LOUISIANA HOUSING CORPORATION

BOARD OF DIRECTORS

Agenda Item # 10

Innovation Committee

Willie Spears, Chairman

June 12, 2013

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Louisiana Housing Corporation

June 5, 2013

INNOVATION COMMITTEE MEETING

AGENDA

Notice is hereby given of a regular meeting of the Innovation Committee to be held on **Wednesday, June, 12, 2013 at 10:15 A.M.,** Louisiana Housing Corporation Building, **Committee Room 1**, located at 2415 Quail Drive, Baton Rouge, Louisiana, by order of the Chairman.

1. Call to Order and Roll Call.

2. Approval of the **Minutes of the February 13, 2013 Committee Meeting**.

3. Discussion regarding **Process improvement (Accounting and Information Technology**) and providing for other matters in connection therewith.

4. Discussion regarding **Updating the LHC Website**; and providing for other matters in connection therewith.

5. Discussion regarding **Mortgage Loan Product**; and providing for other matters in connection therewith.

6. Other Business.

7. Adjournment.

Don J. Hutchinson
LHC Interim Executive Director

If you require special services or accommodations, please contact Board Coordinator and Secretary Barry E. Brooks at (225) 763 8773, or via email bbrooks@lhc.la.gov.

Pursuant to the provisions of LSA-R.S. 42:16, upon two-thirds vote of the members present, the Board of Directors of the Louisiana Housing Corporation may choose to enter executive session, and by this notice, the Board reserves its right to go into executive session, as provided by law.

2415 Quail Drive ● Baton Rouge, Louisiana 70808 ● (225) 763-8700 ● Fax (225) 763-8710 ● TYY/TDD (225) 763-8762 ● www.lhc.la.gov
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Louisiana Housing Corporation

Louisiana Housing Corporation
Innovation Committee Meeting Minutes
Wednesday, February 13, 2012
Committee Room # 1
12:00 P. M.

Board Members Present

Mr. Willie Spears
Mr. Michael Airhart
Ms. Ellen M. Lee
Mr. Malcolm Young
Mr. Mayson H. Foster

Board Members Absent

Treasurer John N. Kennedy
Mr. Guy T. Williams Jr.
Dr. Daryl Burckel
Mr. Matthew P. Ritchie

Staff Present

Keith Cunningham
Jessica Guinn

Call to Order and Roll Call. The Innovation Committee was called to order by Chairman Willie Spears at 12:00 p.m. Ms. Mary Brooks Garriet called the roll; there was a quorum.

Chairman Spears welcomed everyone to the Innovation Committee. He introduced the guest speaker, Ms. Monica Cooper from Bunge North American Corporation, who provided a thorough presentation on the principles and implementation of the Lean Sigma and Kaizen process improvement methods. The Chairman opened the floor for comments.

Adjournment. There being no further business to be brought before the committee, the meeting was adjourned at 12:29 PM.

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LOUISIANA HOUSING CORPORATION

INNOVATION COMMITTEE MEETING

WEDNESDAY, February 13, 2013 @ 12:00PM

Guest Sign-In Sheet

GUEST NAME	FIRM

PLEASE, PLEASE PRINT

1. Carliss Knesel — Whitney Bank
2. Larry Hoss — our Plan B
3. Randy Oliver — Our Plan B
4. Cynthia Fontenot — St Landry CAA
5. Pat Haughey — LHA

LHC ICM
PLEASE PRINT CLEARLY

GUEST NAME	FIRM
6. Candy Christophe	Re-Entry Solutions
7. Charles Tate	CDI etc
8. Mary Brooke	L H C
9. Angela Ale	LHC
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Louisiana Housing Corporation

Accounting Department

Evaluation & Process Improvement Recommendations

May 13, 2013

Contents

Attachment I: Staff Responsibilities

Attachment II Accounting Spreadsheets/Systems

Attachment III: Disbursement Process

Attachment IV: Receipts Process

Attachment V: Inventory Process

Attachment VI: Budget Process

Attachment VII: List of Reports/ Reconciliations

Attachment VIII: Payroll Process

Attachment IX: Investment Policy

1. Project Summary

CohnReznick has been engaged to review the Louisiana Housing Corporation's (LHC) Accounting Department for potential process improvements. The processes reviewed include: cash management, equipment/ inventory/ and property control management, budgeting, reporting, reconciliation/ internal controls, fiscal year-end closing process, payroll, procurement (purchase approval process), travel reimbursement process, and additional program-specific processes. The assessment contained herein is based on the evaluation of documented processes as of May 2nd 2003 and work sessions with staff[1].

2. Departmental Overview

The Accounting Department is charged with managing and accounting for the Corporation's approximately $1.3 billion[2] in combined general fund and mortgage revenue bond assets. This department is also responsible for the development and supervision of the annual operating budget, including maintenance of the Cost Allocation Plan.

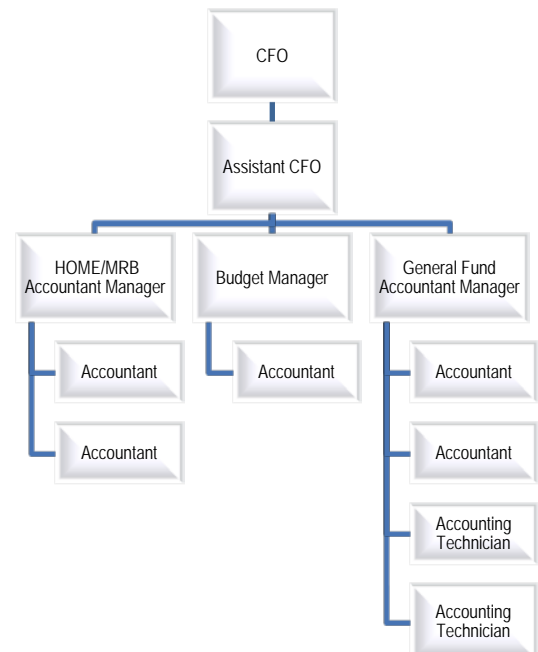### 2.1. Departmental Organizational Structure

The Accounting Department is led by the Chief Fiscal Officer and the Assistant Chief Fiscal Officer. The staff includes Accountant Managers, Accountants, and Accounting Technicians. Department Staff are separated into three different program/financial functional sets:

1. Advanced Tax Credit Assistance Program, CDBG Single Family Loans, Grants for Graduates, HOME Program, MRB, NSP, TCAP (ARRA), Tax Credit Exchange Program (ARRA), Project Based Vouchers, Shelter Plus Care;
2. CDBG Non-Profit Rebuilding Pilot Program, Emergency Solutions Grant (ESG), General Fund Trust Accounts, Mark-to-Market Program, NFMC, Risk-Sharing Program, S8CA, Trust Fund, Budget, Inventory; and,
3. General Fund Payables, Cash/Check Deposits, LIHEAP, Payroll, WAP & ARRA-WAP, assists with Cash Management.

Figure 1 illustrates the organizational structure of the Accounting Department as of 5/1/2013. An overview of staff responsibilities is included as Attachment I.

Figure 1: Organizational Chart as of 5/9/2013

1. Chief Fiscal Officer: Rene Landry
2. Assistant Chief Fiscal Officer: Jatis Harrington
3. Accountant Managers: Anne Fulton, Kip Anderson, Melissa Mayers
4. Accountants: A'shli Mitchell, Tracy Roberts, Ramona Robinson, , Shantel Richard, and Vickie Jackson
5. Accounting Technicians: Andrew Seneca, Vanisha Alexander

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[1] This assessment does not include programs that transitioned from the Office of Community Development as these program funds are still operated by the OCD/DRU Finance Team. The only exception is for programs where the LHC was named "Grantee" prior to the transition and programs administered under the Louisiana Housing Authority.

[2] Per the 2010 Program Guide, available here: http://doa.louisiana.gov/doa/pdfs/Exh20-2010LHFA_Program_Guide.pdf

2.2. Systems

- ACCPAC – Accounting Software
- HDS – Housing Development Software (Funds Management Module)
- HES – Hancock Energy Software
- Chase ITMS system – Image and Transaction Management System (Used to deposit checks and money orders
- Crystal Reports – Used as a report writer for disclosure statements, retirement reports, and special projects
- D-BIT – Record of all capitalized assets (those over $5,000[3])
- Excel – Used to track various programmatic and departmental data (see Attachment II: Accounting Spreadsheets/Systems)
- Grants.gov – LHC setup for grant applications system for award management and grant applications setup
- JP Morgan Chase Account Access – management of programmatic bank accounts; Used to create wires, transfers, and for reporting needs
- Lasers FTP Site – Used to upload monthly files
- Print Boss – Software used to print checks
- Secure Connect – Federal Home Loan Bank of Dallas
- SharePoint – Used to post updated timesheet templates (other uses not identified in policy document)
- Whitney Online Reporting Site
- Various other systems required to draw down funds from funding agency

3. Policy and Procedures Observations/Recommendations

The LHC Accounting Department follows procedures outlined in the Financial Operations Manual maintained in the current location:

- LHC SharePoint site -   http://sharepoint/AccountingResources/Forms/Classificatoin:Misc; last modified July 1, 2012

The Operations Manual was reviewed, along with additional Payroll Policies and Procedures. These additional procedures are located on the LHC shared drive ("z drive") at z:\accounting\LHC\Payroll\Policies and Procedures.

The following observations were noted during the assessment of the Policy and Procedures documentation:

Areas of Merit

1. The Operations Manual provides a description of all major tasks performed by the Accounting Department.
2. Staff assignments are clearly identified within the Operations Manual.
3. The Payroll procedures provide detailed step-by-step processes, with system screen shots, to direct the user to perform their tasks.

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[3] Prior to January 2013, any asset valued over than $1,000 was maintained in D-BIT

Areas for Improvement

1. Appendices referenced in the Operations Manual do not include all of the checklists and forms utilized by the Accounting staff. Additionally, all procedures, checklists, and forms are not in a central location and easily accessible by all staff, making it difficult to ensure that the most recent version is used.
2. The Operations Manual does not clearly document the use/location of systems, spreadsheets and files. A staff member would have difficulty performing their responsibilities by following the Operations Manual as written.
3. Descriptions of processes that are not directly related to the Accounting Department's processes are contained within the Operations Manual, making it difficult to navigate through the actual processes performed by accounting staff. For example, Section 6 of the Operations Manual (*Procedures Specific to Programs*) includes steps that the program staff and contractors should follow in order to prepare and submit invoices to the Accounting Department.
4. Responsibilities vary for each role, depending on the program type. For instance, an Accounting Technician for one program may have the same responsibilities as an Accountant for a different program. This makes it difficult to distinguish the responsibilities throughout the accounting processes.
5. The Operations Manual does not include a working Table of Contents or version control, and contains references to the LHFA throughout.

4. Cash Management

Cash Management responsibilities of the LHC include:

1. The establishment of banking relationships that are favorable to the LHC and responsive to the day-to-day requirements of the LHC's complex financial operations.
2. The establishment of policies that will allow the LHC to maximize its interest earnings while ensuring the total safety of the General Fund and provide necessary cash flow for operations
3. The utilization of modern and efficient techniques for the transfer of funds.
4. The establishment of suitable payment systems, which will ensure that expenses are paid timely, but not in such a way as to jeopardize the earning capacity of the investment portfolio.

Cash Management includes the processing of advances, collections/ loan forgiveness, disbursements, receipts, operating funds, and investments. These processes are described in the following sections.

Areas of Merit:

1. The accounting department manages the corporation's cash/assets though established relationship with financial institutions and daily monitoring/tracking practices.
2. Distinct accounts are setup to maximize the use of the Corporation's cash by moving excess cash to an investment account.

4.1. Advances

The Corporation typically does not advance funds to employees, contractors, and/or sub-grantees. However, in certain programs, funds may be disbursed by the Corporation before receiving funds from the funding source. With adequate documentation, and in accordance to program guidelines, LHC Accounting advances funds for the following Areas/Programs:

1. Meals/Travel (special circumstances)
2. Nonprofit Rebuilding Pilot Program (project costs payments)
3. New Multi-Family Programs (advertising expenses)

4. Neighborhood Stabilization Program I (administrative payments)
5. Weatherization Assistance Program.
6. ESG Program
7. Shelter Plus Care Program
8. Single Family Loan Assistance

Areas of Merit
1. The Operations Manual details specific procedures regarding advanced payments for meals/travel.

Areas for Improvement
1. "Advances" is separate as its own section under "Cash Management" within the Operations Manual. Since the processing of advances follows the same process as any other payable, it may be beneficial to incorporate the circumstances for which advances are allowed into the Disbursements section.
2. Section 6 of the Operations Manual (*Procedures Specific to Programs*) provides stipulations regarding advanced funding for the applicable programs, but there is little documentation regarding the review/ approval for advances. By clearly indicating the circumstances for which Advances are allowed for each Program, the User would be able to clearly identify if the advance is payable during the disbursements review process.

4.2. Collections/Loan Forgiveness

During the administration of Programs, collections may result from loan proceeds or loans may be forgiven. Loan forgiveness, however, is a programmatic function and should not affect the accounting processes. Any funds collected (regardless of the reason: fee collections, program income, loan default, etc.), should be reviewed and approved by program staff and submitted to accounting according to the receipts process.

Areas for Improvement
1. "Collections" is separate as its own section under "Cash Management" within the Operations Manual. Since the processing of collections follows the same process as any other receivable, it may be beneficial to include incorporate the circumstances for which collections are allowed into the Receipts section.
2. There is little documentation within the Financial Operations Manual describing the collections/ loan forgiveness process or the redistribution of collections as program income. Outlining these processes, including communications with program staff, will help staff better understand the Receipts process.

4.3. Disbursements

All Operating and Programmatic disbursements are made through the Accounts Payable module of the accounting software, ACCPAC. See Attachment III for a diagram of the current Disbursement Process[4]. The following accounting personnel are involved in this process: Purchasing Clerk, Accounting Technician, Accountant, Accountant Manager, and the CFO/Assistant CFO.

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[4] This diagram was created from the procedures outlined in the Financial Operations Manual, updated July 1, 2012 and obtained from the LHC SharePoint site at the following address:
http://sharepoint/AccountingResources/Forms/Classification:Misc.

The Disbursements process includes 18 activities/steps which are broken up by personnel according the following chart:

Personnel	# of Staff	Process Activities
Accountant[5]	8[6]	11 Activities
Accountant Manager	3	5 Activities
CFO/Assistant CFO	1	1 Activities
Purchasing Clerk	1	1 Activity
	13	18 Activities

The following observations were noted during the assessment of the Disbursements process:

Areas of Merit
1. The LHC Accounting staff utilizes checklists as a means to segregate duties and mitigate the risk of incorrect or unauthorized payments.
2. There are significant segregation of duties between reviewer and approver to mitigate the likelihood of incorrect payments.

Areas for Improvement
1. The disbursements processing is a very manual process during which the physical request for payment and support documentation is routed around the Accounting Department, making it difficult to track the status of work -in-progress.
2. Each program has a separate "Invoice Review Checklist", although the processing of invoices is relatively similar throughout the Accounting Department (ex. Review Invoice w/checklist→Create Invoice Batch→Draw Funds (if necessary) →Audit Invoice Batch→Post Batch→Prepare Payment (check/ACH)→Provide Payment to Vendor. The Section 8 Voucher Program and Foreclosure Mitigation Program checklist include an additional step to confirm the deposit of funds into the Corporation's account. The HOME and Energy Program Checklists include an additional step to draw funds from the appropriate funding source.
3. Spreadsheets are maintained by each programmatic or functional area throughout the disbursements review process to track expenditures/budgets, etc. These spreadsheets require continual reconciliation to ACCPAC to ensure continuity between reporting. By streamlining the data contained within the spreadsheets or eliminating the duplicative task of maintaining/reconciling spreadsheets, staff could be utilized to complete other tasks.
4. The spreadsheets, checklists, and forms used during the disbursements process are maintained on the z: drive, leaving the files vulnerable to unintentional copying and deletion and making it more difficult to locate prior versions if an error occurs.

4.4. Receipts
Receipts from external sources consist primarily of compliance fees, administrative fees, application fees, award fees, issuer fees, Section 8 Contract Administration performance-based fees, and various other program reimbursements and fees from Federal and state agencies. See Attachment IV for a diagram of the current

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[5] The Accountant Tech performs these activities for the LIHEAP, LIHTC, WAP, WAP-ARRA, and Gen Fund disbursements.
[6] Two of these staff are Accountant Techs (see footnote 5)

Receipts process. In addition, please reference Attachments II for details of the systems and spreadsheets used throughout this process.

The Receipts process includes 15 activities which are broken up by personnel according the following chart:

Personnel	# of Staff	Process Activities
Accountant	6	3
Energy Accountant	1	5
Accountant Manager	3	5
Purchasing Clerk	1	2
	11	15

The following observations were noted during the assessment of the Receipts process:

Areas of Merit
1. The LHC Accounting Staff utilize checklists to ensure that all tasks are completed by the appropriate staff when processing receipts.

Areas for Improvement
1. There appears to be a breakdown in the structure and formality of communications between the accounting and program staff when program income is received. Before program income is redistributed, the accountant should communicate with the program staff to ensure the receipt of funds is accurate and if the loan is eligible for a payoff per the loan forgiveness guideline.
2. All checks are deposited within 3 days of receipt. Accountants then work with program staff/departments to identify the proper coding for the general ledger. There does not appear to be a defined timeline to complete this coding to the appropriate program/ department, leaving the ledger unbalanced.

4.5. Investment Policy

The Operations Manual provides an Investment Policy (Attachment IX) that outlines the investment objectives and cash management investments of the Corporation. However, neither the Operations Manual, nor the Investment Policy provides a description of the roles/responsibilities or processes followed regarding the management of the Corporation's investments. Per the CFO:

1. Whitney Bank manages the investment portfolio. They provide quarterly reports which are presented to the Board. Rene monitors the portfolio primarily for cash management reasons. Chase Bank maintains the operating account.
2. Rene and staff monitor the accounts and move money based on cash management needs. There are no set thresholds to identify when cash should be moved into/out of the Whitney Bank investment account and the Chase Bank operational account.

5. Equipment, Inventory, and Property Control Management

Property over $5,000 is tracked in the D-Bit system and all other property is tracked in the Acquisition #3 Spreadsheet, located at: z:\accounting\LHC\Budget\Depreciation\FY 2012. Inventory is performed once a year and property is disposed of according to Louisiana Property Assistance Agency (LPPA) standards. Additional description of this process is included as Attachment V.

The Equipment, Inventory, and Property Control management processes includes activities which are broken up by personnel according the following chart:

Personnel	# of Staff	Process Activities
Accountant	1	2
Accountant Manager	1	11
Property Custodian/Program Manager	Multiple	1
	2	14

The following observations were noted during the assessment of the Equipment, Inventory, and Property Control Management process:

Areas of Merit
1. A system is in place to track capitalized assets. In addition, the LHC Accounting Staff utilize a spreadsheet to track non-capitalized assets.

Areas for Improvement
1. Items are only added to the inventory if identified on a purchase order, but the purchase orders do not clearly identify items that should be added to the inventory. There is no QC of the inventory systems to ensure all property is added.
2. The same budget accountant reviews purchases orders, adds the new property to the Corporation's inventory system, and performs annual inventory checks. There should be a segregation of duty between these tasks to militate against the risk of tracking errors.
3. The Budget Accountant performs inventory of all property, however no QC is performed to ensure property is appropriately accounted for. This provides opportunity for property to be inventoried incorrectly (property "accounted for" that isn't actually there).
4. There is no evidence placed on the property itself to identify that it has been included in the inventory. By marking property (with a sticker, etc.) it would be easier to recognize which property was inventoried.

