

City of



CITY MANAGER'S OFFICE – INTERNAL AUDIT

DATE: November 24, 2014

TO: ALL DEPARTMENT DIRECTORS

THROUGH: RENENA SMITH, Assistant City Manager *RS*

FROM: BOB KOURY, Principal Internal Auditor *Bob Koury*
Budget and Management Studies - Internal Audit

SUBJECT: FOLLOW-UP REVIEW - CITYWIDE CASH COUNT AUDIT – PETTY CASH
AND CHANGE FUNDS

Attached is the Final Follow-Up Review Report of the Citywide Cash Count Audit performed of all Petty Cash and Change Funds located throughout the City Departments, report issued May 9, 2014. This Follow-Up review was performed by internal audit in accordance with AO 1-10 and Governmental Auditing Standards.

For the six audit recommendations included in the initial May 9, 2014 audit report, it was found that all City Departments have adequately complied with the Internal Auditor's audit recommendations, as appropriate, for their specific Petty Cash and/or Change Funds under their responsibility. The Department Directors and their staff are commended for their efforts in this regard. Please distribute a copy of this final follow-up review report to all appropriate Managers and Petty Cash & Change Fund Custodians in your Department for their files.

We wish to thank the Department Directors and all of their staff for the assistance and cooperation during the course of this follow-up review. If we can be of further assistance to you or your staff regarding this review, please do not hesitate to contact Bob Koury, Principal Internal Auditor, at 621-7072.

Attachment

cc: Ashley Swearingin, Mayor
Council Members
Bruce Rudd, City Manager
Georgianne White, Chief of Staff, Mayor's Office
Michael Lima, City Controller/Finance Director, Finance Department
Mike Getty, Principal Accountant, Finance Department

Scope and Objectives of Initial Internal Audit

Internal Audit obtained the Finance Department's Citywide Petty Cash and Change Funds listing as of March 31, 2014, consisting of several petty cash and change funds located throughout all City Departments. The total authorized amount of these funds was \$41,850. Internal Audit conducted unannounced cash counts during the months of April and May 2014 of all Departmental petty cash and change funds to verify that the actual cash on hand agreed to the "authorized" amounts per the Finance Department. Administrative Order (AO) 1-2 – "Petty Cash and Change Fund Procedures" (copy attached), was reviewed and utilized in conjunction with this audit for compliance testing purposes by the Departments and their designated Fund Custodians.

Initial Audit Results and Findings

In general, most Departments are adequately accounting for their respective petty cash and change funds in accordance with AO 1-2, and are commended for their efforts in the safekeeping and usage of these City funds. However, various items of non-compliance by some Departments with AO 1-2 and some internal control weaknesses were noted during this audit, as follows:

- ▶ Several cash shortages and overages were noted throughout the City Departments during the cash counts. Although immaterial, Fund Custodians were unaware of the appropriate disposition and/or reporting requirements related to these issues, as stipulated in AO 1-2;
- ▶ Monthly and fiscal year-end petty cash counts and reconciliations are not being consistently completed by all Departments/Fund Custodians, as required by AO 1-2. As a result, when cash shortages or overages are discovered, it is very difficult to identify when and how such shortage/overage occurred due to the lengthy period of time between cash counts and documented fund reconciliations;
- ▶ Noted some petty cash fund custodians had either left the City or transferred to a different City Department or Division; however, this information was not properly reported to the Finance Department in order to update their records and to ensure that the newly assigned custodian(s) were properly trained and in compliance with AO 1-2;
- ▶ Some Departmental petty cash funds appeared to be excessive based on the infrequent usage and replenishment requests of such funds, e.g. noted some petty cash funds used once or twice in an entire year;
- ▶ All petty cash and change funds located throughout City Departments are secured in a locked cabinet/box and/or a secured safe with a key or safe combination to access said monies. This is good internal control; however, it was unknown by all Departmental "Custodians" when the various locks/keys securing these monies had been changed by Department Management; and
- ▶ The nonexistence of proper signage was observed for those City Departments/Divisions who receive payments from "walk-in" customers for City related services, e.g. "***Receipts Must Be Given to All Customers for Payments Received***". This signage should be both in English and Spanish for good customer service and internal control purposes.

