Children's Trust of Alachua County
Internal Controls and Fiscal Infrastructure Assessment
Gap Analysis
February 2025

Recommendation Number	Process	Sub-Process	Current State/Finding/Identified Gap	Systems & Applications	Recommendation/Corrective Action	Purpose (Objective)	Impact/gap severity	Estimated LOE	KPIs
R1	1.1 Current Assets	1.1.1 Cash Receipts	The Fiscal Assistant is responsible for depositing checks, recording revenue in New World, and conducting bank reconciliations. This practice does not align with best practices for segregation of duties, which aim to minimize risks by distributing these responsibilities among different individuals.	New World	Establish a process in which mail is opened (currently CFO) and checks are logged by a staff member other than the staff member depositing the checks and recording the revenue in New World. Periodically reconcile log to bank deposits.	Ensure proper segregation of duties.	High	Low	NA
R2	1.1 Current Assets	1.1.2 Daily Bank Reconciliations	Daily bank reconciliation procedures are undocumented and solely known by the Fiscal Assistant, resulting in a lack of backup support during their absence.	New World/BofA	Document the daily bank reconciliation procedures and train additional staff to ensure continuity and backup support in the Fiscal Assistant's absence. Implement a daily review process by management to verify that reconciliations are completed accurately and on time.	To ensure continuity, accuracy, and oversight in daily bank reconciliations.	Medium	Medium	Percentage of Daily Bank Reconciliations Completed and Reviewed On-Time.
R3	1.1 Current Assets	1.1.2 Daily Bank Reconciliations	Voids were inappropriately used, such as voiding returns and re-issuances, leading to reconciliation difficulties due to inaccurate financial records.	New World	Establish clear guidelines for when transactions should be voided and outline the proper process for recording returned checks.	Ensure accurate financial records and facilitate easier bank reconciliation.	Low	Low	NA
R4	1.1 Current Assets	1.1.3 Monthly Bank Reconciliation	New World's current setup permits entries to be edited after the month-end close.	New World	If possible, configure New World to lock entries after the month-end close to prevent post-close edits.	Ensure the integrity and accuracy of financial records by preventing edits after the month-end close.	High	Low	NA
R5	1.1 Current Assets	1.1.3 Monthly Bank Reconciliation	The absence of standardized month-end close procedures has resulted in inconsistencies, leading to missed journal entries and reconciliations.	New World	Continue developing, implementing and documenting standardized month-end close procedures to ensure consistency and accuracy in journal entries and reconciliations.	Ensure timely, consistent and accurate financial reporting by standardizing month-end close procedures.	High	Medium	Percentage of Month-End Close Processes Completed On-Time.
R6	1.1 Current Assets	1.1.3 Monthly Bank Reconciliation	The VisaWorks bank accounts are not directly integrated with New World.	VisaWorks, New World	Integrate the VisaWorks bank accounts with New World.	Ensure efficient data flow, reduce manual processing, and enhance financial accuracy and	High	High	Time spent manually entering VisaWorks data into New World.
R7	1.1 Current Assets	1.1.4 Amortized Pre-Paid Expenses	Property liabilities are not classified and treated as prepayment expense.	New World	Develop a policy document outlining which expenses should be treated as	Adhere to established accounting principles.	Medium	Medium	NA
R8	1.4 Account Payables/Liabilities	1.4.3 Travel & Expense Reimbursement	Employees' lack of familiarity with the travel and expense reimbursement process and policies leads to inefficiencies in both pre-trip and post-trip procedures.	VisaWorks, Travel & Expense Spreadsheets	Document travel and expense reimbursement policies and procedures, and distribute them to employees. Develop concise training materials, such as one-pagers highlighting key information. Provide training for new employees and consider conducting annual training sessions for all staff.	Improve the efficiency of pre-trip and post-trip processes while reducing the burden on Finance staff to correct errors and follow up on missing or incorrect information from employees.	High	Medium	Average Time Spent on Pre-Trip and Post-Trip Approvals and Processing.
R9	1.4 Account Payables/Liabilities	1.4.3 Travel & Expense Reimbursement	Employees often submit their travel expense packets late.	Excel	Implement a policy with clear deadlines for submitting travel expense packets post-travel: •Submit form to Finance within 7 days after trip ends. •Revisions are made or payable is created 12 days after trip ends.	Ensure that travel expense packets are submitted in a timely manner.	Medium	Low	Percentage of Travel Expense Packets Submitted On-Time.