6. General Operating Procedures

6.1. Budget

The process of establishing the operating budget begins in October of the prior year and requires multiple meetings with Program Managers, Executive Staff, and Board members before it's required to be approved by the Board before the start of the fiscal year, in July. The Accounting Department utilizes Excel templates during the budget development process and provides the prior year's budget and a three year average to provide baselines for each budget line item. A further detailed description of the Budget process is included as Attachment VI.

The process includes activities which are broken up by personnel according the following chart:

Personnel	# of Staff	Process Activities
Senior Program Staff	Multiple	3
CFO/Accountant Manager	1	15
COO/Executive Director	1	2
Board	Multiple	1
	3	21

The following observations were noted during the assessment of the Budget process:

Areas of Merit
1. LHC Accounting Staff utilize budget templates to provide consistency in reporting the various program projected budgets.
2. LHC Accounting Staff have developed a general timeline for completing the budget process each year.

Areas for Improvement
1. The Budget templates are maintained on the z: drive, leaving the files vulnerable to unintentional copying and deletion and making it more difficult to locate prior versions if an error occurs.
2. The process of consolidating the budget templates into the overall Operating Budget is very manual. Utilizing systems rather than spreadsheets may reduce the manual labor and potential for data entry mistakes. NOTE: The CFO stated that a budget module is slated for implementation in ACCPAC
3. The Accounting Staff has broad timelines to complete the budget process. For example, from October – December, the Budget Manager meets with the Program Managers. Breaking this broad timelines down to a workflow including required meetings, timelines to review/submit documents, required signatures for each phase, and deadlines, will increase accountability and allow the staff to better manage the budget process.

6.2. Reporting

LHC is required to meet the following Federal and/or Louisiana reporting requirements as dictated by grantor agencies, state regulatory agencies, and the Internal Revenue Service (IRS). Attachment VII includes a list of all of the required reports provided by the LHC Accounting Department[7].

The following observations were noted during the assessment of the Reporting process:

Areas of Merit
1. The Operations Manual identifies the frequency (monthly, quarterly, annually, etc.) of required reports.

Areas for Improvement
1. Reports are not saved in a specific location; few labeled reports were located on the z:drive. Consolidating reports to a central location such as SharePoint may provide better tracking and improve transparency among staff.
2. The review/approval/ validation of the various reports vary within the department. Clearly identifying the role and responsibilities for each report may improve performance and accountability.

6.3. Internal Controls

An effective system of internal controls allows an organization to promote efficiency, reduce risks of asset loss and helps ensure the reliability of financial statements and compliance with laws and regulations. CohnReznick did not perform an audit of the accounting department's internal controls, however during the assessment of the LHC Accounting Department's documentation and information received during work sessions. The following observations were noted regarding the Accounting Department's internal controls.

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[7] Additional reports may be requested for special projects.

Areas of Merit
1. The use of checklists for each process, with tasks and signoffs, increase accountability within the Accounting Department.

Areas for Improvement
1. The Operations Manual does not define who has authority to open/close bank accounts, or the process by which this is performed.
2. There is no reconciliation between the checks printed during the timeframe between the release of the USB signature key from the CFO/Assistant CFO and return of the USB signature key to the CFO/Assistant CFO.
3. Only one signature (the CFO or Assistant CFO) is required on all payments, regardless of the amount.
4. According to the Operations Manual, the same Accounting Staff who perform the day-to-day functions are also responsible for reconciling their own work (spreadsheets to system or record). Also, managerial approval of the reconciliation is only noted on the checklist (and all checklists do not include a reconciliation task). It is not clear, from reviewing the spreadsheets on the z: drive, when the spreadsheets were last reconciled.

6.4. Program/ Trial Balance Reconciliation

Reconciliations are performed monthly to ensure that tracking spreadsheets are aligned with ACCPAC and/or other systems monthly. The reconciliations are summarized in Attachment VII. Reconciliations are typically performed by the Accountant (or Accountant Technician, if applicable) and reviewed/ approved by the Accountant Manager.

Staff stated that once the tracking spreadsheets are reconciled to ACCPAC and/or other systems, a copy of the reconciled spreadsheet(s) is sometimes saved in the programs z: drive folder, with the reconciliation date in the name of the title. This was not confirmed for all Programs. Reconciliations with the General Ledger are noted here: z:\Accounting\lhc\general fund\GL Acct Checklist – FY 2013

Responsibilities:
- Andrew Seneca, Accountant Technician, performs the bank reconciliations on the Chase bank accounts and Melissa Mayers, Accountant Manager, audits them.
- The trust accounts with Whitney and other banks are reconciled by completed by an Accountant and approved by the appropriate Accountant Manager.
- Single-family and multi-family bond account reconciliations are completed by an Accountant and approved by Anne Fulton, Accountant Manager.
- General Fund accounts reconciliations are completed by an Accountant and approved by Kip Anderson.
- Staff who perform the ACCPAC / spreadsheet reconciliations do not perform the GL/ bank account reconciliation.

The following observations were noted during the assessment of the Program Reconciliation process:

Areas of Merit
1. The Operations Manual identifies which reconciliations are necessary for each program/functional area.

Areas for Improvement
1. There are multiple reconciliations performed by Accounting Department (25 noted in Attachment VII). Streamlining the use of spreadsheets vs. systems may reduce the need to reconcile.

2. It's unclear when the spreadsheets were last reconciled. The Assistant CFO stated that a spreadsheet on the z:drive is maintained where managers add the reconciled funds account; however, this spreadsheet was not located.

7. Payroll

LHC follows a bi-weekly payroll schedule. Time is collected using an Excel template, which is printed, signed, and delivered to the Accounting department. Multiple spreadsheets are utilized to track various deductions, liabilities, etc. (see Attachment VIII for specifics). The process includes activities which are broken up by personnel according the following chart:

Personnel	# of Staff	Process Activities
Accounting Technician	2	1
Accountant	1	18
Accountant Manager	1	3
Assistant CFO/CFO	2	1
	6	23

The following observations were noted during the assessment of the Payroll process:

Areas of Merit
1. The LHC Accounting Staff utilize Checklists to ensure that all tasks are completed by the appropriate staff.
2. Templates for timesheets leave slips, and overtime request are maintained in a central location easily accessible by staff.

Areas for Improvement
1. The timesheet collection process is entirely manual. Utilizing a system to electronically submit/approve timesheets to the Accounting Department would reduce the need for agency wide emails/reminders.
2. Leave and overtime are tracked via spreadsheets and is a manual process. Utilizing a system to electronically submit/approve slips and overtime requests will streamline processes and provide more efficient tracking.

NOTE: Staff stated that an electronic payroll system is in the process of being implemented.

8. Other Areas

During the course of this assessment, CohnReznick did not perform a detailed review of each of the following sections of the Operations Manual:

1. Section 3.6: Year-End Closing Procedures– Confirmed with Jatis that the procedures in the Operations Manual were being followed as written.

a. Jatis stated that the trial balance is completed on 6/30 for the FYE and the books are closed early July. She communicates with staff re: how to maintain entries during the FYE period. Anne is responsible for the combined financial statement while Jatis and Melissa handle the general fund statement. Rene begins discussion with the LLA to determine the timeline for their review.

b. An outside accounting firm audits the combined and the general fund financial statements. They send compilations back and forth to the LHC. The auditors perform field work and typically only focus on one area at a time (cash management, etc.) and perform the entries for Willowbrook, Village de Jardin, and Mid-City Gardens. The auditors publish their report and the LHC provides to the various entities (LLA, HUD, Moody, Federal Home Loan Bank, etc.).

c. The audited financial statements are presented to the Board at the October Board meeting.

2. Section 6: Procedures Specific to Programs – This section provides additional information regarding the disbursements /receipts processes, and other procedures for each program. Each program manager reviewed Attachments III and IV to confirm their processes were documented. Attachment VII outlines the additional reporting requirements that are located within this Section.

3. Section 7: Procurement – This Section provides the Corporation's Procurement Standard. The accounting department is not involved in the procurement process; contracts/ purchase orders are reviewed prior to processing payments. Sometimes the accounting department has to reach out to the contractors/vendors for W9s, etc.

4. Section 8: Records Retention – This Section includes the Corporation's Retention Schedule, as submitted to the Louisiana Secretary of State. Adherence to the Record Retention Schedule is the responsibility of the Records Management Director. The Accounting Department coordinates with the records officer as requested.

5. Section 9: Risk Management – This Section describes the Corporation's Risk Management strategy. The Accounting Department does not perform additional tasks related to risk management aside from creating quarterly reports.

6. Section 10: Travel Guidelines – This Section describes the Corporations' Travel Guidelines. The Accounting Department uses these guidelines as a general reference for staff when processing invoices.

9. Summary/ Recommendations

Throughout the assessment of the LHC Accounting Department, there was evidence of documented processes and the use of multiple checklists. However, a significant amount of processes are extremely manual which cause for decreased efficiency within the day-to-day operations of the Department. The primary areas of improvement typically arose from one of the following four categories: documentation/ checklists/ forms, systems/tracking/reporting, internal controls, and staffing. The following recommendations were noted as a result of the assessment:

1. Documentation/Checklists/Forms
   a. Maintain all procedural documentation, checklists, forms, etc. in a central location (ex. a SharePoint site), with restricted access and the option to maintain version history of the files.
   b. Streamline the number of Checklists utilized. Throughout the assessment, it was identified that the processes were the same, regardless of the program type, though some processes may not always apply to all programs (i.e. drawing down of funds).
   c. Consider incorporating electronic checklist/forms.
2. Systems/Tracking/Reporting
   a. Ensure that all relevant ACCPAC functions are being utilized to the fullest.

    b. Consider utilizing an electronic workflow system for processing draw requests/ receivables, budgeting, and timesheet submittal/approval.

> ➤ Staff stated an online timekeeping system was in the process of being developed/ implemented

    c. Determine if there is a need for each spreadsheet that is maintained. If so, determine if the workflow capabilities within SharePoint could replace the spreadsheets. If not, maintain spreadsheets on SharePoint (limit access and enable versioning).

    d. Complete a review of the reports that are currently produced and determine if there is continued need for the reports. If so, determine if the report could be setup to pull from ACCPAC data, rather than manual spreadsheets. Consider identifying specific roles to handle all reporting within the department.

3. Internal Controls

    a. Consider having two individuals required to sign checks (or release wires) over a certain threshold.

    b. Consider having a sign-in and out log for the USB key where the individual must also enter the first and last check number in the sequence they are about to run – this can be compared to the approved check run to make sure extra checks aren't being processed.

    c. Consider requiring employees to take vacation or work within a different department for at least one week a year. When someone is committing fraud, they tend to not take vacation because it increases the chance they will be caught when someone else is performing their duties.

4. Staffing

    a. Consider a clarification of title between the Accountant and Accounting Technician including promotional distinctions and workload expectations.

    b. Consider cross-training staff between multiple programs/ functions. As currently assigned, some responsibilities only have a single staff person performing certain functions. By segregating staff by responsibility, not program, there will be increased separation of duties and accountability.

    c. Consider rotating the staff within the various functions of the accounting department to increase the knowledge-share opportunities.

    d. Consider additional segregation of duties within the inventory process, as necessary.

    e. Set expectations for the amount of time to process a draw request and perform other accounting functions. This will help to manage the program staff's expectations and manage the time of the staff within the accounting department.

Louisiana Housing Corporation

Accounting Department

Evaluation and Process Improvement Recommendations

Attachment I:

Staff Responsibilities

Staff Responsibilities

Program List	Manager	Accountant	Accountant Tech
HOME	Anne Fulton	A'shli Mitchell	None
Single Family Mortgage Revenue Bonds	Anne Fulton	Tracy Roberts A'shli Mitchell	None
Multi-Family Mortgage Revenue Bonds	Anne Fulton	Tracy Roberts A'shli Mitchell	None
Neighborhood Stabilization Program (NSP1) (*Program nearing closeout*)	Anne Fulton	Tracy Roberts	None
Tax Credit Assistance Program (TCAP) - ARRA	Anne Fulton	A'shli Mitchell	None
Tax Credit 1602 Exchange Program (TCEX) - ARRA	Anne Fulton	A'shli Mitchell	None
CDBG Single Family Loans (Homeownership)	Anne Fulton	A'shli Mitchell	None
Permanent Supportive Housing - Shelter Plus Care	Anne Fulton	Tracy Roberts A'shli Mitchell	None
Permanent Supportive Housing -Section 8 Project-Based Voucher	Anne Fulton	Tracy Roberts A'shli Mitchell	None
CDBG Non-Profit Rebuilding Pilot Program (Pop I)	Kip Anderson	Ramona Robinson	None
Section 8 Program (S8CA)	Kip Anderson	Ramona Robinson	None
Mark-to-Market Program *Program is Complete*	Kip Anderson		None
National Foreclosure Mitigation Program (NFMC)	Kip Anderson	Ramona Robinson	None
Low Income Home Energy Assistance (LIHEAP)	Melissa Mayers	Vickie Jackson	Andrew Seneca
Low Income Housing Tax Credit Program (LIHTC)	Melissa Mayers	Shantel Richard	Vanisha Alexander
Weatherization Assistance Program	Melissa Mayers	Vickie Jackson	Andrew Seneca
Weatherization Assistance Program - ARRA	Melissa Mayers	Vickie Jackson	Andrew Seneca
Trust Fund	Kip Anderson		None

Financial/Operational Function	Manager	Accountant	Accountant Tech
General Trust Fund Accounts	Kip Anderson		None
Budgeting	Rene Landry/ Kip Anderson		None
Payroll	Melissa Mayers	Shantel Richard	None
Cash/Check Deposits	Melissa Mayers	Vickie Jackson	None
General Fund/Operating Payables	Melissa Mayers	Vickie Jackson	Vanisha Alexander
Apartment Management	Kip Anderson	None	None
Risk Management	Kip Anderson	None	None

Additional CFO & Assistant CFO Functions
Board Meetings Materials & Participation
Rating Agency Meetings & Liaison
Senior Staff Meetings
Bond Finance Team Lead for Internal Fiscal Area
Annual Audits
Cash Management Investments
Crystal Reports Development
Travel Lead for Fiscal Dept
Federal Grant Management
Operational Account Management
System Upgrades
Personnel Issues
Management of Checking Account Open/Close
Setup for New Programs
Participation in RFP Scoring
Policy/Procedures
Training

Louisiana Housing Corporation

Accounting Department

Evaluation and Process Improvement Recommendations

Attachment II:

Spreadsheets/Systems Utilized

Spreadsheets/Systems Utilized (in addition to ACCPAC)

ACCPAC is the system utilized by all Program and General Fund Accountants to account for, process receipts and disbursements, and record appropriately to the books and records of LHC.

Program List	Systems	Spreadsheets
HOME	IDIS	1. Checklists - z:/accounting/lhc/federal programs/forms/Invoice-Payment Processing Checklist - Revised 100212.xlsx 2. Accts Rec worksheet - z:/accounting/lhc/federal programs/2013/MF_LNS_AIR 3. Contract Log - z:/accounting/lhc/general fund/accounts payable/contracts/summary of payments - 063013
Single Family Mortgage Revenue Bonds	FHLB Website Trustee Websites as needed / EMMA (MRB Disclosure website)	1. Issuer fees paid every June and Dec (Hancock) - MRB Programs/SF/Issuer Fees/Hancock/FY 2. Single Family Issuer Fees Transaction Reconciliation - Z:\Accounting\Audit\XXXX\General Fund\#25 – SF Issuer Fee Transactions - FYE XXXX 3. Single Family Year End Accrual Adjustments - Z:\Accounting\Audit\FY\SF Bonds\Program\ XXXXX Year End Accrual Adj 0630XX 4. General Fund Issuer Fee Transactions - Z: Acct/Audit/XXXX/General Fund/#25 Issuer Fee Transactions- FYE XXXX 5. Single Family General Fund Issuer Fee Transactions - Z:\Accounting\Audit\XXXX\General Fund\#25 – SF Issuer Fee Transactions - FYE XXXX 6. New Single Family Program Pool Notification Verification - Z: \Accounting\MRB\SF\Pool Verification FY-11\Pool Purchase Verification 7. New Single Family Program Cost of Insurance - Z:\ Accounting\MRB\SF\Cost of Issuance-Active\ Program
Multi-Family Mortgage Revenue Bonds	Trustee Websites as needed	z:\accounting\lhc\Mortgage Revenue Bonds\
Neighborhood Stabilization Program (NSP1) (*Program nearing closeout)*	Non Identified	1. Checklist - z:/accounting/lhc/federal programs/nsp-ocd/journal entries/Invoice & Payment Processing Checklist - Revised 060112.xlsx 2. Accts Rec Worksheet - z:/accounting/lhc/federal programs/nsp-ocd/2013/NSP MF_LNS_AIR 3. Contract Log - z:/accounting/lhc/general fund/accounts payable/contracts/summary of payments - 063013
Tax Credit Assistance Program (TCAP) - ARRA	IDIS	1. Accts Rec Worksheet - z:/accounting/lhc/federal programs/ARRA/TCAP/2013/TCAP MF_LNS_AIR.xls
Tax Credit 1602 Exchange Program (TCEX) - ARRA	PMS	1. Accts Rec Worksheet - z:/accounting/lhc/federal programs/ARRA/TC Exchange - 1602/FY 2013/2012 - Exchange MF Loans.xlsx
CDBG Single Family Loans (Homeownership)	Not Identified	1. Accts Rec Worksheet - z:/accounting/lhc/mortgage revenue bonds/single family/tax credit advance/TCA Payment & Amortization Schedule.xls
Permanent Supportive Housing - Shelter Plus Care	LOCCS	1. Checklist - z:/accounting/lhc/federal programs/Shelter Plus Care/forms/Invoice-Payment Processing Checklist - Revised 012813.xlsx 2. Contract Log - z:/accounting/lhc/general fund/accounts payable/contracts/summary of payments - 063013
Permanent Supportive Housing -Section 8 Project-Based Voucher	LOCCS/TRACS/HDS/IDIS	1. Checklist - z:/accounting/lhc/federal programs/S8 - project based vouchers/forms/Invoice-Payment Processing Checklist - Revised 012813.xlsx 2. Contract Log - z:/accounting/lhc/general fund/accounts payable/contracts/summary of payments - 063013

Program List	Systems	Spreadsheets
CDBG Non-Profit Rebuilding Pilot Program (Pop I)	SharePoint	1. Checklist - z:/accounting/lhc/federal programs/NRPP/forms/ Invoice & Pmt Processing Checklist - ACCPAC - Revised 073012 2. Contract Log - z:/accounting/lhc/general fund/accounts payable/contracts/summary of payments - 063013 3. Budget Control - Z:\accounting\LHC\Federal Programs\NRPP\Budget Controls\2013\Budget Tracking - NRPP - Master - FYE 2013.xlsx
Section 8 Program (S8CA)	LOCCS/TRACS/HDS	1. Checklist - Z:\accounting\LHC\Federal Programs\S8 Contract Administration\Forms\Payment Processing Checklist - 012711.xlsx 2. Reconciliation - Z:\accounting\LHC\Federal Programs\S8 Contract Administration\2013 FY\Monthly Reconciliations - FY '13.xlsx
Mark-to-Market Program *Program is Complete*	None Identified	1. Mark to Market Expenses submitted to Office of Affordable Housing Preservation (OAHP) - Z:\Accounting\General Fund\Accounts Receivable\M2M\... 2. Mark to Market Revenues submitted to OAHP
Trust Fund	None Identified	1. Budget Tracking - Z:\accounting\LHC\General Fund\Housing Production Trust Fund - HOPE\Budget Tracking - Trust Fund.xlsx
National Foreclosure Mitigation Program (NFMC)	None Identified	1. Budget Tracking - z:/accounting/lhc/federal programs/national foreclosure mitigation/round 6-LHFAs Fourth grant/NFMC Budget Tracking - FY'13 2. Checklist - z:/accounting/lhc/federal programs/national foreclosure mitigation/Payment Processing Checklist - NFMC - Revised 010611
(LIHEAP)	PMS	z:/accounting/LHC/federal programs/energy assistance/liheap/2013
WAP	ASAP/HES/ PAGE	z:/accounting/LHC/federal programs/energy assistance/wap/2013
WAP - ARRA	ASAP/HES/ PAGE	z:/accounting/LHC/federal programs/energy assistance/liheap/wap/2013