Initial Audit Recommendations to All Department Directors

1. Immediately verify and ensure that there is an established primary and back-up Fund Custodian for all of your Departmental petty cash and change funds.
2. Verify and ensure that all current Fund Custodians within your Department have been formally trained by the Finance Department on AO 1-2 and that all Fund Custodians have completed and submitted EXHIBIT A of AO 1-2 to the Finance Department.

Note: In April 2014, the Finance Department conducted several training sessions for all petty cash and change fund custodians throughout the City Departments to ensure compliance with AO 1-2. If any current Fund Custodians did not attend any of the April training sessions, they should immediately contact the Finance Department.

3. All Departmental/Divisional supervisory employees who oversee and/or administer any petty cash or change funds should review and ensure compliance by their Fund Custodians that monthly cash counts and reconciliations are being consistently completed and adequately documented.
4. Immediately evaluate the amount of each petty cash fund within your Department/Divisions and determine the adequacy and necessity of the amount of these funds for departmental/divisional operations. If a decrease for any of your petty cash funds is considered appropriate, the Finance Department should be contacted to assist your staff in the proper disposition of said funds.
5. Locks/keys to all petty cash or change funds should be changed whenever security may have been compromised and/or when an employee leaves the Department/Division. This recommendation should be adequately documented for future reference and audit purposes.
6. All City Departments/Divisions who receive payments from “walk-in” customers should, in the most cost effective manner, obtain and post signage in appropriate areas stating *“Receipts Must Be Given to All Customers for Payments Received”*. This signage should be both in English and Spanish for good customer service and internal control purposes.

Internal Auditor Comments

Overall, it was found that all City Departments have adequately complied with the Internal Auditor’s audit recommendations, as appropriate, for their specific Petty Cash and/or Change Funds under their responsibility. The Department Directors and their staff are commended for their efforts in this regard. However, all Department managers and staff who oversee and/or are designated Petty Cash or Change Fund Custodians should continue to comply with AO 1-2 on an ongoing basis. Any and all changes or updates to your respective Petty Cash or Change Funds, including Custodians, should be reported immediately to the Finance Department to ensure the accuracy of their records for all citywide Petty Cash and Change Funds.

Subject: Petty Cash and Change Fund Procedures	Number: 1-2
Responsible Department: Finance Department	Date Issued/Revised: April 13, 2004
	Approved: <i>Daniel G. Holt</i>

Purpose

1. The purpose of this Administrative Order is to provide uniform procedures to all departments for the establishment, use, and safekeeping of petty cash and cash funds.

Policy/Procedures

General

1. Petty cash funds are established for designated amounts from which payments and/or reimbursements for small dollar expenditures may be made. At all times, the cash on hand plus the dollar amount of expenses supported by paid receipts should equal the designated amount of the particular petty cash fund.

Establishment of Petty Cash Funds

1. All Petty Cash Funds will be established through the Controller's Office. Written requests are to be sent to the Controller's Office for approval and action. Requests for these funds should contain:
 - a. Reason for the fund;
 - b. The account, fund and organization to be charged;
 - c. The amount requested; and,
 - d. Individual assigned responsibility (custodian) and backup for the fund.

Increase Petty Cash Funds

1. Increasing an existing petty cash fund requires a written memo from the Department Director. Requests should contain:
 - a. Reason for the increase;
 - b. The account, fund and organization to be charged; and,
 - c. The amount requested.

Termination or Reduction of Petty Cash Funds

1. A petty cash fund may be terminated or reduced at any time at the request of the Department Director or as directed by the Controller. To close a petty cash fund, the cash balance on hand and all receipts for the petty cash are to be returned to the Finance Department. If the total of the cash to be returned plus the receipts does not equal the total amount authorized for the petty cash account, an explanation, in writing, signed by the custodian, must be provided.

Uses and Restrictions

1. The maximum amount of petty cash that can be expended, reimbursed, and/or advanced per transaction (one item or multiple items at a single point in time) is \$30. Amounts greater than \$30 should be processed through Accounts Payable.
2. An original receipt properly documenting the purpose of each expenditure is required for any reimbursement and/or payment.
3. All expenditures should conform within the Departmental expenditure guidelines, as well as any other appropriate City regulation (including Administrative Order 1-2). The following transactions are prohibited uses of petty cash, except where specifically pre-approved by the City Manager or Controller:
 - a. Entertainment and travel reimbursements, as well as registration expenses are specifically excluded from authorized petty cash disbursements;
 - b. Reimbursements for meals; for alcoholic beverages; or tickets to social, cultural or athletic events;
 - c. Payments to individuals or other non-City entities for personal services;
 - d. Transactions for which an original invoice is not available (Copy certified by Department Head may be processed through Accounts Payable on a voucher); and,
 - e. Expenses of any kind charged to a credit card that is not supported by the detail receipt.