R10	1.4 Account Payables/Liabilities	1.4.3.1 Pre-Approval	Traveling employees submit a detailed list of anticipated expenses to obtain trip approval.	Travel & Expense Spreadsheets	For requests without an advance, simplify the pre-trip approval process by requiring the traveler and supervisor to submit an overall trip budget instead of a detailed expense list. Finance will use this budget to confirm fund availability within the department's budget.	Streamline and simplify Travel & Expense process for traveling employees and approvers.	Medium	Low	Average Time Spent on Pre-Trip and Post-Trip Approvals and Processing.
R11	1.4 Account Payables/Liabilities	1.4.3.2 Reimbursement Request & Approval	Travel and expense reimbursements are managed using Excel spreadsheets, and the lack of integration with the P-card program increases the risk of errors in the reimbursement process.	VisaWorks, Travel & Expense Spreadsheets	Implement an expense reimbursement software solution that integrates with the P-card program.	Streamline all spending verification and reimbursement processes into a single, unified system that includes P-card expenses, out-of-pocket expenses, and local mileage, ensuring efficiency and reducing the potential for errors.	High	High	Time spent on expense reconciliation and reimbursement processes.
R12	1.4 Account Payables/Liabilities	1.4.3.2 Reimbursement Request & Approval	The monthly timeline for submitting local mileage reimbursement requests is not documented or shared with employees. This leads to delayed submission of local mileage reimbursement requests.	New World	Document and distribute a recurring monthly timeline for mileage reimbursement, either as part of the employee handbook or as a separate policy. Additionally, send monthly reminders with specific deadlines for submitting mileage reimbursement requests.	Help ensure that reimbursements are submitted in a timely manner, allowing for the appropriate time to process and issue reimbursement.	Medium	Low	Number of late mileage reimbursement requests.
R13	1.4 Account Payables/Liabilities	1.4.4 Payroll	Some errors have occurred in the past with employee benefit enrollment information or calculations. In some cases those errors were not identified for serval payroll cycles. This is at least partially due to the heavy reliance on spreadsheets for maintaining employee enrollment information and contribution calculations, which in turn may be a result of the limitations of AlphaStaff (at least under current setup) in the area of benefits management and reporting.	AlphaStaff Prism, Payroll Excel Sheets	1.Strengthen the review and approval phase of the bi-weekly payroll process by specifically focusing on changes to employee enrollment, underlying benefits rates, employee compensation, and any other factors that affect employee paychecks. 2. Enhance the monthly payroll reconciliation process by focusing on changes to employee enrollment. Incorporate a verification step with the outsourced HR team and the county benefits manager to confirm that all enrollment changes have been accurately reported and accounted for.	Ensure the accuracy of the payroll process, prevent errors and reduce the need for retroactive adjustments.	High	Medium	1. Number of errors per payroll cycle. 2. Number of payroll cycles it takes to identify and correct an error in a previous payroll.
R14	1.4 Account Payables/Liabilities	1.4.4 Payroll	The payroll processor is not promptly informed of changes to employee benefits enrollment, leading to potential inaccuracies in payroll processing and employee compensation.	NA	Collaborate with the outsourced HR team and the county benefits manager to improve the tracking of employee enrollment changes and establish a systematic process for notifying the payroll processor of these changes as part of the bi-weekly payroll cycle.	Proactively manage employee enrollment changes, thereby minimizing the need for retroactive corrections to employee and employer deductions.	High	Medium	1. Number of errors per payroll cycle. 2. Number of payroll cycles it takes to identify and correct an error in a previous payroll.
R15	1.4 Account Payables/Liabilities	1.4.4 Payroll	AlphaStaff, the payroll solution used by the organization presents several limitations in critical areas such as reporting, user account management, process automation and lack of integration between the time & attendance and payroll modules.	AlphaStaff Chronos & Prism	Short-Term: Create a list of requirements for AlphaStaff to address. Meet with AlphaStaff representatives and work with them to address identified issues. If AlphaStaff is unable to satisfactorily address requirement: Long Term: Initiate an RFP process for a system to replace AlphaStaff	Streamline payroll process: * Integrate timekeeping and payroll processes. * Improve reporting to facilitate payroll processing * Empower CTAC payroll processor/s to administer the system and user accounts without the need for external support.	High	High	Number of days it takes to complete payroll process for each pay period.