Financial Functions	Systems	Spreadsheets
General Trust Fund Accounts	Trustee Websites	1. z:\accounting\LHC\General Fund\Bank Reconciliations\FY2013\
Budgeting	None Identified	1. Preliminary and Final Budget – z:\accounting\LHC\Budget\YYYY Budget Templates – z:\accounting\LHC\Budget\YYYY\budget templates None

Payroll	ACCPAC/EBS	1. Payroll Leave - Z:\Accounting\Payroll\ Current Calendar Year Folder "2012"\CALC – Leave Book 2012 file
		2. Bi-weekly payroll audit - z:\accounting\LHC\Payroll\2013\Biweekly Audits\PPE mm-dd-yyyy.xlsx
		3. Payroll Deductions – Multiple spreadsheets located at
		    a. z:\accounting\LHC\Payroll\2013\Biweekly Deductions and Tax Liabilities\
		    b. z:\accounting\LHC\Payroll\2013\Monthly Liabilities\

Cash/Check Deposits	ITMS	1. z:\accounting\LHC\General Fund\Deposits\FY 2013 ("Received" Check log 2. Various other program-specific expenditure tracking spreadsheets (see table above)
GF/Operating Payables	ACCPAC	z:/accounting/LHC/General fund/Accounts Payable
HUD Disposition Properties	Trustee Website	1. Financials (Provided monthly by management company) - z:\accounting\LHC\General Fund\HUD Disposition 2. Contract Log (Management Fees only) - z:/accounting/lhc/general fund/accounts payable/contracts/summary of payments - 063013
Equipment, Inventory, Property Mgmt	D-bit/ACCPAC	Non-capitalized Assets - z:\Accounting\Budget\Depreciation\FY 20??\Acquisitions #3.
Fiscal Year End Reporting	ACCPAC	General Fund Final Issuer Fee worksheet - z:\Accounting\lhc\Annual Financial Audit\2013\

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Louisiana Housing Corporation

Accounting Department

Evaluation and Process Improvement Recommendations

Attachment III:

Current Disbursements Process

Current Disbursements Process Summary

1. Overview

All Operating and Programmatic disbursements, except for those for DR-CDBG Programs transitioned to the Corporation, are made through the Accounts Payable module of the Corporation's accounting software, ACCPAC. While the corporation minimizes the monies advanced, there are specific circumstances where the corporation advances funds to employees, contractors, and/or sub-grantees. Depending on the program and type of invoice received, the LHC Accounting Department may require various documents to approve a disbursement or advanced payment.

These documents may include, but are not limited to:
1. W-9
2. 1199
3. Internal Requisition created and approved by responsible program manager/staff
4. External Requisition or Purchase Order received at LHC for payment
5. Support documentation (Promissory Note, HUD Settlement Statement, Loan Agreement, related invoices, etc.)
6. AIA Documentation (when applicable)
7. HUD Request for Release of Funds
8. Any other contractual obligations required

All program invoices are reviewed by the related program staff and management prior to submission to the Accounting Department. The LHC Accounting Department is responsible for performing the following steps when reviewing each invoice:
1. Review entire requisition package for accuracy, proper approval, and available budget.
2. Communicate any problems/errors to the LHC Program Manager/Administrator for immediate resolution.
3. Set up transactions (ACH or check) to pay the vendor
4. Prepare Draw Request for submission to LA Office of Community Development at least once monthly (if funding received from OCD/DRU). Perform budget reconciliation once funds received from OCD/DRU.
5. Notify the LHC Program Manager/Administrator of the payment ACH settlement date by email and/or reimbursement from OCD/DRU.
6. Reconcile all related general ledger accounts with budget worksheets monthly.

2. Receive Request for Payment

Operational and Programmatic Request for Payment may be received via mail (Purchase/Mail Clerk) or email (LHC Accounts payable distribution email address) at the Corporation. Programmatic requests for payments are reviewed and approved by program staff prior to submittal to the Accounting Department. The staff and resources involved in this process stage are identified in the table below. The "Receive Request for Payment" process is further described in the following sections.

Business Owners	Resources
Purchasing Clerk Accounting Tech Program Accountant	Mail/Purchasing Clerk's Purchase Order Log

2.1. Operating Request for Payment[1]:

Operating requests for payment (typically a Purchase Order) are received by the Mail/Purchasing Clerk.

1. The Mail/Purchasing clerk verifies proper item pricing, assigns a purchase order number via the Purchase Order log, and forwards to the Budget Manager for agency approval.
2. Upon receiving agency approval the order is placed.
3. When merchandise comes in for an operating expense, the Mail/Purchasing Clerk verifies proper items are received, distributes items to staff, and forwards the invoice and request for payment (typically a Purchase Order) to the LHC Accounting Department.
4. The Mail/Purchasing Clerk then updates the Purchase Order Log.

2.2. Program related Request for Payment:

1. Mail Receipt- Received via USPS mail and delivered to the mail room on the 3rd floor of the LHC building. These are retrieved from the Program Specialist.
2. Email Receipt- Received by the Program Specialist

3. Prepare for Review

The Accountant Manager is responsible for preparing each Request for Payment for review. The preparation includes:

1. Collecting the Request for Payment
2. Scanning/Filing the Request for Payment
3. Routing the Request for Payment to the Program Specialist/Manager, if applicable

The staff and resources involved in this process stage are identified in the table below. The "Prepare for Review" process is further described in the following sections.

Business Owners[2]	Resources
Program Accountant	Program Accountant's Tracking Log
Accounting Tech	Operating "Pending" Folder

3.1. Collect, Scan, File, Route Request for Payment

The Program Accountant is responsible for collecting Requests for Payment daily.

- Operating Request for Payment are collected from the Mail/Purchasing Clerk located on the 1st floor of the LHC mail room
- Programmatic Request for Payment are delivered from the Program Analyst to the Program Accountant daily.

The following steps are taken during this process:

1. All Requests for Payment are recorded in the appropriate tracking log.
2. For Operating Requests for Payment, the Program Accountant reconciles the records in these logs to those maintained by the Mail/Purchasing Clerk every month.
3. If additional documentation is required, the Request for Payment is maintained in a "Pending" folder until paid or otherwise resolved.
4. Operating Request for Payment are scanned and electronically routed to the responsible Supervisor or Manager (the one requesting that the purchase be made) to verify the receipt of merchandise or services at the right place.

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[1] The Manager or Supervisor is responsible for obtaining approval from the Accounting Budget Manager or his designee and the Appointing Authority prior to incurring expenses on behalf of the agency via Procurement Procedures.

[2] Depending on the program, the role of the Program Accountant may be performed by the Accounting Technician

4. Process Request for Payment

All Operating and Programmatic Request for Payment are reviewed for accuracy before a disbursement occurs. All disbursements require a minimum of the following completed documents to be processed for disbursement:
1. Form W-9 (verifiable at the IRS website)
2. Form 1199 (for direct deposit payments)
3. Executed Contract, Loan Agreement, or Purchase Order

The staff and resources involved in this process stage are identified in the table below. The "Process Request for Payment" process is further described in the following sections.

Business Owners[3]	Resources
Program Accountant or Accounting Tech	ACCPAC Invoice/Payment Checklist IDIS

4.1. Complete Checklist

The Program Accountant[3] will review each Request for Payment using the following steps:
1. Obtain W-9's when necessary.
2. Check for duplicate billings and payment.
3. Verify mathematical accuracy of calculations.
4. Review support documentation for accuracy.
5. Verify receipt of merchandise and services.
6. Verify that payment falls within contractual guidelines.
7. Verify budget availability and approval from Budget Manager as applicable.
8. All Requests for Payment are reviewed with the applicable Invoice/Payment checklist for consistency. Checklists are saved and uploaded to the Corporation's Accounting System of Record, ACCPAC.

Note:
- The Manager or Supervisor is responsible for obtaining approval from the Accounting Budget Manager or his designee and the Appointing Authority prior to incurring expenses on behalf of the agency via Procurement Procedures. If the Request for Payment received is not a purchase order, confirm that that the Budget Manager has approved the purchase.

4.2. Enter Batch into ACCPAC

Once the support documentation has been reviewed and the checklist completed with a satisfactory approval, the Requests for Payment are batched together may be entered into ACCPAC as an "Invoice Batch" by the Program Accountant/ Accountant Technician. The approved Invoice/Payment checklist is uploaded to ACCPAC as an attachment.

Note:
- To the extent possible, all allowable expenses should be charged directly to the program/grant (cost center). Those expenses that are not allowable to any program or grant should be coded as not allowable (000). Any other indirect/shared expenses should be coded as allowable (690).
- Depending on the program, this step may be completed by either the Accounting Technician or the Program Accountant.

4.3. Update Checklist with Batch Number

Update the Batch number on purchase order (keeping a copy for the Purchase Order Log) and enter all Request for Payment into the appropriate Purchase Order or Contract/Program spreadsheet.

Note:
- Depending on the program, this step may be completed by either the Accounting Technician or the Program Accountant.

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[3] Depending on the program, the role of the Program Accountant may be performed by the Accounting Technician.

5. Draw Funds/ Confirm Deposit[4]

The timing of requesting/ receiving funds from the funding agency varies for each program.

For the following programs, the funds are made available prior to the LHC Accounting Department receiving the draw request for review. The Accountant/Accountant Technician must confirm that funds are available prior to submitting to the Accounting Manager for the Invoice Batch audit.

- Section 8 Voucher Program
- National Foreclosure Mitigation Program

Due to the time-sensitivity of the following programs, funds must be requested from the funding entity once the invoice batch is posted to ACCPAC in order to ensure the funds are available once the request for payment is approved:

- HOME Program
- Energy Programs

For all other Programs, the funds are requested through the appropriate system/process after the "Invoice Batch" is audited and approved by the CFO/Assistant CFO.

The staff and resources involved in this process stage are identified in the table below. The "Draw Funds" process is further described in the following sections.

Business Owners	Resources
Accountant (or Accountant Technician)	ACCPAC
Accountant Manager	Applicable Funding Source System

To draw down funds the Accountant/ Accountant Technician:

1. Logs into the applicable system to complete the draw-down of funds.
2. Creates a Draw down Journal entry in the General Ledger[5] and records the General Ledger Batch Number on the Invoice/Payment checklist.
3. Transfers the Invoice Batch to the Accountant Manager to Audit/ Approve the Invoice Batch and continue the payment process.
4. If the original Request for Payment must be delivered to an outside agency, it is scanned and a copy saved in a binder maintained by the Accounting Department

6. Audit/ Approve Invoice Batch

The Accountant Manager is responsible for auditing each batch prior to payment of the request. The staff and resources involved in this process stage are identified in the table below. The "Audit Invoice Batch" process is further described in the following sections.

Business Owners[6]	Resources
Program Accountant (or Accounting Technician)	Invoice/Payment Checklist
Accountant Manager	USB Signature Key
CFO/Assistant CFO	

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[4] The Accountant is responsible for checking the Corporation's account regularly for new deposits. The Accountant notifies the Accountant Manager when funds have been received.

[5] A copy of the General Ledger listing may be printed upon request.

[6] Depending on the program, a batch may only receive an Accountant Manager review. If an Accounting Technician is assigned to the program, both the Program Accountant and Accountant Manager perform the batch review. If an Accounting Technician is not assigned to the program, only the Program Accountant will perform the review.

6.1. Accountant Manager Batch Review

The Accountant Manager will audit the "Invoice Batch" for accuracy, clarity, reasonableness, support documentation, timeliness of payment, and proper approval using the Invoice/Payment checklist. This review will consist of:

1. Ensuring that costs are consistent with the Cost Principles as detailed in CFR 225 or CFR 230, whichever is applicable.
2. Reviewing aged cash requirements report to make sure there is enough money to cover checks and initial approval (Communicate cash needs to Assistant CFO/CFO if needed).
3. Verifying FED ID Numbers for all new W-9's using the IRS website.
4. Verifying that all blanket Purchase Orders and Contract/Program Information has been entered to tracking spreadsheets.
5. Ensuring that vendors are set up properly for direct deposit and 1099 reporting when applicable and are labeled as "active" in ACCPAC.
6. Once complete, the Accountant Manager records their "Invoice" Batch approval on the Invoice/Payment checklist.

Note:

- Any recommended changes in the general ledger codes are discussed with the General Fund Manager, Budget Manager or his designee, and coordinated with the Accountant. Any other problems are communicated between the Assistant CFO, General Fund Accountant Manager, and/or the Accounting Technician until resolved.

6.2. CFO/Assistant CFO Invoice Batch Review

When the Accountant Manager has reviewed and approved an "Invoice Batch", the Assistant CFO and CFO is notified via receipt of the approved Invoice/Payment Checklist from the Accountant Manager that the batch is ready for their review/approval.

1. The Assistant CFO or CFO will reviews the batch, backup documentation, and Accounts Payable reports.
2. Once complete, the Assistant CFO/CFO will:
3. Record their Invoice Batch approval on the Invoice/Payment checklist
4. Return the checklist to the Accountant Manager.
5. Release his/her USB Signature Key to the Accountant Manager for the remainder of the disbursement process[7].

7. Post Invoice Batch

After an "Invoice" Batch has been approved by the Assistant CFO/CFO, it must be posted in ACCPAC. The posting of a batch signifies that the transaction has been recorded in the general ledger. The posted batch will then be entered as a "Payment" batch within ACCPAC.

The staff and resources involved in this process stage are identified in the table below. The "Post Invoice Batch" process is further described in the following sections.

Business Owners[8]	Resources
Accountant Manager	ACCPAC
Program Accountant	Invoice/Payment Checklist
Accounting Technician	

7.1. Provide Batch to Accountant

Upon receiving confirmation that funds have been deposited, the Accountant Manager submits the "Invoice Batch" (including checklists and support documentation) to the Accountant to be posted.

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[8] Depending on the program, the role of the Program Accountant may be performed by the Accounting Technician.
[8] Depending on the program, the role of the Program Accountant may be performed by the Accounting Technician.

7.2. Post Invoice Batch/Create Payment Batch

The Program Accountant/ Accounting Technician will perform the following steps to post the batch and create a "Payment" batch:

1. The Program Accountant will post the "Invoice" Batch in ACCPAC.
2. The Program Accountant will create a "Payment" batch in ACCPAC and print the "Payment" batch listings to review for accuracy. Once complete, the Program Accountant will transfer the batch to the Accountant Manager for a quality control review.
3. Record the Posting Sequence # on the Invoice/Payment batch.

7.3. Accountant Manager Payment Batch Review

The Accountant Manager will perform a review of the Payment Batch for accuracy, proper coding, clarity, reasonableness, support documentation, timeliness of payments, and proper approvals by reviewing the Draw down Journal entries and the Payment batch listing. Once complete, the Accountant Manager records their Payment Batch approval on the Invoice/Payment checklist.

8. Prepare Payment

After the Invoice Batch has been approved, the Request for Funds is prepared for payment. Preparation includes:

1. Posting the Invoice Batch as a Payment Batch
2. Printing Check and Creating ACH file transfers
3. Final Manager Review
4. The staff and resources involved in this process stage are identified in the table below. The "Prepare Payment" process is further described in the following sections.

Business Owners[9]	Resources
Accountant Manager	USB Signature Key
Program Accountant	Print Boss
Accounting Tech	ACCPAC
	Invoice/Payment Checklist

8.1. Post Batch/Print Checks/Create ACH

Upon receipt of the USB Signature Key, the Program Accountant will post the Draw down Journal and the "Payment" batch. In addition, the Program Account will print checks and create the ACH file.

To print checks, the Accountant:

1. Print checks using the Print Boss software.
2. Verify Budget by printing a copy of the previous day's bank statement to determine if amount of cash and investments available will cover the checks or ACH/wires.
3. Forward the printed checks and backup to the Accounting Technician for a quality control review.
4. To schedule transfers, the Accountant:
5. Creates the ACH file via the EFT module of ACCPAC
6. Uploads the ACH file to the JP Morgan Access validator
7. Prints the ACH and attaches the appropriate backup
8. Prints the Operating EFT payment advice report for the Accountant Manager to verify the ACH in the EFT module.

The Program Accountant will submit the printed checks and ACH files with support documentation to the Accounting Technician to perform a quality control review.

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[9] Depending on the program, the role of the Program Accountant may be performed by the Accounting Technician.

8.2. Match Checks with Backup

The Program Accountant will complete the following steps to match checks with backup:
1. Make a blue copy of the check for filing. Copies are distributed to Program staff.
2. Match checks with Request for Payment.
3. Separate remittance and attached backup?
4. Review check information including Payee, Request for Payment #, Vendor Address, and Payment Amount.
5. Update payment information on Purchase Order Log or Contract/Program Spreadsheet.
6. The Program Accountant will deliver the checks and ACH files to the Accountant Manager for review.

Note:
- The primary focus of this review is to verify that mailing addresses and transfer account numbers are correct. If the Accounting Technician realizes an error in the printing of a check or ACH file, the Accountant Technician coordinates with the Program Accountant for corrections.

8.3. Accountant Manager Check/ACH/wire Review

Once the Accountant has completed the quality review of the checks and ACH files, the Accountant Manager is notified by the Accountant that the checks and ACH files are ready for a final review.
1. The Accountant Manger performs a review of the checks and ACH files.
2. Upon completion, the Accountant Manager records his/her approval on the Invoice/Payment checklist.

9. Provide Payment to Vendor

Once the Accountant Manager has completed the final review, he/she returns the checks to the Program Accountant for mailing and releases the ACH.

Business Owners[10]	Resources
Accounting Technician Program Accountant	ACCPAC USB Signature Key Travel Worksheet Invoice/Payment Checklist Purchase Order Log or Contract Spreadsheet

9.1. Release ACH's

The Accountant Manager releases ACH payments after approving the prepared payment. Once released, the Accountant Manager returns the USB Signature Keys to the Assistant CFO/CFO.

9.2. Mail Checks

The Program Accountant will mail the checks to vendors using the LHC mail process.

9.3. Log Travel related payments

If a Request for Payment was related to company travel, the Accounting Technician enters information related to the request in the appropriate spreadsheet/log. This spreadsheet tracks all trips and expenditures per person.

