable accounts being utilized. Resources Required Vs. Benefits Obtained: No additional resources are needed as the County's current software has the capabilities required. The benefit is efficiencies in recording monthly and/or year-end accruals.
4	High	Observation – Grant Reporting: The Fiscal and Support Services Division Manager and Supervisor prepare the required financial reports and reimbursement requests for state and federal grants. These reports are not reviewed by someone other than the preparer. Impact: There are controls lacking surrounding the process for grant reimbursement requests. This could result in incorrect grant draws. Recommendation: We recommend that someone other than the preparer review fiscal reports and reimbursement requests, as well as the supporting documentation, before reports and draws are submitted. The Fiscal and Support Services Division Manager and Supervisor could review the grant requests prepared by the other. This review should be documented in order to evidence the internal control procedure. Resources Required Vs. Benefits Obtained: The resource required is additional time spent reviewing the reports/draws and supporting documentation. The benefit is increased controls over reporting and a reduced risk of errors.



No.	Priority Level	Observation/Recommendation
5	Low	Observation – Wisconsin Medicaid Cost Reporting (WIMCR) Program: WIMCR is designed at the state level to bring additional federal funding to the State of Wisconsin. The State of Wisconsin Department of Health Services (DHS) will make Medicaid payment adjustments to Counties based on actual costs incurred for specific Medicaid services, as reported by Counties on cost reports. The process for compiling the information for WIMCR program reporting is a manual process. The financial portion is not complex as it comes directly from the general ledger. However, the demographic information is more complicated, and the Fiscal and Support Services Division Manager compiles this information from discussions with program staff. The current Department systems are unable to compile the necessary demographic information. Impact: The demographic information collection process is a time intensive process at year-end. Recommendation: We recommend that the Department investigate if demographic data can be partially obtained from the Clinical Services billing system or other sources. If the County replaces the current billing system, the new software could be evaluated for tracking demographic information in an efficient manner. Having a system with capabilities to report demographic information will create efficiencies in reporting because the Fiscal and Support Services Division Manager will not have to manually compile demographic data. Also, the new federal rules under the Uniform Grant Guidance indicate the likelihood of a shift to more performance metrics and performance reporting, so the ability to report demographic and performance data may have an increased importance in the future. Resources Required Vs. Benefits Obtained: We are unable to determine the cost of systems that would meet these requirements. The benefit obtained is future time savings related to WIMCR reporting.

Disbursements

One the most significant financial transactions cycles that occurs within the Department is the disbursements process. The Department makes a substantial amount of disbursements on a regular basis to run programs and provide services. Due to the substantial volume of disbursements and the nature of the services provided, it is vital for the Department to have the proper procedures and controls in place over disbursements and accounts payable.

Dodge County Human Services and Health Department Disbursements Procedures

Through inquiry of Department staff and observation and review of reports, we evaluated the procedures and controls related to the disbursements and accounts payable process, which are summarized below.

All disbursements go through multiple levels of review at the Department. A majority of the services are approved initially though a preauthorization form. This is a form approved by a Division Manager which states a limit on the amount of units (ex. days or hours) that can be performed for a specific client by a specific provider.



All invoices are received by an Accounting Clerk. These invoices are then compared to the preauthorization forms to make sure that the maximum units allowed were not exceeded. If no preauthorization exists, the Account Clerk will obtain approval from the appropriate Division Manager. Supervisors or Division Managers review and approve all invoices. All approved invoices are then sent to Human Services and Health Department Fiscal and Support Services where a broader review of the invoices takes place. These invoices and supporting documentation are then sent to the County Finance Department to process the invoices to be paid.