R16	1.4 Account Payables/Liabilities	1.4.4 Payroll	Jenine has covered for Tara and processed payroll while she was on leave, but had limited time to learn the process and has not been part of it since.	AlphaStaff Chronos & Prism	Identify and create an ongoing training plan for backup payroll processors. Create detailed documentation of the payroll process.	Ensure business continuity during employee absences or departures.	Medium	Medium	Number of days it takes to complete payroll process for each pay period.
R17	1.4 Account Payables/Liabilities	1.4.4.1 Payroll Processing	There aren't clear deadlines for submission and approval of timesheets.	AlphaStaff Chronos	Establish a monthly timeline for timesheet submission: •Employees to submit their timesheet on the Friday at the end of the pay period. •Supervisor/Manager Approval: by COB on Monday after the pay period ends.	Promote timely processing of payroll.	Medium	Low	Number of follow-up emails sent by Payroll Processor to staff regarding timesheets.
R18	1.4 Account Payables/Liabilities	1.4.4.2 Payroll Payment	FRS and 457 payments are handled by the Finance Manager.	ICMA.org and FRS Online	Make the main payroll processor (currently the Fiscal Assistant) responsible for processing all payroll related payments, including FRS and 457.	Streamline payroll process. Reduce the Finance Manager's workload.	Low	Low	Number of days it takes to complete payroll process for each pay period.
R19	1.4 Account Payables/Liabilities	1.4.5 Provider Reimbursement	There is inconsistency in the documentation that Budget Specialists require their providers to submit for reimbursements, such as timesheets.	SAMIS	Conduct an annual review and update of the Provider Handbook, training Budget Specialists on the changes to ensure they understand the streamlined processes and removed requirements.	Ensure Budget Specialists have a unified understanding of the Provider Handbook, fostering consistency across provider engagements.	High	Low	NA
R20	1.4 Account Payables/Liabilities	1.4.5 Provider Reimbursement	The provider reimbursement request process is burdened by lengthy and duplicate approvals, along with the unnecessary requirement to print backup documentation.	New World, SAMIS	Streamline the provider reimbursement request process by eliminating duplicate review and approval steps across New World and SAMIS and removing the requirement to print backup documentation.	Enhance efficiency and reduce processing time in the provider reimbursement request process.	High	Low	Average Processing Time for Provider Reimbursement Requests.
R21	1.4 Account Payables/Liabilities	1.4.5 Provider Reimbursement	Providers frequently submit invoices that fail to comply with contract guidelines.	SAMIS	1. Conduct an annual review and update of the Provider Handbook to remove unnecessary requirements and simplify processes. 2. Have budget specialists meet with providers upon signing a new contract with CTAC to provide a summary of the Provider Handbook. 3. Include guideline reminders in monthly provider submission notices, emphasizing areas that were problematic in previous submissions. 4. Escalate recurring issues with specific providers for resolution.	Enhance providers' compliance with reimbursement submission guidelines to improve the efficiency of processing reimbursement requests.	High	Medium	Percentage of Reimbursement Requests Processed Without Requiring Budget Specialist follow-up with provider.
R22	1.4 Account Payables/Liabilities	1.4.5 Provider Reimbursement	Providers fail to send invoices on time.	SAMIS	Establish consistent reminders and follow ups with providers who have not yet submitted their invoices.	Ensure timely receipt of invoices, facilitating accurate financial tracking and prompt payment processing.	Medium	Low	Percentage of Invoices Received On-Time from Providers.
R23	1.4 Account Payables/Liabilities	1.4.5 Provider Reimbursement	Reliance on the Finance Manager for provider invoice approval leads to bottlenecks during her unavailability.	SAMIS	Delegate invoice approval authority to additional qualified staff members.	Ensure continuity and prevent bottlenecks when the Finance Manager is unavailable.	Medium	Low	The number of invoices approved in the Finance Manager's absence.
R24	1.4 Account Payables/Liabilities	1.4.5 Provider Reimbursement	Budget Specialists are not alerted when providers submit reimbursement requests, complicating the tracking of outstanding submissions.	SAMIS	Collaborate with SAMIS administrators to create reports or a dashboard for Budget Specialists, displaying monthly submissions and any missing submissions for their provider portfolio. If reports are not feasible or if preferred, explore setting up email alerts to notify Budget Specialists when providers submit invoices.	To keep Budget Specialists informed about the status of their providers and reduce the risk of missed invoice submissions.	Medium	Medium	Percentage of Reimbursement Requests Processed Without Requiring Budget Specialist follow-up with provider.