9.4. File Checklists and Support Docs/Update spreadsheets

After 3 business days of receiving check signature, the Accountant files the checklists and support documentation in the appropriate folder. The purchase order log or contract spreadsheet is updated with the check information.
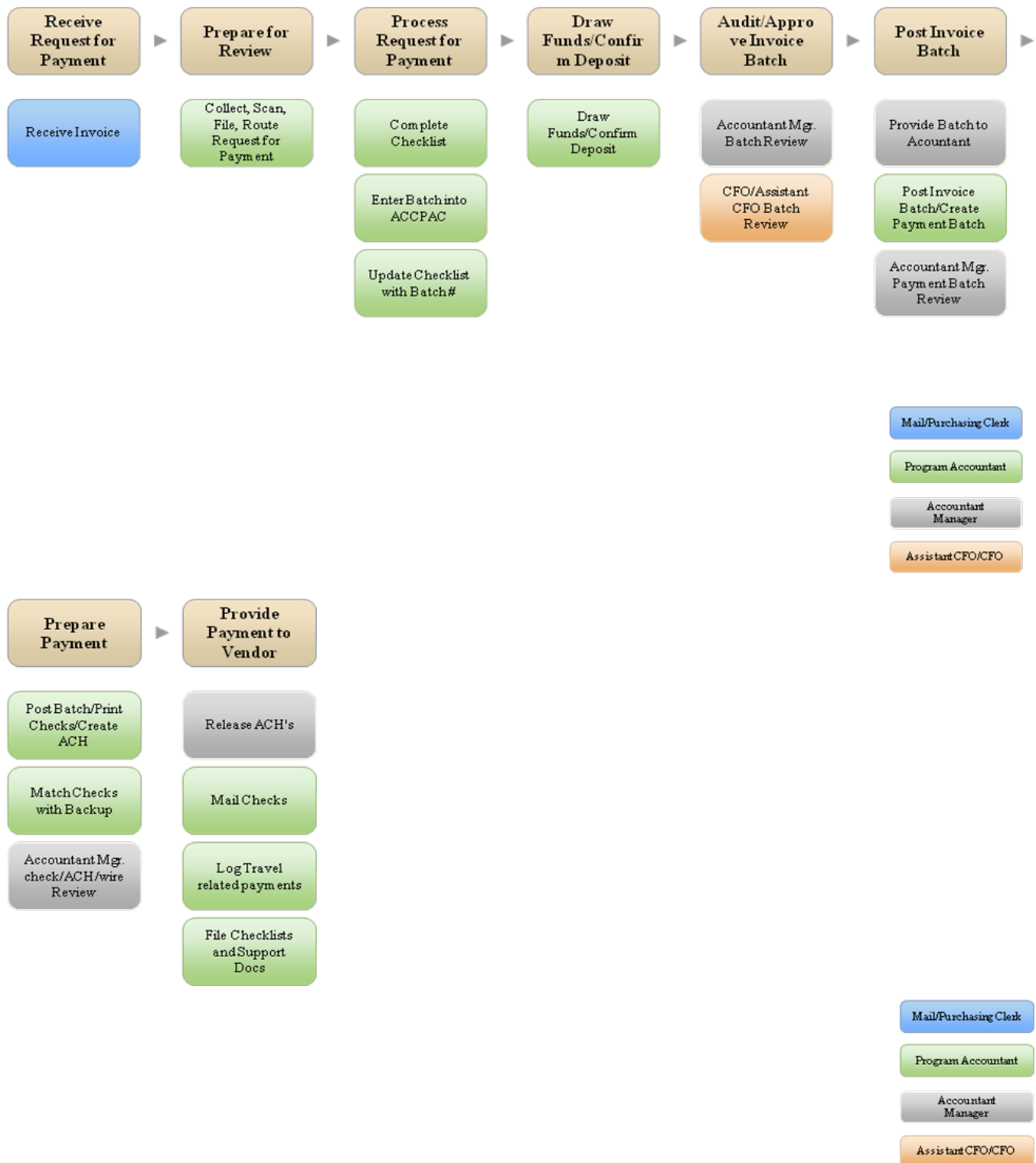
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[10] Depending on the program, the role of the Program Accountant may be performed by the Accounting Technician.

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Louisiana Housing Corporation
Accounting Department
Evaluation and Process Improvement Recommendations

Attachment III:

Current Disbursements Process

Exhibit 1: Process Milestones and Activities

Process Flow Diagram

| Receive Request for Payment | ▶ | Prepare for Review | ▶ | Process Request for Payment | ▶ | Draw Funds/Confirm Deposit | ▶ | Audit/Approve Invoice Batch | ▶ | Post Invoice Batch | ▶ |

Receive Request for Payment
- Receive Invoice

Prepare for Review
- Collect, Scan, File, Route Request for Payment

Process Request for Payment
- Complete Checklist
- Enter Batch into ACCPAC
- Update Checklist with Batch #

Draw Funds/Confirm Deposit
- Draw Funds/Confirm Deposit

Audit/Approve Invoice Batch
- Accountant Mgr. Batch Review
- CFO/Assistant CFO Batch Review

Post Invoice Batch
- Provide Batch to Acountant
- Post Invoice Batch/Create Payment Batch
- Accountant Mgr. Payment Batch Review

Legend:
- Mail/Purchasing Clerk
- Program Accountant
- Accountant Manager
- Assistant CFO/CFO

| Prepare Payment | ▶ | Provide Payment to Vendor |

Prepare Payment
- Post Batch/Print Checks/Create ACH
- Match Checks with Backup
- Accountant Mgr. check/ACH/wire Review

Provide Payment to Vendor
- Release ACH's
- Mail Checks
- Log Travel related payments
- File Checklists and Support Docs

Legend:
- Mail/Purchasing Clerk
- Program Accountant
- Accountant Manager
- Assistant CFO/CFO

Note: Depending on the program, the "Program Accountant" activities may be performed by the Accounting Technician., with review by a Program Accountant prior to submittal to the Accountant Manager (see detailed process description)

5/10/2013 10:57:00 AM   Attachment III: Current Disbursements Process   Page 1 of 1
                               Exhibit 1: Process Milestones and Activities

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Attachment III:

Current Disbursements Process

Exhibit 2: Payment Review Checklists

CDBG Non-Profit Pilot Program INVOICE/PAYMENT CHECKLIST

eipts Batch Date:	Amt. $
ice Batch Date:	Amt.
nent Batch Date:	Amt.

	Name	Date	Time	
CDBG Accountant				a) Look up vendors for active codes by bank account/program (CDBG vendors start with NRPP-). **Request W-9's and 1199A's for new vendors and vendors with changes.**
				b) Verify FED ID Numbers for all new W-9s at the IRS website. Set up new/update old vendors in ACCPAC Accounts Payable and EFT modules.
				c) Ensure that all Payment Requests have the proper support documentation, approvals, GL codes, are calculated correctly, and are in accordance with LHFA's budget, policies, and procedures.
				d) Enter Payment Requests in Budget Control, Contract, Receivable worksheets used to manage payables and reconcile.
				e) Prepare Draw Request for submission to OCD and forward to Budget Manager.
				f) Communicate and resolve any problems with Budget Manager and program staff.
Budget Manager				a) Audit Draw Request and Verify Invoices/Requisitions for accuracy, clarity, correct calculations, proper support documentation, approvals, completeness, and reasonableness of GL codes in conjunction with LHFA's budget, policies and procedures.

ADVANCE ONLY	EXPENSES TO OCD	EXPENSES PD BY TRUST FD
☐ Agree	☐ Agree	☐ Agree
☐ Recommend Changes	☐ Recommend Changes	☐ Recommend Changes

	Name	Date	Time	
				b) Make sure all ACH vendors are set up correctly and as "active" in the ACCPAC A/P and EFT modules.
				c) Communicate and resolve any problems with CDBG Accountant.
				d) Forward Draw Request to Asst CFO/CFO for signed approval.
Asst CFO/CFO				Review complete Draw Request and sign approval. Communicate and resolve any issues/problems with Budget Manager. Release batch and USB stick to Budget Manager.
Budget Manager				Return batch to CDBG Accountant.
CDBG Accountant				a) For Trust Fd payments, transfer money from Trust Fund to the NRPP account and create Transfer Journal Entry. Review entry for accuracy.
				b) Upon receipt of funds, create Drawdown Journal Entry. Review entry for accuracy.
				GL Batch No. [ ] Posting Sequence No. [ ]
				c) Enter all invoices into the Accounts Payable module for payment. Review the batch for accuracy. Forward the batch to Budget Manager for auditing.
				Batch Number [ ] Posting Sequence No. [ ]
Budget Manager				a) Audit Drawdown/Transfer Journal Entry and the Invoice Batch for accuracy and completeness.
				b) Communicate and resolve any problems with the CDBG Accountant.
CDBG Accountant				a) Post the Drawdown Journal Entry and the Invoice Batch.
				b) Create a Payment Batch in the Accounts Payable module. Review the Payment Batch for accuracy. Forward to Budget Manager for auditing.
				Batch Number [ ] Posting Sequence No. [ ]
Budget Manager				a) Audit the Payment Batch Listing for accuracy and completeness. Communicate and resolve any problems with the CDBG Accountant.
				b) Obtain and release blank checks and Asst CFO/CFO's USB stick to CDBG Accountant for check printing.
CDBG Accountant				a) Post/Print the Payment Batch. Print the Payment Register and the EFT payment advice.
				b) Create ACH file via EFT module and upload file to JP Morgan Access validator. Print the ACH report. Match checks and ACH reports (with correct payee, invoice number, vendor address, and amount) with the support documentation.
				c) Forward batch and return blank checks and USB stick to Budget Manager.
Budget Manager				a) Review the complete package and communicate and resolve any problems with the CDBG Accountant.
				b) Release ACHs and return USB stick to Asst CFO/CFO.
CDBG Accountant				a) Mail checks to vendors and email notifications to ACH vendors.
				b) Update the following worksheets with payment information:
				c) File copies in vendor files.

ENERGY ASSISTANCE INVOICE/PAYMENT CHECKLIST

Program _____

Invoice Batch Date: _____ Check Date: _____

Invoice/Payment Batch Amount: _____

	Name	Date	Time	
1. EA Acct Spec/Tech				a) Look up vendors for active codes by program (ARRA WAP vendors start w/AWAP; LIHEAP vendors start w/LIHE; and WAP vendors start w/WAP). Request W-9s and 1199As for new vendors and vendors with changes.
				b) Ensure that Payment Requests have the proper support documentation, approvals, GL codes, are calculated correctly, and are in accordance with LHC's budget, policies, and procedures.
				c) Enter all Payment Requests in Budget Control and Rolling Advance spreadsheets used to manage payables/receivables and reconcile.
				d) Enter all invoices into the Accounts Payable module.

Inv Batch No _____   Posting Sequence No. _____

GL Batch No. _____   Posting Sequence No. _____

	Name	Date	Time	
				e) Communicate and resolve any problems with the EA Accountant.
2. EA Accountant				a) Verify FED ID Nos. for all new W-9s at the IRS website. Communicate problems with the GF Manager.
				b) Verify all Payment Requests for accuracy, clarity, correct calculations, proper support documentation, approvals, completeness, and reasonableness of GL codes in conjunction with LHC's budget, policies and procedures (i.e. including Budget Controls and Rolling Advance spreadsheets).
				c) Audit Invoice Batch Listing for accuracy and completeness.
				d) Calculate $ to be drawn based on Budget Controls and GL codes.

_____ Grant Year _____   Confirmation No. _____   Amount _____

_____ Grant Year _____   Confirmation No. _____   Amount _____

Refunds Used (**NOT DRAWN**) _____ Grant Year _____   Amount _____

	Name	Date	Time	
				e) Communicate and resolve any problems with the EA Acct Tech and/or program staff.
3. GF Accountant Manager				a) Audit all invoices and worksheets for authority, accuracy, correct entry in Budget Controls & Rolling Advance spreadsheets.
				☐ Agree
				☐ Recommend Changes
				b) Review the Invoice Batch Listing for accuracy and completeness.
				c) Make sure that ACH vendors are set up correctly and as "active" in the ACCPAC A/P and EFT modules.
				d) Communicate and resolve any problems with the EA Accountant.
4. Asst CFO/CFO				Review invoices, support and A/P reports. Communicate and resolve any problems with the GF Acct Manager. Release USB stick to GF Acct Manager for the payment process.
5. GF Accountant Manager				Draw funds as needed and complete the Draws by Sourcy Entry then return batch to the EA Accountant.
6. EA Accountant				a) Post the Invoice Batch.
				b) Enter approved batch information in the "Draws by Source" worksheet.
7. Acct Spec/Tech				Create Payment Batch.

Pmt Batch No _____   Posting Sequence No. _____

GL Batch No. _____   Posting Sequence No. _____

	Name	Date	Time	
8. EA Accountant				a) Audit the Payment Batch Listing for accuracy and completeness.
				b) Communicate and resolve any problems with the EA Acct Technician. *(No later than 3:00 pm)*
9. Gen Fd Acct Mgr				a) Review the Payment Batch Listing for accuracy and completeness.
				b) Communicate and resolve any problems with the EA Accountant.
				c) Release blank checks and the USB stick to the EA Accountant for check printing.
10. EA Accountant				a) Print/Post Checks. Post the GL batch.
				b) Create ACH file via EFT module and upload file to JP Morgan Access validator. Print the ACH report. Match checks and ACH reports (with correct payee, invoice number, vendor address, and amount) with the support documentation.
				c) Print Payment Register and verify the ACH with the EFT module.

Check Numbers From: _____   To _____

	Name	Date	Time	
				d) Forward batch and return blank checks and USB stick to Accountant Manager.
11. GF Acct Manager				a) Review complete package and communicate and resolve any problems with the EA Accountant.
				b) Release ACH's and return USB stick to Asst CFO/CFO.
12. EA Accountant				Send email to Energy department regarding ACH's settlement.
13. Acct Spec/Tech				Mail checks, distribute copies, and return to EA Technician.
14. EA Spec/Tech				Enter payment info in Budget Control, WAP Stats, and Contracts spreadsheets and the EA software. File in appropriate vendor files.

S8CA VOUCHER/PAYMENT CHECKLIST

Voucher Period: _____

Invoice Batch Date: _____ Amt. $ _____

ACH Settlement Date: _____ Amt $ _____

	Initials	Date	Time	
1. S8CA Accountant				a) Look up vendors for active codes by program (S8CA vendors start with S8CA-). **Request W-9s and 1199s for new vendors.**
				b) Verify FED ID Numbers for all new/updated W-9s at the IRS website. Set up new/update old vendors in ACCPAC Accounts Payable and EFT modules as needed.
				c) Ensure that all Vouchers have the proper support documentation, approvals, GL codes, are calculated correctly, and are in accordance with LHFA's budget, policies, and procedures.
				d) Enter Vouchers in the Payment Tracking worksheets.
				e) Enter all invoices into an Invoice Batch in ACCPAC.

Batch Number		Posting Sequence No.	
GL Batch No.		Posting Sequence No.	

	Initials	Date	Time	
2. Budget Manager				a) Verify all invoices for proper support documentation, approvals, GL codes, correct calculation, and GL coding in accordance with LHFA's budget, policies, and procedures.
				☐ Agree
				☐ Recommend Changes
				b) Audit Invoice Batch Listing for accuracy and completeness.
				c) Make sure all ACH vendors are set up correctly and as "active" in the ACCPAC A/P and EFT modules.
				d) Communicate and resolve any problems with the S8CA Accountant.
3. S8CA Accountant				a) Create the ACH file via HDS upon receipt of the LOCCS confirmation.

No. of Vouchers		ACH File Creation Date	

	Initials	Date	Time	
				b) Post the Invoice Batch.
				c) Create a Payment Batch . Review for accuracy.

A/P Batch No.		Posting Sequence No.	
GL Batch No.		Posting Sequence No.	

	Initials	Date	Time	
				d) Review the ACH file for accuracy and forward to Budget Manager.
4. Budget Manager				a) Audit the voucher ACH file and send to Chase.
				b) Audit the Payment Batch Listing for accuracy and completion. Communicate and resolve any problems with the S8CA Accountant.
5. S8CA Accountant				Post the Payment Batch in ACCPAC .
6. Budget Manager				Review the complete package and communicate and resolve any problems with the S8CA Accountant.
7. S8CA Accountant				a) Update payment information in the Payment Tracking worksheet.
				b) File payments in the vendor files.

NOTE: Because S8CA ACHs are generated outside of ACCPAC, they are posted in ACCPAC after-the-fact.

S8CA VOUCHER (w/LHFA 202 Repayments)/PAYMENT CHECKLIST

Voucher Period: _____

Invoice Batch Date: _____ Amt. **$** _____

202 Repayment Settlement Date: _____ Amt **$** _____

Vouchers Settlement Date: _____ Amt **$** _____

	Initials	Date	Time	
1. S8CA Accountant				a) Look up vendors for active codes by program (S8CA vendors start with S8CA-). **Request W-9s and 1199s for new vendors.**
				b) Verify FED ID Numbers for all new/updated W-9s at the IRS website. Set up new/update old vendors in ACCPAC Accounts Payable and EFT modules as needed.
				c) Ensure that all Vouchers have the proper support documentation, approvals, GL codes, are calculated correctly, and are in accordance with LHFA's budget, policies, and procedures.
				d) Enter Vouchers in the Payment Tracking worksheets.
				e) Enter all invoices into an Invoice Batch in ACCPAC.

Batch Number		Posting Sequence No.	
GL Batch No.		Posting Sequence No.	

	Initials	Date	Time	
2. Budget Manager				a) Verify all invoices for proper support documentation, approvals, GL codes, correct calculation, and GL coding in accordance with LHFA's budget, policies, and procedures.

[ ] Agree

[ ] Recommend Changes

	Initials	Date	Time	
				b) Audit Invoice Batch Listing for accuracy and completeness.
				c) Make sure all ACH vendors are set up correctly and as "active" in the ACCPAC A/P and EFT modules.
				d) Communicate and resolve any problems with the S8CA Accountant.
3. S8CA Accountant				a) Create the ACH file via HDS upon receipt of the LOCCS confirmation.

No. of Vouchers		ACH File Creation Date	

	Initials	Date	Time	
				b) Create an ACH file in JP Morgan Chase for the LHFA 202 payments and print the ACH report.
				c) Post the Invoice Batch.
				d) Create a Payment Batch . Review for accuracy.

A/P Batch No.		Posting Sequence No.	
GL Batch No.		Posting Sequence No.	

	Initials	Date	Time	
				e) Create a GL Journal Entry for the LHFA 202 Repayments. Review for accuracy.

GL Batch No.		Posting Sequence No.	

	Initials	Date	Time	
				f) Review both ACH files for accuracy and forward to Budget Manager.
4. Budget Manager				a) Audit the voucher ACH file and send to Chase. Audit the 202 ACH file and release.
				b) Audit the Payment Batch Listing and the GL Journal Entry for accuracy and completion. Communicate and resolve any problems with the S8CA Accountant.
5. S8CA Accountant				Post the Payment Batch in ACCPAC.
6. Budget Manager				Review the complete package and communicate and resolve any problems with the S8CA Accountant.
7. S8CA Accountant				a) Update payment information in the Payment Tracking worksheet.
				b) File payments in the vendor files.

NOTE: Because S8CA ACHs are generated outside of ACCPAC, they are posted in ACCPAC after-the-fact.

