

Internal Audit Department

O R A N G E C O U N T Y
6th Largest County in the USA

FIRST FOLLOW-UP AUDIT OF TREASURY COST ALLOCATIONS TO POOL PARTICIPANTS

AS OF AUGUST 8, 2012

Our First Follow-Up Audit found the Treasurer-Tax Collector and County Executive Office fully implemented six (6) recommendations, six (6) recommendations are in-process of implementation, and one (1) recommendation was closed from our original audit report dated October 31, 2011. During the original audit, the Treasurer-Tax Collector's allocated \$6.3 million of administrative costs to pool participants pertaining to investing, depositing, and handling of funds.

AUDIT NO: 1118-C
ORIGINAL AUDIT NO.: 2915

REPORT DATE: AUGUST 28, 2012

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RISK BASED AUDITING

GAO & IIA Peer Review Compliant – 2001, 2004, 2007, 2010



American Institute of Certified Public Accountants Award to Dr. Peter Hughes as 2010 Outstanding CPA of the Year for Local Government

GRC (Government, Risk & Compliance) Group 2010 Award to IAD as MVP in Risk Management



2009 Association of Certified Fraud Examiners' Hubbard Award to Dr. Peter Hughes for the Most Outstanding Article of the Year – Ethics Pays



2008 Association of Local Government Auditors' Bronze Website Award



2005 Institute of Internal Auditors' Award to IAD for Recognition of Commitment to Professional Excellence, Quality, and Outreach

 **ORANGE COUNTY BOARD OF SUPERVISORS'**
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GAO & IIA Peer Review Compliant - 2001, 2004, 2007, 2010

Providing Facts and Perspectives Countywide

RISK BASED AUDITING

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OC Fraud Hotline (714) 834-3608



Transmittal Letter



Audit No. 1118-C August 28, 2012

TO: Shari L. Freidenrich, CPA
Treasurer-Tax Collector
Robert J. Franz
Interim County Executive Officer

FROM: Dr. Peter Hughes, CPA, Director
Internal Audit Department

SUBJECT: First Follow-Up Audit of Treasury Cost Allocations to Pool Participants, Original Audit No. 2915, Issued October 31, 2011

We have completed a First Follow-Up Audit of Treasury Cost Allocations to Pool Participants. Our audit was limited to reviewing, as of August 8, 2012, actions taken to implement the **13 recommendations** from our original audit. We conducted this First Follow-Up Audit in accordance with the *FY 11-12 Audit Plan and Risk Assessment* approved by the Audit Oversight Committee and the Board of Supervisors (BOS).

The results of our First Follow-Up Audit are discussed in the **OC Internal Auditor's Report** following this transmittal letter. Our First Follow-Up Audit found the Treasurer-Tax Collector and County Executive Office **fully implemented six (6) recommendations, six (6) recommendations are in-process of implementation, and one (1) recommendation was closed.**

Each month I submit an **Audit Status Report** to the BOS where I detail any material and significant audit findings released in reports during the prior month and the implementation status of audit recommendations as disclosed by our Follow-Up Audits. Accordingly, the results of this audit will be included in a future status report to the BOS.

Other recipients of this report are listed on the **OC Internal Auditor's Report** on page 6.

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Allocations to Pool Participants
Audit No. 1118-C*

As of August 8, 2012

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Audit No. 1118-C

August 28, 2012

TO: Shari L. Freidenrich, CPA, Treasurer-Tax Collector
Robert J. Franz, Interim County Executive Officer

FROM: Dr. Peter Hughes, CPA, Director
Internal Audit Department

A handwritten signature in blue ink that reads "Peter Hughes".

SUBJECT: First Follow-Up Audit of Treasury Cost Allocations to Pool Participants, Original Audit No. 2915, Issued October 31, 2011

Scope of Review

We have completed a First Follow-Up Audit of Treasury Cost Allocations to Pool Participants. Our audit was limited to reviewing, as of August 8, 2012, actions taken to implement **13 recommendations** from our original audit.