Custodian and Change of Custodian

1. One designated employee with one additional employee (as back up) as named by the Department Head and as communicated to the Finance Department, is responsible for administration of each petty cash fund for each respective Department. When the custodianship of petty cash changes, witnessed, physical count of the cash and receipts on hand must be performed and documented at the time of change.
2. If and when custody of a petty cash fund is transferred to the custody of another individual, the City Controller must be notified in writing. The responsibility of primary custodianship remains with the Department Head as the lead custodian.

Security of Funds

1. All petty cash funds must be maintained in a locked cash box and when not in use shall be kept in a secure place and should not be taken from City of Fresno facilities.

Custodian Responsibilities

1. The fund custodian shall be responsible for the following matters related to the operation of the fund:
 - a. Safe and secure storage;
 - b. Keeping each petty cash fund separate from all other funds;
 - c. Ensuring that each transaction is for the established purpose of the fund;
 - d. Providing proper documentation to support each expenditure;
 - e. Replenishing the fund in a timely manner;
 - f. Notifying the City Controller or other designee when changing a custodian, changing the location of the fund, or changing the physical security of the fund; and,
 - g. Reporting discrepancies or theft of the fund in a timely manner to the Department Head and City Controller.
2. The fund custodian will be required to sign a statement indicating responsibility for the petty cash cost center. (See Exhibit A "Acknowledgment of Receipt of Funds and Policies and Procedures Related Thereto" form.)

Documentation of Petty Cash Uses

1. A properly completed "Petty Cash Voucher" (See Exhibit B) and acceptable documentation is required for each cash request.
2. The petty cash custodian is responsible for ensuring the completeness and accuracy of the "Petty Cash Voucher."

Replenishment of Petty Cash

1. The "Request for Payment" reimbursement voucher (See Exhibit C) must be supported by proper original receipts. Receipts other than original receipts (or any other form of documentation) must be signed by the department head and is subject to the approval of the City Controller.

Bookkeeping Procedures and Control Procedures

1. The petty cash fund should be reconciled by the custodian on or before the last day of each month. In addition, a reconciliation worksheet (See Exhibit D) is to be prepared and submitted to Finance on the last day of the fiscal year. A petty cash log may be retained by the custodian in order to facilitate a running balance of funds currently on hand (See Exhibit E).
2. The following control procedures are in place and will be utilized to safeguard the Petty Cash Fund:
 - a. Petty cash funds are subject to surprise cash counts by the City Manager, the Controller, Assistant Controller and/or the Internal Audit Division of the Finance Department;
 - b. Segregation of petty cash from other funds should be monitored departmentally; and
 - c. Petty cash shortages exceeding \$5 should be reported to the City Controller or designee and to the Accounting Section.

Audit Procedures

1. The City Controller or designee is responsible for ensuring that each petty cash fund is audited periodically. Custodians will not be notified in advance. The purpose of the audit is to ensure that the component Department funds are properly safeguarded. This would, in turn, enable an effective verification of cash held by the custodian with the official records.

Change Fund Policies

General

1. The change fund is a fund established for a designated amount from which change is made in support of sales or a service operation. The change fund is used to make change in a cash receiving function. In the cash receiving operation, receipts should be stored with the fund during the shift or business day. At the end of the shift or day, the receipts should be removed from the container and deposited with the City of Fresno Cashier or the appropriate bank for activities having bank accounts. The amount remaining in the container should be the full amount of the fund and no more or less. The amount should be comprised entirely of coin and currency. When making deposits, the amount of the Imprest Change Fund must remain in the Department. Only the money collected will be deposited.
2. Cash advances out of the change fund are prohibited.

Establishment of a Change Fund

1. All Change Funds will be established through the Controller's Office. Written requests for establishment of these funds are to be sent to the Controller's Office for approval and action. Requests for these funds should contain:

- a. Reason for the fund;
- b. The account, fund and organization to be charged;
- c. The amount requested;
- d. Individual assigned responsibility (custodian) and backup for the fund; and,
- e. Estimated fund life if for a specific event or activity.