Observations/Recommendations

No.	Priority Level	Observation/Recommendation
1	Medium	Observation: The services performed for clients by outside providers are approved via a preauthorization form. Most of the invoices received for these services are going through a detailed review by the Program Supervisor or Division Manager; however this is not the case for all invoices. An example of a provider invoice that just recently started to go through a detailed review is the monthly invoices related to the State mental health institutions. The Director is now comparing the invoices received for these services at the State mental health institutions to a detailed spreadsheet showing the number of clients they send to these institutions and the amount of days that they stay. However, prior to January 2015, this detailed review was not occurring. There have also been instances of provider invoices containing errors, which were identified after payment. Some examples of these errors identified in the last year include providers allocating their services to the wrong funding streams, such as the Youth Aids Programs where there were errors in the children that were funded by the tax levy instead of Youth Aids, as well as providers improperly charging the Department for individuals who are not Medical Assistance eligible. While some provider invoices are going through a detailed review, this is not occurring with all provider invoices, and there appears to be a reasonable likelihood of errors in these invoices as described above. Impact: The Department could be getting charged for services that were not actually performed, and this would not be identified unless a detailed review of the invoice is taking place. For example, consider a client who is preauthorized to spend up to 10 days at the Mendota State Mental Health Institute. The Department then receives an invoice billing the Department for the full 10 days; however the client only stayed at the institution for 5 days. There is currently no control in place to catch this error for provider invoices that are not going through a detailed review. Recommendation: We understand that the Department uses pre authorization forms for efficiency, as well as for awareness of the potential expenses related to provider services. However, a more detailed review of the invoices, including invoices received for services provided under a contract, focused on service units, may save the County costs. Also, the detailed review of the State mental health institutions invoices should be performed by someone other than the Director, preferably either a program or fiscal staff familiar with the services rendered at these institutions. Resources Required Vs. Benefit Obtained: There would be additional time required to analyze invoices through a detailed review. The benefits would include enhanced controls and accuracy of provider disbursements, potentially reducing costs.



No.	Priority Level	Observation/Recommendation
2	Low	Observation: Throughout our observations at the Department and discussions with employees, we noted enhancements that could be made related to credit cards. Three Division Managers and the Director have credit cards to be used for Department purchases. Each cardholder is responsible for coding his or her own expenses, per the chart of accounts, on a monthly basis. The Department Fiscal and Support Staff have noticed that some of these credit card purchases are not being coded to the correct expense accounts. Also, the Director is responsible for approving the credit card expenses made by the Division Managers. The County Finance Department does ensure that receipts exist for all credit card purchases through sampling, but is not responsible for ensuring the appropriateness of the purchases made by Department Heads. The Audit Committee is responsible for approving department head credit card purchases. Impact: If credit card expenditures are not being recorded in the proper expenditure line item, this could lead to inaccurate financial reporting. If credit card expenditures are not being reviewed by the appropriate individuals on a timely basis, this could lead to potential erroneous or miscoded expenditures to not be identified for a significant amount of time. Recommendation: We recommend that the Department either appoint one individual who is familiar with the chart of accounts to code all credit card expenditures or help train the Division Managers on how to accurately code expenditures. We also recommend that the Audit Committee continue to approve Department Head credit card purchases to ensure that support exists for each purchase and that the purchase is appropriate for the Department. Resources Required Vs. Benefit Obtained: The resources required would be the time spent training the Division Managers or an appointed employee on how to accurately code credit card expenditures. The benefits achieved through implementing these recommendations would be enhanced controls surrounding credit card purchases.



No.	Priority Level	Observation/Recommendation
3	Low	Observation: When mileage reimbursement forms are submitted for approval, there are inconsistent descriptions on the purpose of the mileage. Individuals reviewing mileage reimbursement encounter questions on the business purpose of certain requests. For example, if an employee turns in a reimbursement form showing that he went to the City of Beaver Dam and back to the Human Services and Health building twice in one day, and if there is not adequate documentation stating why two separate trips had to be made in the same day, then the reviewer might not know if this is an error, or if the employee actually went to the City of Beaver Dam for client services twice in the same day. Also, there appears to be inconsistency on how to compute miles to be reimbursed by the County in certain situations, such as if an employee goes directly from home to a client location. We noted that the Human Services and Health Department Director's mileage reimbursement forms are approved by the Audit Committee, while other Department mileage requests are approved by the appropriate supervisor. Lastly, there is little guidance reimbursements for purchasing client incentive gift cards and conference registration. Impact: The Department could be approving improper mileage reimbursements. Also, errors are more difficult to identify when there is not a detailed description of the purpose of the travel. There may be inconsistencies related to staff purchases of incentive gift cards and conference registration. Recommendation: We recommend that the Department update its employee expense reimbursement policy on the types of descriptions that need to be included in the mileage reimbursement documentation, how mileage should be calculated for reimbursement, and the most appropriate ways to purchase client incentive gift cards and to pay for conference registrations, and that this policy is distributed to all employees. This policy should include requirements such as the business reason for the mileage being incurred, gift cards being purchased, and conferences attended. Resources Required Vs. Benefit Obtained: The resources required include the time to update the County's existing policy regarding employee expense reimbursements including mileage reimbursement descriptions and documentation, conference registration, and incentive gift card purchases, as well as the time to educate employees on the requirements. The benefit is enhanced controls related to employee expense reimbursements.