NFMC INVOICE/PAYMENT CHECKLIST

Inv. Batch Date: _____ **Amt.** $ _____

Pmt Batch Date: _____ **Amt.** _____

	Name	Date	Time	
1. NFMC Accountant				a) Look up vendors for active codes by program (NFMC vendors start with NFMC-). **Request W-9s and 1199s for new vendors.**
				b) Verify FED ID Numbers for all new W-9s at the IRS website. Set up new/update old vendors in ACCPAC Accounts Payable and EFT modules.
				c) Ensure that all Payment Requests have the proper support documentation, approvals, GL codes, are calculated correctly, and are in accordance with LHFA's budget, policies, and procedures.
				d) Enter Payment Requests in Budget Control and Receivable worksheets.
				e) Enter all invoices into an Invoice Batch Listing in ACCPAC. Review batch for accuracy.
				Batch Number _____ Posting Sequence No. _____
				GL Batch No. _____ Posting Sequence No. _____
				f) Ensure that NFMC monies are available in the bank account.
				g) Communicate and resolve any problems with the program staff and supervisor.
2. Budget Manager				a) Verify all invoices for proper support documentation, approvals, correct calculation, and GL coding in accordance with LHFA's budget, policies, and procedures (including worksheets).
				☐ Agree
				☐ Recommend Changes
				b) Audit Invoice Batch Listing for accuracy and completeness.
				c) Make sure all ACH vendors are set up correctly and as "active" in the ACCPAC A/P and EFT modules.
				d) Communicate and resolve any problems with NFMC Accountant.
3. Asst CFO/CFO				Review invoices, backup, and A/P reports. Communicate and resolve any problems with the Budget Manager. Release batch and USB stick to Budget Manager.
4. Budget Manager				Return batch to NFMC Accountant.
5. NFMC Accountant				a) Post the Invoice Batch.
				b) Create Payment Batch. Review payment batch for accuracy.
				Batch Number _____ Posting Sequence No. _____
				GL Batch No. _____ Posting Sequence No. _____
6. Budget Manager				a) Audit the Payment Batch Listing for accuracy and completeness. Communicate and resolve any problems with the NFMC Accountant.
				b) Obtain and release blank checks and release the Asst CFO/CFO's USB stick for check printing.
7. NFMC Accountant				a) Print/Post the Payment Batch and Print the payment register and EFT payment advice reports.
				b) Create ACH file via EFT module and upload file to JP Morgan Access validator. Print ACH report and attach it to invoice (with correct payee and invoices) and backup.
8. Budget Manager				a) Review complete package and communicate and resolve any problems with the NFMC Accountant.
				b) Approve/Release ACHs/wires and return USB stick to Asst CFO/CFO.
9. NFMC Accountant				a) Make copies of payments and other documentation for program uses and distribute.
				b) Update Budget Control worksheets with payment information.
				c) File payments within one week of the ACH release date.

HOUSING TRUST FUND INVOICE/PAYMENT CHECKLIST

Inv. Batch Date: _____	**Amt.**	**$** _____
Less: Retainage	**Amt.**	_____
Pmt Batch Date: _____	**Amt.**	_____

	Name	Date	Time	
1. Trust Fd Accountant				a) Look up vendors for active codes by program (Trust fund vendors start with TRUS-). **Request W-9s and 1199s for new vendors.**
				b) Verify FED ID Numbers for all new W-9s at the IRS website. Set up new/update old vendors in ACCPAC Accounts Payable and EFT modules.
				c) Ensure that all Payment Requests have the proper support documentation, approvals, GL codes, are calculated correctly, and are reasonable in accordance with LHC's budget, policies, and procedures.
				d) Enter Payment Requests in Budget Control and Receivable worksheets.
				e) Enter all invoices into an Invoice Batch Listing in ACCPAC. Batch Number ____ Posting Sequence No. ____ GL Batch No. ____ Posting Sequence No. ____
				f) Ensure that Trust Fund monies are available in the bank account.
				g) Communicate and resolve any problems with the program staff and supervisor.
2. Budget Manager				a) Verify all invoices for proper support documentation, approvals, correct calculation, and GL coding in accordance with LHC's budget, policies, and procedures (including worksheets). ☐ Agree ☐ Recommend Changes
				b) Audit Invoice Batch Listing for accuracy and completeness.
				c) Make sure all ACH vendors are set up correctly and as "active" in the ACCPAC A/P & EFT modules.
				d) Communicate and resolve any problems with Trust Fd Accountant.
3. Asst CFO/CFO				Review invoices, backup, and A/P reports. Communicate and resolve any problems with the Budget Manager. Release USB stick to Budget Manager.
4. Budget Manager				Return batch to Trust Fd Accountant.
5. Trust Fd Accountant				a) Post the Invoice Batch.
				b) Create Payment Batch. Batch Number ____ Posting Sequence No. ____ GL Batch No. ____ Posting Sequence No. ____
6. Budget Manager				a) Audit the Payment Batch Listing for accuracy and completeness. Communicate and resolve any problems with Trust Fd Accountant.
				b) Obtain and release blank checks and Asst CFO/CFO's USB stick to Trust Fd Accountant.
7. Trust Fd Accountant				a) Post the Payment Batch.
				b) Create ACH file via EFT module and upload file to JP Morgan Access validator. Print EFT advice. Print ACH report and attach it to invoice (with correct payee and invoices) and backup.
8. Budget Manager				a) Review complete package and communicate and resolve any problems with the Trust Fd Accountant.
				b) Approve/Release ACHs/wires and return USB stick to Asst CFO/CFO.
9. Trust Fd Accountant				a) Make copies of checks and other documentation for program uses and distribute.
				b) Update Budget Control worksheets with payment information.
				c) File payments within one week of the ACH release date.

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Louisiana Housing Corporation

Accounting Department

Evaluation and Process Improvement Recommendations

Attachment IV:

Current Receipts Process

Process Steps

Exhibit 1: Process Diagram
Exhibit 2: Receipts Checklists

Attachment IV: Current Receipts Process

1. Overview

Receipts from external sources consist primarily of compliance fees, administrative fees, application fees, award fees, issuer fees, Section 8 Contract Administration performance-based fees, and various other program reimbursements and fees from Federal and state agencies. Receipts for award, application, compliance, and other program fees are payable in the form of money orders and cashier/commercial checks. Personal checks are acceptable for repayment of loans and employee obligations. Other receipts are ACH'd or wired directly into the appropriate checking accounts as drawn/requested by LHC staff. An illustration of the Receipts process is included as Exhibit 1 and additional details are included in the following sections. To ensure proper coding and support, the LHC Accounting Department uses batch Deposit Checklists (see Exhibit 2) which outlines each step necessary to code and record deposits as well as providing space for personnel to sign off as required steps are completed.

2. Receive Check

All checks received at LHC are processed by the Mail/Purchasing Clerk. Upon receipt, all checks are logged to track the movement of the check through various review processes and among various staff members. The staff and resources involved in this process stage are identified in the table below. The "Receive Check" process is further described in the following sections.

Business Owners	Resources
Mail Purchasing Clerk	Mail/Purchasing Clerk's Check Log
Energy Accountant	Program Accountant's "Received" Check Log

2.1. Add to Purchasing Clerk's Check Log

Checks are received via mail at the Corporation. The Purchasing Clerk date stamps the original check copy and records all checks received in a check log: z:\maintenance & supply\Order Request\Administration access\Check Log 2013. The following fields are completed:

1. Receipt No. (sequential, depending on order received)
2. Date Received per Mail Room
3. Check Date
4. Money Order or Check Number
5. Payer
6. Amount
7. Project/Application
8. Check Description
9. Date Sent to Program Department

2.2. Scan/File/Forward Check

After logging the check, the Mail/Purchasing Clerk will forward the check (or a copy of the check) to applicable department, as identified below:

1. The original check (with date stamp) and copy are provided to the Energy Accountant for deposit.
2. A copy of the check is also provided to the related program area.
3. A copy of the check is filed in the Purchasing Clerk's office.

2.3. Add Check to Check Log

Upon receipt, the Energy Accountant records the check/money order in the Check Log located at z:\accounting\LHC\General Fund\Deposits\FY 2013 ("Received" Check log).

3. Deposit Check

The Energy Accountant will deposit most checks by scanning the check/money order into the Chase iTMS System in batches of no more than 30. The follow information is entered into iTMS:

1. Check Amount
2. Check Description
3. Batch total (for balance)

Checks or check items (ex. new accounts) that cannot be scanned into the iTMS are physically delivered to the bank for deposit. The "Deposit Check" process is further described in the following sections.

Business Owners	Resources
Energy Accountant Accountant Manager	ITMS Deposit Check Log Deposit Checklist

Note:
- The General Fund Accountant Manager is the Accountant Manager responsible for the "Receipts" process.

3.1. Prepare Checklist and attach to Deposit Batch

Once the checks have been entered into iTMS and/or delivered to the bank for deposit, the Energy Accountant will complete one checklist (LHC Deposit Checklist) for the day's batch. The checklist along with any checks or check items that could not be scanned into iTMS, will be attached to the deposit batch and forwarded to the Accountant Manager for review/approval.

3.2. Approve Deposit Batch

The Accountant Manager will review and approve all checks for deposit. After receiving the batch from the Energy Accountant, the Accountant Manager:

1. Logs in to iTMS system to check for the batch.
2. Approves balanced deposit batches in iTMS.
3. Prints the approved deposit list from iTMS.
4. Reviews hard checks not scanned into iTMS received from the Energy Accountant.
5. Record approval on the Deposit Checklist.
6. Removes original checks from the Deposit Batch.
7. Returns Checklist and approved deposit list to Energy Accountant.

Note:
- The Accountant Manager disposes of the original checks 15 days after approving each deposit batch (see Section 5.4).

4. Code and Record Deposit

Once a check has been deposited, it must be coded to the appropriate program and recorded in the General Ledger. Upon receipt of the approved deposit batch, the Energy Accountant will forward the deposit batch to the Program Accountant for coding.

The staff and resources involved in this process stage are identified in the table below. The "Code and Record Deposit" process is further described in the following sections.

Business Owners	Resources
Accountant Manager Program Accountant Accounting Tech Energy Accountant	ACCPAC General Ledger Program Specific Budget Control Spreadsheets

4.1. Collect Support Documentation

As the deposits are entered into the appropriate spreadsheets, the Energy Accountant will coordinate with the program staff to classify and obtain any necessary support documentation for the deposit. For deposits into the General Operating Fund, the Energy Accountant will obtain the support documentation. For all other deposits, the applicable Program Accountant will provide the necessary backup documentation for the deposit.

4.2. Enter Deposits into Appropriate Worksheets/Systems

Once support documentation is obtained and the deposit is properly classified, it must be entered into the appropriate spreadsheets and/or systems, which vary depending on the deposit type (see Attachment II of the LHC Accounting Department Evaluation & Process Improvement Recommendations, *Accounting Spreadsheets/Systems*).

- For checks deposited into the General Fund Account, the Program Accountant or the Accounting Technician will update the appropriate spreadsheet and/or system.
- For all other deposits, the appropriate Program Accountant will update the appropriate spreadsheet and/or system.

4.3. Code the Deposit in ACCPAC

Once the support documentation is received and the deposit is entered into the appropriate spreadsheet (see Attachment II of the LHC Accounting Department Evaluation & Process Improvement Recommendations, *Accounting Spreadsheets/Systems*), the Program Accountant will:

1. Check the General Fund bank account and identify that the deposit has been made.
2. Create a general ledger journal entry batch in ACCPAC.
3. Add the batch number to the Receipts Checklist
4. Deliver the checklist to the Accountant Manager for review of the general ledger entries.

Note:
- Depending on the program, this step may be completed by either the Program Accountant or Accounting Technician.

5. Audit/Post to General Ledger

After an entry has been added to the general ledger, it must be reviewed and approved by the Accountant Manager.

The staff and resources involved in this process stage are identified in the table below. The "Audit/Post to General Ledger" process is further described in the following sections.

Business Owners	Resources
Accountant Manager Program Accountant	Program Specific Budget Control Spreadsheets Deposit Checklist General Ledger Program Accountant's "Received" Check Log

Note:
- The General Fund Accountant Manager is the Accountant Manager responsible for this process.
- Depending on the program, this step may be completed by both the Program Accountant and Accountant Manager.
- If an Accounting Technician is assigned to the program and completes the journal entry, the Program Accountant and Accountant Manager will perform review.
- If an Accountant Technician is not assigned to the program and the Accountant Manager completes the journal entry, only the Accountant Manager will perform the review.

5.1. Approve General Ledger Entry

Once the Program Accountant codes the deposit, it is reviewed by the Accountant Manager for accuracy. The Program Manager will:

1. Review the entire deposit batch (including support documentation).
2. Record his/her approval on the Deposit Checklist.
3. Forward the approved coded deposit to the Program Accountant for posting to the General Ledger.

For checks deposited into the General Fund Account, The Accountant Manager approves the recordation/ posting to the General Ledger.

5.2. Post entry/Update Check Log/File Deposit

Upon receiving approval from the Accountant Manager, the Program Accountant posts the entry to the General Ledger. The posted batch is then returned to the Energy Accountant for filing.

5.3. Update Check Log/File Check

The Energy Accountant add the "Date Deposited" to the Check Log located at z:\accounting\LHC\General Fund\Deposits\FY 2013\Check Log-2013.xls and the Accountant Tech files the deposit (including check copies and support documentation) by month.

5.4. Shred Checks

No fewer than 15 days after the deposit is posted to the General Ledger, the General Fund Accounting Manager shreds all original checks.

6. Monthly Reconciliation

On a monthly basis, the Energy Accountant performs a reconciliation of the check logs to ensure that all checks received have been deposited and coded.

The staff and resources involved in this process stage are identified in the table below. The "Monthly Reconciliation" process is further described in the following sections.

Business Owners	Resources
Energy Accountant	Mail/Purchasing Clerk's Check Log
	Program Accountant's "Received" Check Log

6.1. Review

Reconciliation reviews occur monthly. To perform the review, the Energy Accountant obtains copies of the check logs maintained by the Mail/Purchasing Clerk (z:\maintenance & supply\Order Request\Administration access\Check Log 2013).

The Energy Accountant reconciles the Mail/Purchasing Clerk's Check Log to the Energy Accountant's check Log (z:\accounting\LHC\General Fund\Deposits\FY 2013 ["Received" Check log]) for accuracy, completeness, reasonableness, and timeliness of deposits.

6.2. Resolve Discrepancies

Check Log discrepancies are resolved through communications with the Purchasing Clerk, Energy Accountant, and Budget Manager. If a discrepancy is found, the circumstances are documented in the check log.

Note:

If a discrepancy cannot be resolved, the General Fund Accountant Manager will notify the CFO, Assistant CFO, and Human Resources Director. If after further research, items remain lost, the items will be reported to the Internal Audit Director, Vice President, and Executive Director. Criminal prosecution and restitution may be sought.

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Louisiana Housing Corporation
Accounting Department
Evaluation and Process Improvement Recommendations

Attachment IV:
Current Receipts Process

Exhibit 1: Process Milestones and Activities

Process Milestones and Activities

Note:
- Depending on the program, the "Program Accountant" activities may be performed by the Accounting Technician., with review by a Program Accountant prior to submittal to the Accountant Manager (see detailed process description).
- The General Fund Accountant Manager is the Accountant Manager responsible for the "Receipts" process

Louisiana Housing Corporation
Accounting Department
Evaluation and Process Improvement Recommendations

Attachment IV:
Current Receipts Process

Exhibit 2: Receipts Review Checklists

LHC - DEPOSIT CHECKLIST
ENERGY ACCOUNT

Deposit Date	04/08/13	**Total $ Deposited**	$	50.00
GL Batch No.		**Posting Seq No.**		

GL Entry Amt	$ 50.00	GL Entry No./ITMS Batch No. /14	Description	Hurricane Katrina Overpayments
GL Entry Amt		GL Entry No./ITMS Batch No.	Description	
GL Entry Amt		GL Entry No./ITMS Batch No.	Description	
GL Entry Amt		GL Entry No./ITMS Batch No.	Description	
GL Entry Amt		GL Entry No./ITMS Batch No.	Description	

	1st Name	**Date and Time**	**Steps**
1. EA Accountant			a) Enter all checks in the Check Log when received. Run Tapes on the day's checks sorting them by bank and the type of receipt.
			b) Scan checks (30 checks at a time max) with ITMS software entering amounts, identifying descriptions, and entering a batch total for balancing. Prepare one checklist for the day's deposits to be attached to the deposit and forward to GF Accountant Manager.
2. GF Acct Manager			a) Approve balanced deposit batches in the ITMS system, print the approved deposit list from ITMS, and remove original checks to be destroyed in 15 days.
			b) Communicate and resolve any problems with the EA Accountant.
3. EA Technician			Attach the proper backup and enter deposits in the appropriate Budget Control worksheets and Refunds Applied to Services.
4. EA Accountant			a) Audit to ensure the proper backup is provided, coding is correct, and the items are entered correctly in the appropriate Budget Control worksheets and Refunds Applied to Services worksheet.
			c) Communicate and resolve any problems with the EA Technician.
			b) Enter transaction in Draws by Source Worksheet and the General Ledger. Update missing information in the Check Log.
5. GF Acct Manager			a) Review and approve complete deposit package. Audit the GL entry.
			b) Communicate and resolve any problems with the EA Accountant.
6. EA Accountant			Post GL entries. Return to the GF Acct Manager.
7. GF Acct Manager			Shred original scanned checks no fewer than 15 days after deposited.
8. EA Technician			File original deposit.

LHC - DEPOSIT CHECKLIST
HOME ACCOUNT

Deposit Date   04/08/13   **Total $ Deposited** $ 1,947.44

GL Batch No.   **Posting Seq No.**

GL Entry Amt	$ 1,947.44	GL Entry No./ITMS Batch No.	/7	Description	Repmt on HOME Loans
GL Entry Amt		GL Entry No./ITMS Batch No.		Description	
GL Entry Amt		GL Entry No./ITMS Batch No.		Description	
GL Entry Amt		GL Entry No./ITMS Batch No.		Description	
GL Entry Amt		GL Entry No./ITMS Batch No.		Description	
GL Entry Amt		GL Entry No./ITMS Batch No.		Description	
GL Entry Amt		GL Entry No./ITMS Batch No.		Description	
GL Entry Amt		GL Entry No./ITMS Batch No.		Description	

	1st Name	Date and Time	Steps
1. EA Accountant			a) Enter all checks in the Check Log when received. Run Tapes on the day's checks sorting them by bank and the type of receipt.
			b) Scan checks (30 checks at a time max) with ITMS software entering amounts, identifying descriptions, and entering a batch total for balancing. Prepare one checklist for the day's deposits to be attached to the deposit and forward to GF Accountant Manager.
2. GF Acct Manager			a) Approve balanced deposit batches in the ITMS system print the approved deposit list from ITMS. Remove original checks to be destroyed later in 15 days.
			b) Communicate and resolve any problems with the EA Accountant.
3. Home Accountant			a) Identify receipts and provide proper backup and GL coding.
			b) Enter deposits in the appropriate worksheets and software. Enter deposits into a General Ledger entry.
4. Home Acct Mgr			a) Review and approve complete deposit package.
			b) Communicate and resolve any problems with the Home Accountant.
5. Home Accountant			Post GL entries.
6. EA Accountant			Update any missing information into the Check Log. Return to the GF Accountant Manager.
7. GF Acct Manager			Shred original scanned checks no fewer than 15 days after deposited.
8. Oper Technician			File original deposit.