Increasing Change Fund

1. Increasing an existing change fund requires a written request from the Department Director. Requests for increasing a fund should contain:
 - a. Reason for the increase;
 - b. The account, fund and org. to be charged; and,
 - c. The amount requested.
2. The Controller will review and approve or disapprove the request based upon the specific facts and circumstances.

Termination or Reduction of Change Fund

1. The City Controller or designee may reduce or eliminate a change fund based on the fund inactivity or violation of change fund handling procedures.
2. A change fund may be eliminated or reduced at any time at the request of the Controller. To close a change fund, the cash balance on hand and all receipts, if any, are to be returned to the Finance Department. If the total of the cash to be returned less the receipts does not equal the total amount authorized for the change fund, an explanation, in writing, signed by the custodian, must be provided.

Uses and Restrictions

1. Change Funds are to be used in conjunction with cash receipting activities and for making change as necessary.
2. Change Funds should not be co-mingled with other funds.
3. No disbursements or advances should be made from Change Funds.
4. Change Funds should not be used to offset cash overages or shortages of other receipting activities.

5. At the end of a shift or at the close of the day's business and after reconciling the shift's/day's receipts, the Change Funds will be re-established to the authorized amount in preparation for the beginning of the next shift's/day's business.
6. Surprise cash counts will be conducted periodically; however, not on a regularly scheduled basis, by a department head, by an internal auditor, or by the City Controller or designee.

Custodian and Change of Custodian

1. One designated employee with one additional employee (as backup) as named by the Department Head and as communicated to the Finance Department, is responsible for administration of each change fund for each respective Department.
2. The responsibility of primary custodianship remains with the Department Head as the lead custodian.

Custodian Responsibilities

1. The fund custodian shall be responsible for the following matters relating to the operation of the funds:
 - a. Safe and secure storage;
 - b. Keeping each change fund separate from all other funds;
 - c. Ensuring that each transaction is for the established purpose of the fund;
 - d. Providing proper documentation to support reconciliation of the change fund at the end of each shift/day and event;
 - e. Reconciling the fund in a timely manner;
 - f. Notifying the City Controller or other designee in writing when changing a custodian, changing the location of the fund, or changing the physical security of the fund;
 - g. Balancing the funds daily or at the end of each event and at the end of each fiscal year;
 - h. Reporting non-balance of the fund in a timely manner to the Department Head or designee; and,
 - i. Reporting theft from the fund to the City Controller or designee and local law enforcement official (if so directed).
2. The fund custodian will be required to sign a statement indicating responsibility for the change fund. (See Exhibit A "Acknowledgment of Receipt of Funds and Policies and Procedures Related Thereto" form.)

Loss of Funds

1. Change fund losses shall be reported by the custodian to the department head and to the City Controller immediately so that a complete investigation and report can be made of the circumstances involved. When the required documentation and security procedures have been in place and a theft or mysterious disappearance of cash/checks occurs the custodian may be held personally responsible for the total loss if one or more of the following conditions is identified during the investigation of the loss:
2. The change fund has not been properly registered with the Finance Department.
3. The money in the change fund has been commingled with revenue collected by the department that should have been deposited.
4. An on-going record of activity has not been maintained.
5. The money in the change fund has not been secured in a locked cash box and/or fireproof safe.
6. Payments have been made for purposes for which the change fund is not authorized (including, but not limited to: personal check cashing, travel advances, lunches, personal use, or petty cash transactions.)

Audit Procedures

1. The City Controller or designee is responsible for ensuring that each change fund is audited periodically. Custodians will not be notified in advance. The purpose of the audit is to ensure that the component Department funds are properly safeguarded. This would, in turn, enable an effective verification of cash held by the custodian with the official records.

REVIEW AND RESPONSIBILITY

Responsible Parties: City Manager, Controller, Department Managers and Fund Custodians.

City of



Acknowledgment of Receipt of Funds & Policies and Procedures Related Thereto

I, _____, do hereby certify that I have been authorized to serve as custodian of a Departmental Cash Fund (note type below) and acknowledge receipt of a fund as well as policies and procedures prescribing the management of that fund. These policies and procedures have been explained to me in detail and I agree to accept responsibility for the accounting and control of the fund in accordance with the City of Fresno's policies and procedures. I further understand that failure to comply with this policy and procedure could result in disciplinary action up to and including termination and in possible criminal sanctions.