No.	Priority Level	Observation/Recommendation
4	Low	<u>Observation:</u> There are various program staff in the Department who have designated times during the week outside of normal business hours when they are “on-call”. These employees are on-call to respond to potential emergencies that may arise with clients after hours. When an individual works during this on-call period, they must submit to their supervisor an on-call report, similar to the exception report that must be submitted for using vacation time. Per our discussion with fiscal staff, the on-call pay in the Kronos payroll system is included and categorized the same as productive pay. Therefore, fiscal staff do not know how much on-call pay is costing the Department, making it difficult to budget for and to evaluate the fiscal impact. <u>Impact:</u> The Department could be over/under the budgeted amount for on-call pay and is not able to analyze the trends in this expense. <u>Recommendation:</u> Per our discussion with the IT Director, it is possible to run a report in Kronos showing the amount of on-call pay charged to the Department for any period of time desired. We recommend that the Department work with the IT Department to determine the most efficient way to run this report from the payroll system. <u>Resources Required Vs. Benefit Obtained:</u> No additional resources are required. The benefit is that on-call pay can be better tracked, analyzed, and budgeted.



Receipting

The nature of the Department's operations is to serve the public, and generally the focus of the financial aspects of the Department focus on expenditures. However, as part of the operations, the Department collects fees for certain services. It is important to safeguard the funds collected in the most efficient manner possible.

Dodge County Human Services and Health Department Receipting Procedures

Through inquiry of Department staff and observation and review of reports, we evaluated the procedures and controls related receipting, which are summarized below.

In the Human Services and Health Department, payments are received in different forms and through different avenues. They come in the form of cash, checks, and credit cards and come through different sources including the mail, wire transfers, delivery to the Department. These amounts are receipted and recorded by a variety of different people, but ultimately all get delivered to the County Treasurer's Department who returns a receipt once the receipts are deposited into the County accounts.

Observations/recommendations

No.	Priority Level	Observation/Recommendation
1	Medium	Observation: Deposits, excluding those related to Public Health and Clinical Services, are generally recorded on a bi-monthly basis. Deposits remain locked up at various collection sites before being deposited with the Treasurer. Impact: Generally, there is a higher likelihood of cash or checks disappearing the longer they are held instead of being deposited in the bank. Per program staff, this bi-monthly deposit of cash and checks could also affect their clients Medical Assistance eligibility. The Department has a number of clients for whom they hold rep payee accounts, and therefore, the Department receives the individuals Social Security checks directly and deposits them into the rep payee bank accounts. In order to be eligible for Medical Assistance, these individuals cannot have more than \$2,000 in their account on any given day. Because of this limit, program staff monitor these accounts closely. However, since they are unaware of when these Social Security checks will be deposited into the bank accounts, they have run into challenges when multiple Social Security checks are deposited for the same individual at the same time, thereby putting them over the \$2,000 limit. This could result in a risk of the client losing their Medical Assistance eligibility. Recommendation: We recommend that deposits be made at least on a weekly basis and even more frequently if there are large amounts of money receipted, such as grant reimbursement checks or a large sum of cash. Resources Required Vs. Benefit Obtained: The additional resources required include the time spent making deposits more frequently, which would be fairly minimal. The benefit would be a reduction in the risk associated with having a potentially large amount of cash and checks in the Department for multiple weeks. This will also help preserve clients' Medical Assistance eligibility.



No.	Priority Level	Observation/Recommendation
2	Low	<u>Observation:</u> When cash and checks are received, excluding those related to Public Health and Clinical Services, they are accumulated by the Fiscal and Support Staff Supervisor and kept in binder in a locked cabinet. Bi-monthly, an Administrative Secretary creates a cash log using a notebook that lists all of the cash and checks received and the total for the two weeks. This log, as well as all the cash and checks, is then passed on to an Accounting Clerk. The Accounting Clerk then creates an excel sheet listing all of the cash and checks and the account codes they should be deposited to. This Excel sheet total is then compared to the total from the notebook log. The Excel sheet, cash, and checks are then brought to the Treasurer's office to be deposited. <u>Impact:</u> Having two employees performing essentially the same task of creating a list of all the cash and checks received creates operational inefficiencies. <u>Recommendation:</u> We recommend that the Department consider eliminating the Administrative Secretary's role since it is also being performed by the Accounting Clerk and has very little internal control benefit. <u>Resources Required Vs. Benefit Obtained:</u> No additional resources are required. The benefit obtained would be increased operational efficiency by removing this step in the cash receipting process while not having adverse effects on internal controls. Eliminating this step would also create an opportunity for the Administrative Secretary to take on an additional, value added responsibilities elsewhere.