Background

Our original audit evaluated the Treasurer-Tax Collector's internal controls over the calculation and charging of administrative costs to investment pool participants. **Thirteen (13) recommendations** were made to the Treasurer-Tax Collector and County Executive Office in the original audit to improve controls and processes. During the original audit period, the Treasurer-Tax Collector charged \$6.3 million of administrative costs to pool participants for services pertaining to investing, depositing, and handling of funds.

Results

Our First Follow-Up Audit indicates the Treasurer-Tax Collector and County Executive Office **fully implemented six (6) recommendations, six (6) recommendations are in-process of implementation, and one (1) recommendation was closed.** We believe the remaining **six (6) recommendations** are still appropriate and efforts should be made to fully implement them. Based on the Follow-Up Audit we conducted, the following is the implementation status of the **thirteen (13) recommendations**:

1. Lapse of Oversight for the T-TC's Annual Cost Allocation Study (Critical Control Weakness)

We recommend that the Treasurer-Tax Collector review and initial to authorize the annual cost allocation study.

Current Status: **Fully Implemented.** The Treasurer-Tax Collector's office completed cost allocation studies for Fiscal Years 2009/2010 and 2010/2011 in June 2012. The Treasurer-Tax Collector documented their review and authorization by signing each annual study. Since the two most recent completed annual cost allocation studies were reviewed and authorized by the Treasurer-Tax Collector, we consider this recommendation fully implemented.



2. Lapse of Oversight for the T-TC's Annual Cost Allocation Study **(Critical Control Weakness)**

We recommend that the Treasurer-Tax Collector submit the cost allocation study to the Treasury Oversight Committee for their review as required by the County's Investment Policy Statement.

Current Status: Closed. The Treasurer-Tax Collector submitted and received approval from the Treasury Oversight Committee on October 26, 2011, for the 2006-2009 treasury administrative fees. On January 10, 2012, the Board of Supervisors approved the amended County Investment Policy Statement that removed the requirement for the Treasury Oversight Committee to review the administrative fees charged to pool participants. Since the County's Investment Policy Statement no longer requires the Treasury Oversight Committee to review the cost allocation study, we consider this recommendation closed.

3. Lapse of Oversight for the T-TC's Annual Cost Allocation Study **(Critical Control Weakness)**

We recommend that the Treasurer-Tax Collector and the Treasury Oversight Committee review the requirements of the County's Investment Policy Statement and clarify the nature and extent of the review and whether or not the Treasury Oversight Committee's approval is warranted.

Current Status: Fully Implemented. On January 10, 2012, the Board of Supervisors approved the amended County Investment Policy Statement that removed the requirement for the Treasury Oversight Committee to review the administrative fees charged to pool participants. Since the County's Investment Policy Statement no longer requires the Treasury Oversight Committee to review the cost allocation study, we consider this recommendation implemented.

4. Incomplete Policies and Procedures **(Critical Control Weakness)**

We recommend that the Treasurer-Tax Collector develop, complete, or update policies and procedures to be followed for the annual cost allocation process. Documented policies and procedures should be reviewed and approved by the Treasurer-Tax Collector and management and current versions need to be readily available for reference by personnel responsible for the annual cost allocation process.

Current Status: In-Process. The Treasurer-Tax Collector is preparing a Request for Proposal to engage a firm to review the methodology for the annual cost allocation study. Once completed, the recommendations will be evaluated, and the policies and procedures will be updated. Since the policies and procedures for annual cost allocation studies have not yet been updated, we consider this recommendation in-process.



5. Process to Determine the Amount of Effort Spent on Either Treasury or Tax Collection Activities Needs to be Improved (Significant Control Weakness)

We recommend that the Treasurer-Tax Collector review the process used to establish the amount (percent) of effort spent on treasury and tax collection activities and determine if a more specific methodology would be more appropriate.