Type of Fund:

Petty or Change Fund _____

Department _____

Amount:

Fund maximum _____

Fund minimum _____

Voucher maximum _____

Cash balance at time of receipt _____

Date of receipt _____

Signature of Custodian: _____ Date _____

Supervisor Signature: _____ Date _____

For Finance & Accounting Use Only

The cash fund custodian named above was provided a copy of policies and procedures regarding cash fund management at the time the fund was issued. Said policies and procedures were reviewed with the custodian who exhibited a complete understanding of their responsibilities.

Date _____
(Finance & Accounting Representative)

Instruction For Direct Vouchers for Petty Cash

Petty Cash Reimbursements

Direct Vouchers for **Petty Cash** will follow the guidelines as established in the City of Fresno **Administrative Order 1-2**. **A petty cash reimbursement shall not exceed \$30.00 (including tax) for all single purchases.** The petty cash process will be used to reimburse the purchase of out of stock minor supplies and out of pocket expense amounts include meals and travel where specifically pre-approved by the City Manager or Controller (the total expense of the travel shall not exceed \$30 and there should not have been a travel advance made). If the reimbursement is for travel, a Form 57 is still required.

Each division with a petty cash fund will be assigned a **vendor number**. Each employee within that division with a petty cash box will be identified by a **location** number for that vendor number.

A **Petty Cash Voucher form** (see attached) is required to be filled out for each payment made from petty cash and the corresponding **receipt** should be attached to the voucher and placed in the petty cash box when funds are disbursed. The **"Reimbursed to:"** applies to the name of the person who bought the item. This person should sign the voucher signifying that they have received the funds that they paid out of pocket. The **"Approved by:"** applies to the person authorized to approve payments for the particular fund/organization the purchase is being charged to. The voucher should also be signed by that person. The person in charge of the petty cash box will sign on the **"By:"** line of the voucher. **Cash in the box plus all vouchers (with receipts) should equal the total authorized amount for your petty cash box.**

All vouchers and receipts should be taped down on a white, blank sheet of paper. These should be attached to the Direct Voucher and forwarded to Accounts Payable when it is time to reimburse the petty cash box.

Direct Voucher

Petty Cash Reimbursements continued:

Petty Cash Voucher Form

Petty Cash Voucher		
Org.	Fund	Account
Receipt Must Be Attached		
Vendor Name		Amount
		Date
Purpose of Expense:		
Reimbursed To:	Approved By:	
Name	Name	
Title:	Title:	
Receipt		
Signature		
Name, Title:		
By:		

Exhibit B, continued



Request for Payment

Voucher#: 00219452
 Vendor#: 0000002588
 Name: Petty Cash
 Alt Name:

Invoice#: PettyCash
 Invoice Date: 6/30/2002
 Due Date:
 Origin:
 Operator:

<u>Line No</u>	<u>Description</u>			<u>Quantity</u>	<u>Unit Price</u>	<u>Amount</u>			
	<u>Account</u>	<u>Fund</u>	<u>Org</u>	<u>Budget Year</u>	<u>PC BU</u>	<u>Project ID</u>	<u>Activity</u>	<u>Res Type</u>	<u>Amount</u>
1									

Comments:

Reconcile petty cash for

Voucher Total:
 Use Tax:
 Sales Tax:
 Freight:
 Gross Amount:

 Discount:

I certify that the material, supplies or work specified above has been received and was necessary for use in this Department solely for the benefit of the City of Fresno.

 Authorized Signature Date Dept. Cont. No. Approved By Date

Exhibit C

Petty Cash Imprest Fund Reconciliation

- | | |
|---|----------|
| 1. Total cash on hand (coins and currency): | \$ _____ |
| 2. Expenditure receipts on hand: | _____ |
| Voucher(s) in transit: | _____ |
| 4. Other: | _____ |
| 5. Overage/Shortage*: | _____ |
| 6. Total: | \$ _____ |

Reconciled by:	_____	
	Signature	Date
Verified by:	_____	
	Signature	Date

*Procedure for fund overage or shortage:

If the shortage is \$5.00 or more, notify the Finance Department, immediately.

LOG OF PETTY CASH TRANSACTION

Petty Cash Custodian _____

Date	Petty Cash Slip Number	Paid to/ Received By	Amount Paid	Fund Balance

Exhibit E