LHC - DEPOSIT CHECKLIST
OPERATING ACCOUNT

| **Deposit Date** | | 04/08/13 | **Total $ Deposited** | $ | 4,501.26 |
| **GL Batch No.** | | | **Posting Seq No.** | | |

GL Entry Amt	3,641.18	GL Entry No./ITMS Batch No.	/151	Description	Travel Refund
GL Entry Amt	798.08	GL Entry No./ITMS Batch No.	/152	Description	Surplus
GL Entry Amt	62.00	GL Entry No./ITMS Batch No.	/153	Description	TC Advance Repayment
GL Entry Amt		GL Entry No./ITMS Batch No.		Description	
GL Entry Amt		GL Entry No./ITMS Batch No.		Description	
GL Entry Amt		GL Entry No./ITMS Batch No.		Description	
GL Entry Amt		GL Entry No./ITMS Batch No.		Description	
GL Entry Amt		GL Entry No./ITMS Batch No.		Description	
GL Entry Amt		GL Entry No./ITMS Batch No.		Description	
GL Entry Amt		GL Entry No./ITMS Batch No.		Description	

	1st Name	Date and Time	Steps
1. EA Accountant			a) Enter all checks in the Check Log when received. Run Tapes on the day's checks sorting them by bank and the type of receipt.
			b) Scan checks (30 checks at a time max) with ITMS software entering amounts, identifying descriptions, and entering a batch total for balancing. Prepare one checklist for the day's deposits to be attached to the deposit.
2. GF Acct Manager			a) Approve balanced deposit batches in the ITMS system, print the deposit list, and remove original checks to be destroyed in 15 days. Return to Vickie for proper backup as needed.
			b) Communicate and resolve any problems with the EA Accountant.
3. EA Accountant			a) Enter Single Family Compliance Fee deposits in the appropriate transmittal worksheet. Communicate via email, spreadsheets, etc. with the appropriate accountant and/or program area to identify all receipts.
			b) Communicate and resolve any problems to the GF Acct Manager, Program Manager, Assistant CFO, and CFO as needed to timelines for handling receipts.
			c) Attach completed worksheets and appropriate backup to deposit list.
			d) Update any missing information in the Check Log.
4. Operating Accountant			Identify the proper GL coding for deposits and make sure they are complete.
5. Operating Technician			Enter deposits into the Accounting software. Make appropriate copies for Prog Accts (MF/SF Issuer fees - MRB Acct, HOME Compliance fees and reimbursable expenses - HOME Acct).
6. Operating Accountant			a) Audit the GL entry for accuracy and completeness.
			b) Communicate and resolve any problems with the Operating Technician.
7. GF Acct Manager			a) Review and approve complete deposit package.
			b) Communicate and resolve any problems with the Operating Accountant.
8. Operating Accountant			Post GL entries.
9. GF Acct Manager			Shred original scanned checks no fewer than 15 days after deposited.
10. Operating Technician			File original deposit.

LHC - DEPOSIT CHECKLIST
PAYROLL ACCOUNT

Deposit Date	05/10/13	**Total $ Deposited**	$ 119.72
GL Batch No.		**Posting Seq No.**	

GL Entry Amt	GL Entry No./ITMS Batch No.	Description	
$ 119.72	/9	Description	Insurance Reimbursement
GL Entry Amt	GL Entry No./ITMS Batch No.	Description	
GL Entry Amt	GL Entry No./ITMS Batch No.	Description	
GL Entry Amt	GL Entry No./ITMS Batch No.	Description	
GL Entry Amt	GL Entry No./ITMS Batch No.	Description	
GL Entry Amt	GL Entry No./ITMS Batch No.	Description	
GL Entry Amt	GL Entry No./ITMS Batch No.	Description	
GL Entry Amt	GL Entry No./ITMS Batch No.	Description	

	1st Name	Date and Time	Steps
1. EA Accountant			a) Enter all checks in the Check Log when received. Run Tapes on the day's checks sorting them by bank and the type of receipt.
			b) Scan checks (30 checks at a time max) with ITMS software entering amounts, identifying descriptions, and entering a batch total for balancing. Prepare one checklist for the day's deposits to be attached to the deposit and forward to GF Accountant Manager.
2. GF Acct Manager			a) Approve balanced deposit batches in the ITMS system, print the deposit list, and remove original checks to be destroyed in 15 days.
			b) Communicate and resolve any problems with the EA Accountant.
3. P/R Accountant			a) Identify receipts and provide proper backup and GL coding.
			b) Enter deposits in the appropriate worksheets (deductions/taxes) and into a General Ledger entry.
4. GF Acct Manager			a) Review and approve complete deposit package.
			b) Communicate and resolve any problems with the Payroll Accountant.
5. P/R Accountant			Post GL entries.
6. EA Accountant			Update any missing information into the Check Log. Return to the GF Accountant Manager
7. GF Acct Manager			Shred original scanned checks no fewer than 15 days after deposited.
8. Oper Technician			File original deposit.

LHC - DEPOSIT CHECKLIST
HOUSING TRUST FUND ACCOUNT

Deposit Date 03/15/13   **Total $ Deposited** $ 8,786.00

GL Batch No.   **Posting Seq No.**

GL Entry Amt	$ 8,786.00	GL Entry No./ITMS Batch No.	/ 4	Description	
GL Entry Amt		GL Entry No./ITMS Batch No.		Description	
GL Entry Amt		GL Entry No./ITMS Batch No.		Description	
GL Entry Amt		GL Entry No./ITMS Batch No.		Description	
GL Entry Amt		GL Entry No./ITMS Batch No.		Description	
GL Entry Amt		GL Entry No./ITMS Batch No.		Description	
GL Entry Amt		GL Entry No./ITMS Batch No.		Description	
GL Entry Amt		GL Entry No./ITMS Batch No.		Description	

	1st Name	Date and Time	Steps
1. EA Accountant			a) Enter all checks in the Check Log when received. Run Tapes on the day's checks sorting them by bank and the type of receipt.
			b) Scan checks (30 checks at a time max) with ITMS software entering amounts, identifying descriptions, and entering a batch total for balancing. Print the checklist and forward to GF Accountant Manager.
2. GF Acct Manager			a) Approve balanced deposit batches in the ITMS system, print the approved deposit list from ITMS, and remove original checks to be destroyed in 15 days.
			b) Communicate and resolve any problems with the EA Accountant.
3. Trust Fd Accountant			a) Identify receipts and provide proper backup and GL coding.
			b) Enter deposits in the appropriate worksheets and software. Enter deposits into a General Ledger entry.
4. Budget Manager			a) Review and approve complete deposit package.
			b) Communicate and resolve any problems with the Trust Fd Accountant.
5. Trust Fd Accountant			Post GL entries.
6. EA Accountant			Update any missing information on the Deposit Log spreadsheet. Return to the GF Manager.
7. GF Acct Manager			Shred original scanned checks no fewer than 15 days after deposited.
8. Oper Technician			File original deposit.

Attachment IV
Exhibit 2: Deposits Review Checklists

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LHC - DEPOSIT CHECKLIST
CDBG Rebuilding ACCOUNT

Deposit Date 02/08/13   **Total $ Deposited** $ 47,110.22

GL Batch No.   **Posting Seq No.**

GL Entry Amt	$ 47,110.22	GL Entry No./ITMS Batch No. /2	Description Refunds
GL Entry Amt		GL Entry No./ITMS Batch No.	Description
GL Entry Amt		GL Entry No./ITMS Batch No.	Description
GL Entry Amt		GL Entry No./ITMS Batch No.	Description
GL Entry Amt		GL Entry No./ITMS Batch No.	Description
GL Entry Amt		GL Entry No./ITMS Batch No.	Description
GL Entry Amt		GL Entry No./ITMS Batch No.	Description
GL Entry Amt		GL Entry No./ITMS Batch No.	Description

	1st Name	Date and Time	Steps
1. EA Accountant			a) Enter all checks in the Check Log when received. Run Tapes on the day's checks sorting them by bank and the type of receipt.
			b) Scan checks (30 checks at a time max) with ITMS software entering amounts, identifying descriptions, and entering a batch total for balancing. Prepare one checklist for the day's deposits to be attached to the deposit and forward to GF Accountant Manager.
2. GF Acct Manager			a) Approve balanced deposit batches in the ITMS system print the approved deposit list from ITMS. Remove original checks to be destroyed later in 15 days.
			b) Communicate and resolve any problems with the EA Accountant.
3. CDBG Accountant			a) Identify receipts and provide proper backup and GL coding.
			b) Enter deposits in the appropriate worksheets and software. Enter deposits into a General Ledger entry.
4. CDBG Acct Mgr			a) Review and approve complete deposit package.
			b) Communicate and resolve any problems with the Home Accountant.
5. CDBG Accountant			Post GL entries.
6. EA Accountant			Update any missing information into the Check Log. Return to the GF Accountant Manager.
7. GF Acct Manager			Shred original scanned checks no fewer than 15 days after deposited.
8. Oper Technician			File original deposit.

LHC - DEPOSIT CHECKLIST
NSP ACCOUNT

Deposit Date	01/23/13	**Total $ Deposited**	$	60,214.27
GL Batch No.		**Posting Seq No.**		

GL Entry Amt	$ 60,214.27	GL Entry No./ITMS Batch No.	/11	Description	
GL Entry Amt		GL Entry No./ITMS Batch No.		Description	
GL Entry Amt		GL Entry No./ITMS Batch No.		Description	
GL Entry Amt		GL Entry No./ITMS Batch No.		Description	
GL Entry Amt		GL Entry No./ITMS Batch No.		Description	
GL Entry Amt		GL Entry No./ITMS Batch No.		Description	
GL Entry Amt		GL Entry No./ITMS Batch No.		Description	
GL Entry Amt		GL Entry No./ITMS Batch No.		Description	

	1st Name	Date and Time	Steps
1. EA Accountant			a) Enter all checks in the Check Log when received. Run Tapes on the day's checks sorting them by bank and the type of receipt.
			b) Scan checks (30 checks at a time max) with ITMS software entering amounts, identifying descriptions, and entering a batch total for balancing. Prepare one checklist for the day's deposits to be attached to the deposit and forward to GF Accountant Manager.
2. GF Acct Manager			a) Approve balanced deposit batches in the ITMS system print the approved deposit list from ITMS. Remove original checks to be destroyed later in 15 days.
			b) Communicate and resolve any problems with the EA Accountant.
3. NSP Accountant			a) Identify receipts and provide proper backup and GL coding.
			b) Enter deposits in the appropriate worksheets and software. Enter deposits into a General Ledger entry.
4. NSP Acct Mgr			a) Review and approve complete deposit package.
			b) Communicate and resolve any problems with the Home Accountant.
5. NSP Accountant			Post GL entries.
6. EA Accountant			Update any missing information into the Check Log. Return to the GF Accountant Manager.
7. GF Acct Manager			Shred original scanned checks no fewer than 15 days after deposited.
8. Oper Technician			File original deposit.

LHC - DEPOSIT CHECKLIST
ARRA - TCAP ACCOUNT

Deposit Date 05/31/12   **Total $ Deposited** $ 159,943.34

GL Batch No.   **Posting Seq No.**

GL Entry Amt	$ 22,063.34	GL Entry No./ITMS Batch No.	Description	Libery Place Apts
GL Entry Amt	137,880.00	GL Entry No./ITMS Batch No.	Description	Georgetown Villages
GL Entry Amt		GL Entry No./ITMS Batch No.	Description	
GL Entry Amt		GL Entry No./ITMS Batch No.	Description	
GL Entry Amt		GL Entry No./ITMS Batch No.	Description	
GL Entry Amt		GL Entry No./ITMS Batch No.	Description	
GL Entry Amt		GL Entry No./ITMS Batch No.	Description	
GL Entry Amt		GL Entry No./ITMS Batch No.	Description	

	1st Name	Date and Time	Steps
1. EA Accountant			a) Enter all checks in the Check Log when received. Run Tapes on the day's checks sorting them by bank and the type of receipt.
			b) Scan checks (30 checks at a time max) with ITMS software entering amounts, identifying descriptions, and entering a batch total for balancing. Prepare one checklist for the day's deposits to be attached to the deposit and forward to GF Accountant Manager.
2. GF Acct Manager			a) Approve balanced deposit batches in the ITMS system print the approved deposit list from ITMS. Remove original checks to be destroyed later in 15 days.
			b) Communicate and resolve any problems with the EA Accountant.
3. TCAP Accountant			a) Identify receipts and provide proper backup and GL coding.
			b) Enter deposits in the appropriate worksheets and software. Enter deposits into a General Ledger entry.
4. TCAP Acct Mgr			a) Review and approve complete deposit package.
			b) Communicate and resolve any problems with the Home Accountant.
5. TCAP Accountant			Post GL entries.
6. EA Accountant			Update any missing information into the Check Log. Return to the GF Accountant Manager.
7. GF Acct Manager			Shred original scanned checks no fewer than 15 days after deposited.
8. Oper Technician			File original deposit.

LHC - DEPOSIT CHECKLIST
Project Based Section 8 Voucher Rental ACCOUNT

Deposit Date	04/05/13	**Total $ Deposited**	$ 1,859,080.35
GL Batch No.		**Posting Seq No.**	

GL Entry Amt	$ 1,859,080.35	GL Entry No./ITMS Batch No.		Description	
GL Entry Amt	-	GL Entry No./ITMS Batch No.		Description	
GL Entry Amt		GL Entry No./ITMS Batch No.		Description	
GL Entry Amt		GL Entry No./ITMS Batch No.		Description	
GL Entry Amt		GL Entry No./ITMS Batch No.		Description	
GL Entry Amt		GL Entry No./ITMS Batch No.		Description	
GL Entry Amt		GL Entry No./ITMS Batch No.		Description	
GL Entry Amt		GL Entry No./ITMS Batch No.		Description	

	1st Name	Date and Time	Steps
1. EA Accountant			a) Enter all checks in the Check Log when received. Run Tapes on the day's checks sorting them by bank and the type of receipt.
			b) Scan checks (30 checks at a time max) with ITMS software entering amounts, identifying descriptions, and entering a batch total for balancing. Prepare one checklist for the day's deposits to be attached to the deposit and forward to GF Accountant Manager.
2. GF Acct Manager			a) Approve balanced deposit batches in the ITMS system print the approved deposit list from ITMS. Remove original checks to be destroyed later in 15 days.
			b) Communicate and resolve any problems with the EA Accountant.
3. PBS8 Accountant			a) Identify receipts and provide proper backup and GL coding.
			b) Enter deposits in the appropriate worksheets and software. Enter deposits into a General Ledger entry.
4. PBS8 Acct Mgr			a) Review and approve complete deposit package.
			b) Communicate and resolve any problems with the PBS8 Accountant.
5. PBS8 Accountant			Post GL entries.
6. EA Accountant			Update any missing information into the Check Log. Return to the GF Accountant Manager.
7. GF Acct Manager			Shred original scanned checks no fewer than 15 days after deposited.
8. Oper Technician			File original deposit.

Louisiana Housing Corporation

Accounting Department
Evaluation and Process Improvement Recommendations

Attachment V:

Current Property Inventory/ Disposition Process

Current Property Inventory/ Disposition Process

1. Purchases
    - 1.1. Purchase Order is submitted to Budget Accountant
    - 1.2. Budget Accountant records capitalized assets in D-Bit
    - 1.3. Budget Accountant records all other in Acquisition #3 Spreadsheet, located at: z:\accounting\LHC\Budget\Depreciation\FY 2012

2. Inventory
    - 2.1   Budget Accountant performs physical inventory/ begins June 1/ends 1st day of fiscal year
    - 2.2. Budget Accountant reconciles inventory to D-Bit and spreadsheet/ Completed by FYE
    - 2.3. Budget Accountant report discrepancies to Budget Manager (QC process only performed on items identified to be missing)

3. Prepare for Disposition
    - 3.1. Program Manager/ Property Custodian Completes Disposition of Property Form
    - 3.2. Budget Accountant reviews for verification (ensures property requesting disposition is accounted for in D-Bit or Acquisition #3 spreadsheet, sometimes reviews associated invoice for property)
    - 3.3. Receive approval from LPAA (all property is disposed of via LPAA procedures)

4. Disposition Approval
    - 4.1. Budget Manager: Review/approve Request for Sale of Property Form
    - 4.2. Return Form to Budget Accountant
    - 4.3. Budget Accountant: Fax to LPAA
    - 4.4. LPAA provides disposal # & instructions for disposal
    - 4.5. Budget Accountant: Tag item for disposal & update general ledger

5. Dispose of Property
    - 5.1. Budget Accountant coordinates property disposition, according to LPAA requirements (sometimes LPAA comes to pick up property, sometimes LHC delivers the property to LPAA)
    - 5.2   Budget Accountant: Update D-Bit / D-Bit creates GL Entry
    - 5.3. Budget Accountant: Post GL Entry or Update Acquisition #3 Spreadsheet

Louisiana Housing Corporation

Accounting Department

Evaluation and Process Improvement Recommendations

Attachment VI:

Current Budget Process

Current Budget Process

1. Kick off Meeting (October)
    1.1.   Budget Accountant notifies Program Administrators & Managers that budget process is
            beginning

2. Preliminary Schedules (December)
    2.1.   Budget Accountant sends budget templates to Administrators/ Managers
    2.2   Administrators/ Managers Develop Preliminary Schedule utlizing budget templates
    2.3.   Administrators/ Managers Submit to Accounting
    2.4   Budget Accountant adds templates to consolidated budget template; Budget Manager & CFO
            reviews
                    Note: While the Cost Allocation Plan is not a part of the budget process, but is used to
                    estimate revenues for the following year
    2.5.   Budget Manager/ CFO Reviews with VP & Executive Director and select Board Members
    2.6.   Follow up with Managers re: any adjusetements made by VP/ Executive Director/Board Members

3. Submit to Finance Committee
    3.1.   Submit full budget to Finance Committee (March)
    3.2.   Meet with Committee and Senior Staff

4. Submit full Budget to Board
    4.1.   Submit Draft to Board (May)
    4.2.   Finalize Operating Budget (June) Special sessions may be called if the Board requires additional
            changes before fiscal year end
    4.4.   Adjustments/ Amendments Process - Process is utlized very rarely, but Kip confirmed that
            process outlined below is followed
                    4.4.1. Program Administrator: Submit Budget Adjustment Request Form
                    4.4.2. Budget Manager/CFO: Review Budget Adjustment Form
                    4.4.3. COO and Executive Director Approval
                    4.4.4. Increase/Decrease in Operating Budget?
                        Yes -
                            • Submit to Board
                            • Board Approval
                            • Update Operating Budget
                        No -
                            ♠ Update Operating Budget

5. Budget Comparison Reporting
    5.1.   Quarterly (to Board and staff) – Reports are pulled from ACCPAC using Crystal Reports
    5.2   Reports are not currently provided monthly

Louisiana Housing Corporation

Accounting Department

Evaluation and Process Improvement Recommendations

Attachment VII :

List of Current Reports/ Reconciliations Performed

Current Reports/ Reconciliations Performed

Program/Dept	Report	Responsible Party (Lead)	Frequency	Timing	Submitted to
Operating Budget	Budget Comparison	Budget Manager (Kip)	Monthly	3rd Monday each month	Mgrs, Administrators, Director
Operating Budget	Budget Comparison	CFO/ Budget Manager (Kip)	Quarterly	3rd Monday each month	Administrative Committee/ Board
Operating Budget	Annual Budget	CFO/ Budget Manager (Kip)	Annually	May/June	Administrative Committee/ Board
Inventory	Inventory	Property Custodians/ Budget Manager (Kip)	Annually	Within 2 months of fiscal year end	External Auditors
General Fund	Financial Statement	CFO/Ass't CFO & All Accounting Managers	Annually	Fiscal Year End	Legislative Auditor
Village de Jardin	Financial Statement	CFO/Ass't CFO & All Accounting Managers	Annually	Fiscal Year End	Legislative Auditor
Willowbrook Apartments	Financial Statement	CFO/Ass't CFO & All Accounting Managers	Annually	Fiscal Year End	Legislative Auditor
MRB Programs[8]	Financial Statement	Anne Fulton, CFO/ Asst CFO	Annually	Fiscal Year End	Legislative Auditor
Mid City Gardens	Financial Statement	Program Manager	Annually	Fiscal Year End	Legislative Auditor
Combined Financial Statement	Financial Statement	Program Manager	Annually	Fiscal Year End	Legislative Auditor
TCAP	1512 ARRA Reporting	Program Manager	Monthly	10th of following month	HUD
WAP Max	1512 ARRA Reporting	Bridget McGee	Monthly	10th of following month	HUD
WAP	425 Financial Status Reports	Jatis Harrington	Quarterly	last day of month following quarter	DOE
WAP Max	425 Financial Status Reports	Jatis Harrington	Quarterly	last day of month following quarter	DOE
Corporation	LASERS Audit	CFO	As Required	As required	HR/ LASERS
Corporation	Civil Service Audit	CFO	As Required	As required	HR/ Civil Service
Corporation	Fiscal Notes	CFO	Annually/ As Required	March/June	Legal/Legislative Fiscal Office
Corporation	Cost Allocation Plan	Budget Mgr (Kip)	Annually	July/ August	Auditors/ Internal Partners (OCD)
Corporation	941 Report	Accountant Mgr (Melissa)	Quarterly	Stated Deadlines	IRS
Corporation	Act 611 Reporting Compliance	Accountant Mgr (Melissa)/ Legal Submits	Quarterly	first day of month following end of quarter	La Division of Administration
Corporation	Wage & Tax Report	Accountant Mgr (Melissa)	Quarterly	last day of month following end of quarter	La Department of Revenue
Corporation	Risk Exposure Reporting Form (ORM)	Accountant Mgr (Melissa)	Quarterly	Stated Deadlines	La Office of Risk Management
Corporation	1098	**ALL STAFF**	Annually	Stated Deadlines	Borrowers & IRS
Corporation	1099	All Accountants	Annually	Stated Deadlines	Vendors & IRS

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[8] Included in the Combined Financial Statement Report.