Current Status: **In-Process.** The Treasurer-Tax Collector is preparing a Request for Proposal to engage a firm to review the methodology for the annual cost allocation study. Once completed, the recommendations will be evaluated, and the policies and procedures will be updated. The Treasurer-Tax Collector plans to track costs for labor, services, and supplies in the County's job cost accounting system. Since the Treasurer-Tax Collector has not yet revised the process to determine the amount of effort spent on both the Treasury or Tax Collection activities, we consider this recommendation in-process.

6. A Portion of Cash Shortage Expenses For Over the Counter Property Tax Payments Were Allocated to the Treasury (Control Finding)

We recommend that the Treasurer-Tax Collector allocate all cash shortage expenses to the tax collection work function.

Current Status: **Fully Implemented.** The Treasurer-Tax Collector completed cost allocation studies for Fiscal Years 2009/2010 and 2010/2011 in June 2012. The Treasurer-Tax Collector classified all tax collection shortages as direct costs for tax collection. Since the annual cost allocation studies for Fiscal Years 2009/2010 and 2010/2011 charged all tax collection cash shortages to tax collection activities, we consider this recommendation fully implemented.

7. Differences Between Estimated Administrative Costs Charged to Pool Participants and Actual Administrative Costs have not been Adjusted (Critical Control Weakness)

We recommend that the Treasurer-Tax Collector make the needed adjustments to the pool participant accounts for the over/undercharge of administrative costs.

Current Status: **Fully Implemented.** The Treasurer-Tax Collector processed net refunds to participant accounts in the County Investment Pool and Educational Investment Pool as follows:

Fiscal Year	Overcharge (Undercharge)	Net Refund Processed
2005/2006	\$ (80,734)	November 2011
2006/2007	83,967	November 2011
2007/2008	231,798	November 2011
2008/2009	669,971	November 2011
2009/2010	806,023	June 2012
2010/2011	1,016,654	June 2012

Since adjustments were made to the pool participant accounts for the over/undercharge of administrative costs, we consider this recommendation fully implemented.



**8. T-TC's Annual Cost Allocation Study was not Prepared on a Timely Basis
(Critical Control Weakness)**

We recommend that the Treasurer-Tax Collector ensure that the annual cost allocation study is prepared within six months following the year-end close.

Current Status: **In-Process.** The Treasurer-Tax Collector completed cost allocation studies for Fiscal Years 2009/2010 and 2010/2011 in June 2012, approximately 24 and 12 months following the year-end closes, respectively. The Treasurer-Tax Collector is preparing a Request for Proposal to engage a firm to review the methodology for the annual cost allocation study. The updated policies and procedures will include a required timeframe to complete the annual cost allocation study within six months following the year-end close. Since the Treasurer-Tax Collector did not complete the most recent annual cost allocation study within six months following the year-end close but plans to revise the timing for preparing the annual cost allocation study, we consider this recommendation in-process.

**9. Several Business Travel Expenses Allocated to the Treasury Pool Participants did not Clearly Appear to be "Necessary and Reasonable" as Required by County Policy
(Significant Control Weakness)**

We recommend that the Treasurer-Tax Collector ensure more complete and adequate explanation and justification for business related travel in the documentation submitted with the reimbursement request so as to enable a meaningful third party review.

Current Status: **Fully Implemented.** The Treasurer-Tax Collector developed and communicated new internal procedures and forms for reimbursement of business travel. The internal guidelines require that the request for business travel show a clear and concise description of the reason and expected benefit of the travel and applicable conference. When selecting lodging, the traveler should consider the current lodging per diem rates published by the U.S. General Services Administration (US GSA) as a guideline. Meal reimbursements will be limited to current US GSA meal per diem rates. The updated internal procedures require that staff members attending a conference prepare a summary within two weeks of returning from the event that includes an overview of the conference, specific information that benefits the staff member and the office personnel, and at least one change the office should consider for cost savings. Since more complete and adequate documentation is required for business travel, we consider this recommendation fully implemented.

**10. County Travel Policy is Ambiguous and Internally Inconsistent
(Significant Control Weakness)**

We recommend that the County Executive Office evaluate the business travel policies and procedures and consider the benefits of the inclusion of thresholds or references to existing federal and state per diem rates as guidance and as a basis point for determining reasonable, necessary and business related expenses. The evaluation should also consider the merits of establishing some thresholds requiring a second review and approval outside of the originating department.

Current Status: **In-Process.** The County Executive Office is aware of the established per diem rates from the US GSA for domestic destinations and conferred with the Treasurer-Tax Collector on their new internal procedures for reimbursement of business travel.



The County Executive Office is drafting recommended business travel policies and procedures for the Board of Supervisors' review and approval. Because a draft of revised business travel policies and procedures is being prepared but is not yet completed, we consider this recommendation in-process.

11. County Travel Policy is Ambiguous and Internally Inconsistent **(Significant Control Weakness)**

We recommend that the County Executive Office evaluate the business travel policies and Cal Card Policies and Procedures and assess whether the method of paying for lodging expenses should be consistent.

Current Status: **In-Process.** The County Executive Office conferred with CEO Purchasing on paying lodging expenses with a Cal Card. The County Executive Office is drafting recommended business travel policies and procedures for the Board of Supervisors' review and approval. The draft business travel and Cal Card policies and procedures will not conflict in respect to paying for lodging expenses. Because a draft of revised business travel policies and procedures is being prepared but is not yet completed, we consider this recommendation in-process.

12. County Travel Policy is Ambiguous and Internally Inconsistent **(Significant Control Weakness)**

We recommend that the County Executive Office evaluate the business travel policies and clarify whether the Auditor-Controller's review of travel expense claims is limited to verification of the department/agency head's signature for authorization as stated in Section 18.1.1 or meant to be an independent assessment of whether claims are adequately justified, necessary and reasonable per submitted documentation, as stated in Section 18.5.

Current Status: **In-Process.** The County Executive Office conferred with the Auditor-Controller's office to clarify roles and responsibilities for the review of travel expense claims. The County Executive Office is drafting recommended business travel policies and procedures for the Board of Supervisors' review and approval. The draft business travel policies and procedures will delineate the roles and responsibilities for review of travel expense claims. Because a draft of revised business travel policies and procedures is being prepared but is not yet completed, we consider this recommendation in-process.

13. Investment Authority was Reassigned **(Control Finding)**

We recommend that the Treasurer-Tax Collector ensure that the annual cost allocation studies for Fiscal Years 2009/2010 and 2010/2011 are adjusted to account for the reassignment of investment authority.

Current Status: **Fully Implemented.** The Treasurer-Tax Collector completed cost allocation studies for Fiscal Years 2009/2010 and 2010/2011 in June 2012. The Treasurer-Tax Collector apportioned expenses from salaries, benefits, services, and supplies to account for the reassigned investment authority held by the Chief Financial Officer during the cost study periods. Since the annual cost allocation studies were adjusted to account for the reassignment of investment authority, we consider this recommendation fully implemented.

OC Internal Auditor's Report



We appreciate the assistance extended to us by the Treasurer-Tax Collector and County Executive Office during our Follow-Up Audit. If you have any questions, please contact me directly or Eli Littner, Deputy Director at 834-5899, or Alan Marcum, Senior Audit Manager at 834-4119.

Distribution Pursuant to Audit Oversight Committee Procedure No. 1:

- Members, Board of Supervisors
- Members, Audit Oversight Committee
- Paul Gorman, Chief Assistant Treasurer-Tax Collector
- Ginika Ezinwa, Accounting and Compliance Manager, Treasurer-Tax Collector
- Rob Richardson, Assistant County Executive Officer
- Shirley Charity, Manager, CEO Administration
- Michelle Zink, Manager, CEO Budget
- Foreperson, Grand Jury
- Susan Novak, Clerk of the Board of Supervisors