Program/Dept	Report	Responsible Party (Lead)	Frequency	Timing	Submitted to
LIHEAP	269 Financial Statement Reports	Jatis Harrington	Annually	Dec. 31	DHHS
Corporation	W-2/ W-3	Accountant Mgr (Melissa)/ Jatis Harrington	Annually	Stated Deadlines	Employees & Social Security Administration
Payroll	Bi-Weekly ACCPAC Payroll Report	Accountant Mgr (Melissa)	Bi-Weekly	Bi-Weekly	Gen Fund Manager (Melissa) & Ass'st CFO
Payroll	LASERS Report	Accountant Mgr (Melissa)	Monthly	Monthly	LASERS Secure Website
Corporation	Board & Commissions Website Update Report	CFO	Annually	July 1st	Online/Self Posted
Corporation	PPM 73 Annual Letter	CFO	Annually	March	OSRAP
Asset Control	Asset Report (ORM)	Budget Manager (Kip)	Annually	March	ORM

Program/Dept	Reconciliations	Responsible Party	Frequency	Submitted to
HOME	GL/Budget Worksheet/ HUD Report Reconciliation	Accountant Mgr (Anne)	Monthly	N/A: Internal
HOME	GL (ACCPAC)/Cash Receipts & Payments/ Budget Spreadsheet Reconciliation	Accountant Mgr (Anne)	Monthly	N/A: Internal
MRB	Federal Home Loan Bank Reconciliation	Accountant Mgr (Anne)	Monthly	N/A: Internal
MRB (General Fund)	1998A Reconciliation (Whole Loans)	Accountant Mgr (Anne)	Monthly	N/A: Internal
MRB - Multi Family	2000 Accounts Reconciliation	Accountant Mgr (Anne)	Monthly	N/A: Internal
MRB	Issuer Fees Reconciliation	Accountant Mgr (Anne)	Fiscal YE	N/A: Internal
MRB	5200-7 Account Reconciliation	Accountant Mgr (Anne)	Fiscal YE	N/A: Internal
MRB	Arbitrage Report	Accountant Mgr (Anne)	Varies by Bond Issue	Audited by MRB Accountant
MRB	Disclosure Statements	Accountant Mgr (Anne)	Fiscal YE	Whitney Bank
MRB	MF 202 Series 2006A / Waterfall Report Reconciliation (received from Whitney Bank)	Accountant Mgr (Anne)	Bi-Annually	N/A: Internal
TCAP	GL (ACCPAC)/Budget Worksheet/ IDIS Report Reconciliation	Accountant Mgr (Anne)	Monthly	N/A: Internal
TCAP	GL (ACCPAC)/Cash Receipts & Payments/ Budget Spreadsheet Reconciliation	Accountant Mgr (Anne)	Monthly	N/A: Internal
LIHEAP	GL (ACCPAC)/Cash Receipts & Payments/PMS Reconciliation	Accountant (Vickie)	Monthly	Accountant Mgr (Melissa)
LIHEAP	GL (ACCPAC)/Cash Receipts & Payments/PMS Reconciliation	Accountant (Vickie)	Quarterly	Accountant Mgr (Melissa)
CDBG Single Family Loans (Homeownership)	GL (ACCPAC)/Cash Receipts & Payments/ Budget Spreadsheet Reconciliation	Accountant Mgr (Anne)	Monthly	N/A: Internal
Permanent Supportive Housing - Shelter Plus Care	GL (ACCPAC)/Cash Receipts & Payments/ Budget Spreadsheet Reconciliation	Accountant Mgr (Anne)	Monthly	N/A: Internal
Permanent Supportive Housing -Section 8 Project-Based Voucher	GL (ACCPAC)/Cash Receipts & Payments/ Budget Spreadsheet Reconciliation	Accountant Mgr (Anne)	Monthly	N/A: Internal

Program/Dept	Reconciliations	Responsible Party	Frequency	Submitted to
CDBG Non-Profit Rebuilding Pilot Program (Pop I)	GL (ACCPAC)/Cash Receipts & Payments/ Budget Spreadsheet Reconciliation	Accountant Mgr (Kip)	Monthly	N/A: Internal
Section 8 Program (S8CA)	GL (ACCPAC)/Cash Receipts & Payments/ Budget Spreadsheet Reconciliation	Accountant (Ramona)	Monthly	Accountant Mgr (Kip)
Trust Fund	GL (ACCPAC)/Cash Receipts & Payments/ Budget Spreadsheet Reconciliation	Accountant Mgr (Kip)	Monthly	N/A: Internal
National Foreclosure Mitigation Program (NFMC)	GL (ACCPAC)/Cash Receipts & Payments/ Budget Spreadsheet Reconciliation	Accountant Mgr (Kip)	Monthly	N/A: Internal
Weatherization Assistance Program	GL (ACCPAC)/Cash Receipts & Payments/ Budget Spreadsheet Reconciliation	Accountant (Vickie)	Monthly	Accountant Mgr (Melissa)
Weatherization Assistance Program – ARRA	GL (ACCPAC)/Cash Receipts & Payments/ Budget Spreadsheet Reconciliation	Accountant (Vickie)	Monthly	Accountant Mgr (Melissa)

Louisiana Housing Corporation

Accounting Department
Evaluation and Process Improvement Recommendations

Attachment VIII:

Current Payroll Process

Current Payroll Process

New Hire Setup

1. Payroll Accountant: Receive new hire information from HR department. The packet includes:
    a. Employee Notification Form (ENF)
    b. LASERS Application (if applicable)
    c. Federal Tax Form (W-4) original
    d. State Tax Form (L-4) original
    e. Flexible Benefits Application (if applicable) original
    f. Health and Life Insurance Application –GB01 (if applicable)
    g. Dental Insurance Application (if applicable)
    h. Direct Deposit Authorization W/Void Check (if applicable) original
    i. Employee Verification –Transfers (if applicable)
2. Payroll Accountant: Add employee to Manual Leave Book, located at
    z:\accounting\LHC\Payroll\2013\CALC – Leave Book 2013.xls
3. Payroll Accountant: Add employee to bi-weekly and monthly liabilities spreadsheets:
    - z:\accounting\LHC\Payroll\2013\Biweekly Deductions and Tax Liabilities\
        o 941 -2013.xls
        o DEFCOM 13.xls
        o FEDERAL -2013.xls
        o FLEXIBLE SPENDING 13.xls
        o GARNIS 13.xls
        o HAS Contributions.xls
        o STATE - 2013.xls
    - z:\accounting\LHC\Payroll\2013\Monthly Liabilities\
        o DINA 13.xls
        o GROUPBEN 13.xls
        o Laser electronic reporting-hard copy.xls
        o LASERS 13.xls
        o METLIFE 13.xls
        o MS Dent 13.xls
        o QDENT 13.xls
        o SELDENTAMPBUCLIFE 13.xls
        o STARMONT ALWAYSCARE 13.xls
4. Payroll Accountant: Add Employee to ACCPAC
    a. All information entered into the spreadsheets listed in step 3, above, is also entered into ACCPAC
5. Payroll Accountant: Add Employee to Bi-weekly Payroll Audit workbook, located at:
    z:\accounting\LHC\Payroll\2013\Biweekly Audits\PPE mm-dd-yyyy.xlsx
6. GL Manager: Review entries into ACCPAC and Spreadsheets against information received on HR forms to ensure data entry accuracy

Bi-Weekly Payroll Processing

1. Staff
    a. Complete timesheet, overtime request form, and leave request form (as applicable) utilizing the templates on SharePoint
    b. Obtain necessary approvals and submit documents to Payroll Accountant
2. Payroll Accountant:
    a. Create a Payroll Batch Checklist (Exhibit 1)
    b. Collect & review Timecards for accuracy, signatures & supporting documentation.
       Staff prints timesheets, leave slips, and overtime requests, then obtains necessary approvals. Timesheets are submitted to payroll accountant and filed according to department until they are reviewed. Accounting does not require a specific method of receiving timesheets (ex. by department)
    c. Post the leave to the Leave Book.
       - z:\accounting\LHC\Payroll\2013\CALC – Leave Book 2013.xls
       - z:\accounting\LHC\Payroll\2013\CALC – Fix Insurance Deductions is used for
       - z:\accounting\LHC\Payroll\2013\CALC – Retro Pay Corrections 2013.xls
    d. Print Leave Book Roster and make any necessary leave changes.
    e. Enter Timesheets, Deduction & Other Changes on Payroll Audit worksheets.
       - z:\accounting\LHC\Payroll\2013\Biweekly Audits\PPE mm-dd-yyyy.xlsx
       - z:\accounting\LHC\Payroll\2013\Biweekly Deductions and Tax Liabilities\

o 941 -2013.xls	o FLEXIBLE SPENDING 13.xls
o DEFCOM 13.xls	o GARNIS 13.xls
o FEDERAL -2013.xls	o HAS Contributions.xls
	o STATE - 2013.xls

       - z:\accounting\LHC\Payroll\2013\Monthly Liabilities\

o DINA 13.xls	o MS Dent 13.xls
o GROUPBEN 13.xls	o QDENT 13.xls
o Laser electronic reporting-hard copy.xls	o SELDENTAMPBUCLIFE 13.xls
o LASERS 13.xls	o STARMONT ALWAYSCARE 13.xls
o METLIFE 13.xls	

    f. Enter Time & Other Changes in ACCPAC. Everything entered on the spreadsheets of 1.c & 1.d. are also entered into the "Timecard" in ACCPAC for each employee
    g. Calculate the Payroll by pressing the "Calculate Payroll" button in the ACCPAC timecard. RECALCULATE & DOUBLE CHECK GARNISHMENTS.
    h. Run Pre-Check Payroll Register Report out of ACCCPAC.
    i. Reconcile the Payroll Audit worksheets (listed in 1.d.) w/ Pre-Check Payroll Register
3. GF Manager: Audit Payroll:
    a. Check overtime pay hours, payroll audit worksheets, reconcile worksheets(listed in 1.d.) and ACCPAC
    b. Print Summary reports for each spreadsheet listed in 2.d.
4. Ass't CFO/CFO: Review/Audit Biweekly and summary sheets. Forward USB Signature Key to GF Manager for printing.
5. Payroll Accountant:

      a. Post and Print Payroll Checks & Advances. (Check #'s are entered onto Checklist)

      b. Generate ACH file. LHC requires that all staff receive ACH.

      c. Give ACH file and payroll checks to GF Manager for review.

6. GF Manager: Release the ACH file for Payroll Advances

7. Payroll Accountant:

      a. Print Deductions Summary Report out of ACCPAC for each type of Deduction (*2 copies, **extras as needed)

i. *DEFCOM	viii. HOSP	xv. QDENT
ii. *FSAFEE	ix. GRLIFE	xvi. QDENTN
iii. *HCFSA	x. DINA	xvii. RETIRE
iv. **GARN2	xi. DINAN	xviii. RETIR2
v. **GARNIS	xii. METLFE	xix. RETIR3
vi. CAFÉ	xiii. METLIF	xx. SELDEN
vii. LFEINS	xiv. MSDENT	xxi. STARD
		xxii. STARDN

      b. Print Tax Analysis Report for each type of Tax out of ACCPAC.

          i. *LASIT

          ii. *USFIT

          iii. LASUTA

          iv. *USEIC

          v. *USMED

          vi. *USSS

      c. Print Earnings And Hours By Employee Report out of ACCPAC with Summary Information Only.

      d. Prepare the weekly/bi-weekly/semi-monthly/monthly payroll payables for payment as needed using the appropriate liabilities invoices/payment checklist locate at Z:\accounting\lhc\payroll\PR Checklist.xlsx

          i. Deferred Compensation

          ii. Direct Deposit - OneNet ACH/EFT

          iii. Federal Taxes EFT (BIWEEKLY)

          iv. Garnishments (as needed)

          v. Group Benefits Flexible Spending Accounts

          vi. La Department of Revenue & Taxation EFT (SEMI-MONTHLY)

8. Payroll Accountant: Email LASERS confirmation of electronic file sent. (monthly, due on the 15th)

9. Accountant Tech: Audit the Leave Book to the leave accruals in ACCPAC & communicate any inconsistencies to Payroll Accountant.

10. Payroll Accountant: Correct the inconsistencies from Acct. Tech reconciliation of the Leave Book.

11. GF Manager: Audit corrections of leave.

Louisiana Housing Corporation

Accounting Department

Evaluation and Process Improvement Recommendations

Attachment VIII:
Current Payroll Process

Exhibit 1: Payroll Review Checklist

PAYROLL CHECKLIST

Pay Period No. _____
Payroll No. _____
Pay Period _____
Check Date _____

	Sig/ Initial	Date	Time	
1. Payroll Accountant				Collect & Review Timecards for accuracy, signatures & supporting documentation.
				Post the leave to the Leave Book.
				Print Leave Book Roster and make any necessary leave changes.
				Enter Timesheets, Deduction & Other Changes on Payroll Audit worksheets.
				Enter Time & Other Changes in ACCPAC.
				Calculate the Payroll. **RECALCULATE & DOUBLE CHECK GARNISHMENTS**.
				Run Pre-Check Payroll Register.
				Reconcile the Payroll Audit worksheets w/ Pre-Check Payroll Register
2. GF Manager				Audit Payroll: Check overtime pay hours, payroll audit worksheets, reconcile wksheets and ACCPAC

ACCOUN	INTAUD	ZHOME	ZSINGL
ADMIN	PUBREL	ZINFOT	ZNSP
BOARD	ZCOMP	ZLIHTC	
EXECOU	ZCCOMPL	ZOTHER	
HUMAN	ZENERG	ZS8CA	

	Sig/ Initial	Date	Time	
3. Asst. CFO/CFO				Review/Audit Biweekly and summary sheets. Forward to GF Manager for printing.
4. Payroll Accountant				Post and Print Payroll Checks & Advices. (Check #'s ____ to _____) # of Cks _____
				(face down endorsement on top)
				Generate ACH file.
				Give ACH file and payroll checks to GF Manager for review.
5. GF Manager				(NO LATER THAN 3:00 P.M. ON WED. PRIOR TO PAYDAY UNLESS MONDAY & TUESDAY ARE HOLIDAYS!) Release the ACH file for Payroll Advices
6. Payroll Accountant				Print Deductions Summary for each type of Deduction (*2 copies, **extras as needed)

*DEFCOM	CAFÉ	METLFE	RETIR2
*FSAFEE	LFEINS	METLIF	RETIR3
*HCFSA	HOSP	MSDENT	SELDEN
**GARN2	GRLIFE	QDENT	STARD
**GARNIS	DINA	QDENTN	STARDN
	DINAN	RETIRE	

Print Tax Analysis Report for each type of Tax.

*LASIT	LASUTA	*USMED
*USFIT	*USEIC	*USSS

Print Earnings And Hours By Employee Report with Summary Information Only.

Prepare the weekly/bi-weekly/semi-monthly/monthly payroll payables for payment as needed.

Deferred Compensation	n/a	American Public Life - Select Dental II EFT
Direct Deposit - OneNet ACH/EFT	n/a	Group Benefits Health & Life ACTIVE
Federal Taxes EFT (BIWEEKLY)	n/a	Group Benefits Health & Life RETIREES
Garnishments (as needed)	n/a	Guaranty Assurance - DINA Dental Plan
Group Benefits Flexible Spending Acc	n/a	Guaranty Income Life - Q-Dent Dental Plan
La Department of Revenue & Taxation	n/a	LASERS EFT
(SEMI-MONTHLY)	n/a	Metlife Dental
	n/a	MS of A Dent-All Plan
	n/a	Starmount Life Insurance - Dental Plan

	Sig/ Initial	Date	Time	
7. Payroll Accountant	N/A	▶	▶	Email LASERS confirmation of electronic file sent.
8. Acct. Tech				Audit the Leave Book & communicate any inconsistencies to Payroll Accountant.
9. Payroll Accountant				Correct the inconsistencies from Acct. Tech reconciliation of the leave book.
10. GF Manager				(No Later than 2:00 pm on the Tuesday following payday) Audit corrections of leave.

Check GL Batch _____
Post Seq. No. _____
Payroll Prepare _____

Louisiana Housing Corporation

Accounting Department

Evaluation and Process Improvement Recommendations

Attachment IX:

Investment Policy

LOUISIANA HOUSING CORPORATION (the "LHC")
STATEMENT OF INVESTMENT POLICY
Amended July 1, 2012

I. INTRODUCTION

The Louisiana Housing Corporation Act contained in Chapter 3-A of Title 40 of the Louisiana Revised Statutes of 1950, as amended (the "Act") (LSA-R.S. 40:600.86 through LSA-R.S. 40:600.111, inclusive) empowers the LHC with the powers necessary or convenient to carry out and effectuate the purposes and provisions of the Act, including but not limited to the power to acquire movable property and to invest the same, subject to the rights of holders of bonds of the agency; and in connection with bonds of the LHC, to provide for the provision for the custody, collection, securing, investment and payment of any money of or due to the LHC as desirable as may be determined by resolution(s).

The purpose of this document is to identify policies and procedures that provide for a prudent and systematic approach to the investment and cash management activities in relation to the General Fund of the Louisiana Housing Corporation.

This statement will be reviewed, evaluated and expanded on a regular basis to ensure that the procedures and guidelines expressed herein are responsive to the prevailing investment environment.

II. DEFINITIONS

"Act" means Chapter 3-A of Title 40 of the Louisiana Revised Statutes of 1950 (LSA-R.S. 40:600.86 through LSA-R.S. 40:600.111, inclusive), as amended.

"Direct Securities," means U.S. Treasury Bills, Notes or Bonds.

"Financial Intermediaries" means a person or firm who acts as an intermediary by purchasing and selling securities for others rather than for its own account.

"General Fund" means the fund which provides for the accounting for general and administrative expenses and any money transferred from other funds to the extent such transfers are permitted by resolutions establishing other funds. Funds transferred from the Agency's programs may be utilized for any lawful purpose of the Agency.

"LHC" means Louisiana Housing Corporation, a public body corporate and politic constituting an instrumentality of the State of Louisiana.

"Primary Securities Dealers" mean those major investment-banking firms, which are listed by the Market Reports Division of the Federal Reserve Bank of New York as the primary securities dealers. (The dealers are unique within the United States government securities industry in that they both report and are regulated in an industry that is typically non-reporting and unregulated.)

"State" means the State of Louisiana.

"State Depository" means any bank selected and designated by the Interim Emergency Board for deposit of state funds by the treasurer and

other elected state officials or any department, board, commission or institution of the state.

III. GENERAL GUIDELINES

    A. The investment and cash management activities of the LHC shall be conducted in a manner that is consistent with the prevailing prudent business practices that may be applied by other like organizations of similar size and financial resources. Cash management and investment activities shall be consistent with the Act and with an applicable statute of the State of Louisiana.

    B. Investment decisions shall be made with the judgment and care that persons of prudence, discretion and intelligence would exercise in the management of their own affairs, not for speculation, but for investment purposes considering the probable safety of their capital, as well as the probable income derived.

    C. The policy and procedures adopted by the LHC shall be designed in the best interest of the Agency and shall require fair, impartial and equitable treatment of any individual or corporate member of the financial or investment community.

    D. The LHC will limit its purchase of investment securities to those that are of the highest quality, including, but not limited to insured or collateralized time deposits in financial institutions chartered and domiciled in the State of Louisiana, certain direct obligations of the United States Government, certain obligations of United States Government agencies or the purchase of such United States government or agency securities under the terms of repurchase agreements, or money market funds which have underlying investments consisting solely of and limited to securities authorized as permissible investments of the LHC.

    E. Financial institutions that serve as State Depositories may serve as depositories of the General Fund.

    F. The LHC will always strive to avoid investment losses. The incurrence of a book or accounting loss does not necessarily indicate inappropriate investment activity or faulty portfolio management strategy. Incurrence of a book loss may actually be part of a transaction that produces an aggregate gain. In other cases, incurrence of a small book loss may be preferable to incurrence of a much larger potential loss. Therefore, LHC imposes no legal or administrative prohibitions against incurrence of portfolio losses, so long as such transactions can be justified in the overall portfolio management process.

IV. INVESTMENT OBJECTIVES

    A. The prime investment objective is to preserve the value and safety of the General Fund's principal followed by liquidity and yield. Securities transactions should be made in such a manner that capital losses resulting from default or erosion of market value are avoided.

B. LHC's investment portfolio shall remain sufficiently liquid to permit all operating requirements to be met.

C. Investment decisions will not cause LHC to incur any unreasonable investment risks in order to achieve higher current income.

D. LHC's investment portfolio shall be sufficiently diversified to avoid any unforeseen risks regarding security type, duration, and credit quality and interest rate.

E. The portfolio shall be designed with the objective of exceeding the average three-month U.S. Treasury Bill rate for the equivalent period. This is considered to be the benchmark for risk less investment transactions and should comprise a minimum standard for investment returns. The investment program shall seek to achieve returns above this benchmark consistent with risk limitations, prudent investment principles and within the laws of the State of Louisiana.

F. Current policy limits cash investments to those listed below. However, there are numerous other money market instruments that are prudent vehicles for effective cash management, even though they are not currently allowable investments under the terms of existing state statutes. As state statutes are revised and amended, the LHC will carefully examine such new alternatives as may become available.

V. CASH MANAGEMENT PROGRAMS AND ACTIVITIES

The LHC is committed to the overall success of a cash management program that addresses a variety of cash management issues, including:

A. The establishment of banking relationships that are both favorable to the LHC and responsive to the day-to-day requirements of the LHC's complex financial operations.

B. The establishment of policies that will allow the LHC to maximize its interest earnings, while ensuring the total safety of the General Fund.

C. The utilization of modern and efficient techniques for the transfer of funds, taking advantage of the technological and operational procedures that have evolved in recent years.

D. The establishment of suitable payment systems, which will ensure that expenses are paid timely, but not in such a way as to jeopardize the earning capacity of the investment portfolio.

VI. CASH MANAGEMENT INVESTMENT GUIDELINES

A. The LHC, by resolution, may designate and empower certain staff members to direct the investments of the General Fund. The resolution may direct how to invest the General Fund in the event the person(s) designated by resolution are unavailable or unable to direct such investments. The LHC shall invest the funds of the Agency in those investment instruments which are listed below:

1.   Fully-insured and/or fully-collateralized Certificates of Deposit issued by qualified financial institutions located within the State of Louisiana; savings accounts or shares of savings and loan associations and savings banks, as defined by R.S. 6:703(15) and (16), or share accounts and share certificate accounts of federally or state chartered credit unions issuing time certificates of deposits; certain direct obligations of the United States government, including such instruments as Treasury Bills, Treasury Notes, Treasury Bonds, Government National Mortgage Association, Maritime Administration, and Small Business Administration; Federal Home Loan Bank consolidated discount notes, notes, debentures and bonds; Federal Home Loan Bank Mortgage Corporation discount notes, notes, debentures, bonds, participation certificates, guaranteed mortgage backed securities, collateralized mortgage obligations and adjustable rate mortgages; Federal National Mortgage Association discount notes, short-term notes, master notes, floating rate notes, notes, debentures, subordinated debentures, bonds, guaranteed mortgage backed securities, and adjustable rate mortgages; Farm Credit System consolidated system wide discount notes, notes and bonds; Student Loan Marketing Association discount notes, floating rate notes, notes and bonds**; as amended by the Board on June 13, 2001, Risk Sharing Mortgage Notes, secured by a mortgage upon real estate and fully insured by FHA.**

Collateralized mortgage obligations shall not comprise more than 10% of the portfolio and shall not include any interest only or principal only STRIPS or Inverse Floaters. Zero coupon bonds shall not comprise more than 10% of the portfolio. Guaranteed Investment contracts shall not be permitted.

2.   Mutual or trust fund institutions registered with the Securities and Exchange Commission under the Securities Act of 1933 and the Investment Act of 1940, and which have underlying investments consisting solely of and limited to securities of the United States Government or its agencies. Said mutual or trust fund institutions must be organized as a Massachusetts Business Trust and not subject to any sales charges upon purchase or redemption (NO LOAD funds, NO 12(b) 1 fees). Investment of funds in such mutual or trust fund institutions shall be limited to twenty-five percent of the monies considered available for investment.

3.   Purchases of the Direct Securities (U.S. Treasury Bills, Notes or Bonds @ 102%), under the terms of a repurchase agreement that meet the procedures established in part "D" of this section.

4.   Purchase of certain other investments as may be authorized by resolution of the LHC.

B. The LHC will endeavor to use the services of a bank trust department for the purpose of purchasing securities. When a bank trust department is utilized for said purpose, the broker/dealers must be on the approval list of such trust department and are not required to complete the Broker/Dealer Questionnaire & Certification outlined below.

C. Criteria for Selection of Financial Intermediaries:

Although the LHC's policies for the purchase of investment securities are designed to ensure complete safety, accompanied by appropriate liquidity and competitive yields, the providers of such securities must also meet specific financial and operational standards.

Deposits in financial institutions, whether they are time deposits, demand deposits, or deposits in special interest-bearing accounts ("NOW", "Super-NOW", etc.), shall only be made in banks which are authorized by the Interim Emergency Board to accept public-sector deposits and are protected under the terms of prevailing Louisiana State Statutes. (Refer to Sections VI [1&2].)

Certain sweep or automatic repo accounts, and certain funds held under the terms of a repurchase agreement arrangement may not be protected under the provisions of prevailing Louisiana State Statutes, since "Regulation D" specifically excludes such balances from its definition of deposits. Therefore, such balances shall be protected through the judicious application of securities safekeeping procedures, which will ensure the safety and integrity of all State monies. Refer to Section VI [C].)

Financial intermediaries that conduct business (i.e.; execute investment securities transactions) with the LHC shall be subject to the following types of selection criteria:

    1. Commercial Banks:

    The creditworthiness, liquidity, and overall financial strength of financial institutions into which deposits are made, as that can be measured through recognized industry rating services, shall be a factor in the LHC's investment decisions.

    2. Savings and Loan Associations:

    Deposits of LHC monies in savings and loan associations shall be subject to the same rating criteria that are applied to commercial banks.

    3. Securities Dealers:

    Current policy is to restrict transactions relating to the purchase and sale of U.S. Government securities to this list of primary Securities Dealers and to certain in-state, minority and women-owned firms that are approved by the State. This policy will preclude the LHC from doing business with other brokers and dealers whose financial strength and operational capabilities cannot be confidently determined, given the absence of reporting and regulation requirements.

D. Procedures for Delivery, Possession, & Safekeeping of Securities:

It provides insufficient protection for the LHC to simply limit its cash investments to those listed in part "A" of this section. To ensure total protection, LHC has established delivery, possession, and safekeeping procedures that will be followed in every case. Specifically:

    1. All ownership of securities shall be evidenced by an acceptable safekeeping receipt issued by a third party financial institution that is acceptable to LHC (or by a safekeeping

receipt from the Federal Reserve Bank, should services become available.)

LHC will accept a safekeeping receipt issued by its central depository that clearly indicates that the securities are being held by LHC's central depository in LHC's name, accompanied by a copy of the central depository's safekeeping receipt from the Federal Reserve Bank. (The latter receipt will indicate that the securities are held in the central depository's name on behalf of a customer, as indicated by an "02" classification; or, in the case of trust assets, the appropriate special classification.) However, the central depository may not provide securities safekeeping services in cases in which the central depository is a principal counterpart in the investment transaction itself. In such cases, safekeeping documentation similar to that described in the preceding paragraph must be provided by a third party custodian that is acceptable to the State.

[Note: In cases in which the LHC's central depository merely executes the necessary wire transfer services to support the LHC's investment transaction, and is not a principal in the transaction, the bank's role is defined as that of a Settlement Agent, rather than that of a counterpart, as described by the Governmental Accounting Standards Board.]

In addition to the securities which are owned by LHC, Louisiana State Statutes provide that all deposits of LHC in commercial banks be fully collateralized by acceptable securities, as defined in Section 39:1271 (and other Sections) of the Revised Statutes of the State of Louisiana

The Federal Reserve Bank (the "Fed") has specifically designed a system by which the Fed itself may act as the safekeeping agent of both LHC and the bank that is pledging the collateral (to secure LHC deposits). Upon proper transfer by the pledging bank into a joint custody account (classification "07"), the Fed will issue a joint custody receipt to both the pledging bank and LHC. Thereafter, the Fed will not release the securities prior to their maturity (for purposes of reassignment or liquidation) without the express consent of both parties.

There are four types of transactions that require securities safekeeping. LHC anticipates that all four transaction types can be satisfactorily consummated by the receipt of either a safekeeping receipt issued by its central depository (as described above) or a Federal Reserve Joint Custody Receipt (classification #07). These four transaction types and the related safekeeping requirements are discussed below:

    a. Purchases of book entry securities from acceptable securities dealers shall typically be evidenced by a safekeeping receipt issued by LHC's central depository, naming LHC as owner of the securities, and accompanied by a copy of the central depository's safekeeping receipt from the Fed (classification "02"; or in the case of trust assets, the appropriate special classification).

    b. Purchases of book entry securities under the terms of a qualified repurchase agreement shall be held in the same

manner as described in part V[C][1][a] if the transaction is executed with a primary dealer.

The safekeeping of such securities with regard to repurchase agreements or sweep accounts with commercial banks shall be held only by a third party custodian other than the selling bank. (Such a third party custodian shall be acceptable to the State, and shall accompany its own safekeeping receipt with a copy of the safekeeping receipt issued to it by the Fed.)

> c. Purchases of other types of non-book entry securities shall be evidenced by a third party bank's safekeeping receipt, subject to precise requirements that shall be dictated at LHC's discretion. (Generally, the LHC only purchases wirable securities.)

> d. Securities (both wirable and physical) that are held as collateral on bank deposits in Louisiana banks (whether time or demand deposits) shall be held at a third party bank acceptable to the LHC and evidenced by Joint Custody Receipts.

2. All investment (or divestment) transactions will be implemented on a delivery vs. payment (or payment vs. delivery) basis. In the absence of acceptable delivery, LHC will refuse to enter into the transaction.

3. Repurchase agreements will meet the aforementioned delivery criteria, and will be accompanied by satisfactory evidence of compliance with the required 102% collateralization ratio. (i.e.; excess of market value of securities and accrued interest over principal amount of investment).

The required minimum collateralization ratio will be established by the State Investment Officer and shall be specifically addressed in a written Master Repurchase Agreement that supports the repurchase transaction. The extent of the minimum collateralization ratio requirement will increase in direct proportion to the length of maturity of the securities purchased under the terms of the repurchase agreement.

Securities purchased under the terms of a repurchase agreement shall have maturity dates of ten years or less, and shall be wirable instruments through the U.S. Federal Reserve System. Any departure from these maturity or wirability standards shall require the specific, written authorization of the Investment Officer. In the absence of authorization to the contrary, the LHC will require the following minimum ratios of market value of securities purchased (under the terms of the repurchase agreement) to the principal dollar amount of such investments:

U.S. Treasury Bills, Notes, and Bonds that mature in one year or less: 102%
U.S. Treasury Notes and Bonds that mature in 1 to 10 years: 102%
U.S. Government Agency securities that mature in up to 10 years: 102%

Naturally, the minimum ratios listed above must be examined on a daily basis, to ensure that the margin does not drop below minimum acceptable levels. In cases of securities, which require physical rather than book entry delivery and safekeeping, the LHC

will require a higher minimum ratio, and must approve the acceptability of such securities. Similarly, if securities have maturities in excess of ten years, LHC may require a higher minimum ratio and must approve the acceptability of such securities.

When possible, LHC will only accept wirable securities with maturities of 10 years or less. However, LHC may accept (at its discretion) certain physical delivery and safekeeping of non-wirable and/or longer-term securities.

VII. UTILIZATION OF OUTSIDE PROFESSIONAL SUPPORT SERVICES

LHC may, from time to time, employ legal, financial, technical experts and consultants, and such other officers, agents, and permanent and temporary employees as the LHC deems necessary or advisable and shall determine their qualifications, duties, and compensation consistent with civil service requirements, if applicable.

This statement of investment policy, guidelines and the accompanying procedures will be subject to an ongoing review and evaluation process. This document will be expanded upon and the procedures herein updated to reflect current investment policy, investment climate and the laws of the State of Louisiana

Areas of Improvement References[1]: Disbursements #1, 2, 4; Payroll #1, 2

Implementation Tasks	Assigned To	Target Date	Comments/Status	Finish Date
1. Remove duplicative approval layers and streamline workflow processes ➢ See proposed revised process flows			May require input from IT to determine system limitations	
2. Create consistency within the disbursements review process / responsibilities (utilize one checklist)				
3. Create consistency within the receipts review process/ responsibilities (utilize one checklist)				
4. Cross-train staff across multiple programs ➢ Define responsibilities by job function ➢ Distribute workload based on dept needs ➢ See proposed "teams"				
5. Set program expectations for submitting draw requests to accounting department				
6. Set expectations for processing draw requests within department (timelines, etc.)				
7. Implement a system to process timesheets/ payroll and track leave/ overtime/ deductions			System is in testing phase	
8. Update process to make less manual ➢ Explore workflow system options within existing program operating system ➢ Determine ACCPAC's workflow capabilities [2]			May require input from IT to determine system capabilities	
9. Move required spreadsheets from z:drive (coincides with Goal C)				
10. Update procedures to include a USB signature key chain of custody form / include check numbers printed while USB signature key is checked out				

11. Establish a policy to require two individuals to sign checks (or release wires) over a certain threshold (coincides with Goal B, internal controls)
To establish threshold:
    a. Review invoices paid over previous year
    b. Determine where there is a break in the payment value (top 15-20%)				

12. Establish a policy to require staff to rotate out of their primary responsibility for five business days				

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[1] From *LHC Accounting Department Evaluation and Process Improvement Recommendations Report*
[2] Could be phased in… i.e. phase 1: scan all docs/ use email to move between stages; phase 2: system-driven workflow

Areas of Improvement References[3]: Inventory #1, 2, 3, 4; Budget #1, 2, 3; Internal Controls #1, 2, 3, 4; Reconciliations #2

Implementation Tasks	Assigned To	Target Date	Comments/Status	Finish Date
1. Budget				
a. Develop more detailed budget timeline				
b. Streamline process for preparing/ consolidating budget templates ➢ Possibly use SharePoint/ shared file			May require input from IT to determine system capabilities	
c. Utilize ACCPAC budget module to track budget to actual			Currently under development	
2. Inventory				
a. Update Purchase Order form to clearly identify items that should be added to inventory				
b. Incorporate QC into inventory process/ segregate responsibilities				
c. Incorporate labeling system into inventory process to clearly identify when assets are inventoried				
d. Document process for tagging assets				
3. Internal Controls				
a. Update process to include a reconciliation of checks printed vs. release of USB signature key (coincides with Goal A)				
b. Determine $$ threshold in reference to required check signatures (coincides with Goal A)				
c. Define procedures/requirements for opening/closing accounts				
d. Develop guidelines to rotate staff responsibilities during the year				
e. Segregate reconciliation duties; Clearly identify and track when reconciliations are performed and the reconciled data (see Goal C, #9) ➢ Could possibly utilize SharePoint versioning/ publishing feature				
4. Investments				
a. Establish benchmarks re: management of investments				
b. Establish cash management thresholds				

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[3] From *LHC Accounting Department Evaluation and Process Improvement Recommendations Report*

Areas of Improvement References[4]: Disbursements #3; Reconciliations, #1; Reporting #1 & #2

Implementation Tasks	Assigned To	Target Date	Comments/Status	Finish Date

1. Identify necessary, required reports
   a. What is the purpose of the report?
   b. Who is receiving report?
   c. Is the report meeting the needs of the recipient?
   d. Is other staff providing the similar report?				

2. Identify required data elements for each report				
3. Determine if necessary data elements are captured within ACCPAC				
4. Determine if ACCPAC functionality exists to add any missing data requirements			May require input from IT to determine system capabilities	
a. Implement ACCPAC changes, if necessary			May require assistance from IT	
b. If ACCPAC cannot capture necessary requirements, consider utilizing other means to generate reports.				

c. If a spreadsheet must be maintained, consider only capturing these data elements in a spreadsheet (instead of all data elements)
    ➢ Maintain spreadsheet(s) in a secure location.
    ➢ Document how the reports are generated when spreadsheets & system generated data is used				

5. Setup Reports				
6. Test Reports (Generate dual reports/ reconcile data)				
7. Revise Reports/ Data Elements				
8. Archive spreadsheets that are no longer used to create reports				
9. If spreadsheets are maintained, establish reconciliation schedules and protocol, if necessary (see Goal B, #3e)				
10. Establish protocol for reviewing/ approving/ publishing reports.				
11. Establish protocol for saving reports				

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[4] From *LHC Accounting Department Evaluation and Process Improvement Recommendations Report*

Areas of Improvement References[5]: Policies and Procedures #1, 2, 3, 4, 5; Advances #1, 2; Collections #1,2; Receipts #1, 2

Implementation Tasks	Assigned To	Target Date	Comments/Status	Finish Date
1. Reference all systems, spreadsheets, and files within the operational processes and identify location of each				
2. Reference all checklists, forms, and reports; Attach templates as exhibits				
3. Remove references to processes that aren't directly related to accounting				
4. Reference policies, rather than including full policies within the operations manual				
5. Clearly identify responsibilities by role				
6. Add a working Table of Contents				
7. Remove LHFA references				
8. Move references to Advances to the Disbursements Section; Clearly identify when advances are allowed				
9. Move references of Collections to the Receipts Section				
10. Describe the process of communicating with Program to classify funds received; establish timelines to complete this process				
11. Incorporate Payroll Processes into Operations Manual				
12. Maintain all procedural documentation, checklists, forms, etc. in a central location (ex. a SharePoint site), with restricted access and the option to maintain version history of the files.				

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[5] From *LHC Accounting Department Evaluation and Process Improvement Recommendations Report*