Recommendation Number	Process	Sub-Process	Current State/Finding/Identified Gap	Systems & Applications	Recommendation/Corrective Action	Purpose (Objective)	Impact/gap severity	Estimated LOE	KPIs
R25	1.4 Account Payables/Liabilities	1.4.7 Credit Card Reconciliation & Payment	Policy for cardholder is not documented.	VisaWorks	Develop and circulate a policy for a purchasing card (P-card) program: Purpose and Scope: The policy defines the P-card program's objectives and applicable personnel. Eligibility and Application: Eligibility criteria and the application process for obtaining a P-card are outlined. Roles and Responsibilities: Specific duties for cardholders, approvers, and administrators are detailed. Card Usage Guidelines: The policy lists permissible purchases and sets spending and transaction limits. Security and Cardholder Responsibilities: Instructions for card security and reporting lost cards are provided. Reconciliation and Documentation: The process for transaction reconciliation and required documentation is described. Compliance and Audit: Compliance requirements and the audit process are explained. Training and Support: Mandatory training and available support resources are detailed. Consequences of Misuse: The policy outlines consequences for misuse or non-compliance.	Help ensure that the program is used effectively and responsibly, minimizing risk and maximizing efficiency.	High	Medium	Number of follow-up emails sent by Finance P-card program manager to staff regarding credit card expenses.
R26	1.4 Account Payables/Liabilities	1.4.7 Credit Card Reconciliation & Payment	Employees use P-cards for significant expenses without prior approval, a practice that would be better managed through an invoicing process.	VisaWorks	Implement a policy mandating pre-approval for large expenses and promote the use of an invoicing process over P-cards. Additionally, create a list of preferred vendors to streamline purchasing and enhance control.	Enhance financial oversight and control by ensuring large expenses are pre-approved, utilizing an invoicing process, and consolidating purchases through a list of preferred vendors.	High	Medium	NA
R27	1.4 Account Payables/Liabilities	1.4.7 Credit Card Reconciliation & Payment	Unclear credit card reconciliation deadlines lead to late receipt submissions by staff, requiring payment of credit card statements before identifying the correct accounts to charge for the expenses.	VisaWorks, New World	Establish clear credit card reconciliation deadlines and communicate them to staff, ensuring timely receipt submissions and accurate expense allocation. Suggested monthly timeline: •Cardholder Review & Submission: Day 5 •Supervisor/Manager Approval: Day 7 •Accounting Review and Reconciliation: Days 10 - 15	Ensure timely and accurate reconciliation of credit card expenses.	Medium	Low	Number of credit card reallocations performed each month.
R28	1.4 Account Payables/Liabilities	1.4.7 Credit Card Reconciliation & Payment	Employees fail to specify the purpose of each expense in the transaction's description making it hard to verify the justification for their purchase and the accuracy of their coding.	VisaWorks	Train and regularly remind staff of the information they should include in transaction's Description field and of the importance of doing so. Additionally, if the option is available, add help text to Description (and other relevant fields) in VisaWorks to guide users.	Enhance staff's understanding of the necessity to complete the Description field and provide clear instructions on how to do so.	Medium	Low	Number of follow-up emails sent by Finance P-card program manager to staff regarding credit card expenses.
R29	1.4 Account Payables/Liabilities	1.4.7 Credit Card Reconciliation & Payment	GL account codes in the system are outdated, causing cardholders to struggle with selecting the correct codes and leading to errors.	VisaWorks	Allow the P-card program manager (Fiscal Assistant currently) to update GL codes in the VisaWorks. P-card program manager should then update codes and inform cardholders of changes monthly.	Simplify submission process for card holders and reduce coding errors.	Medium	Low	Number of follow-up emails sent by Finance P-card program manager to staff regarding credit card expenses.
R30	1.4 Account Payables/Liabilities	1.4.7 Credit Card Reconciliation & Payment	New and existing cardholders and approvers do not receive training on card usage and guidelines.	VisaWorks	Require and provide training to all new cardholders before they receive their card, as well as to new approvers before they are added as an approver in VisaWorks. Develop training materials, such as short videos or one-pagers, focusing on expense report submission in the system. Consider implementing annual refresher trainings for cardholders and approvers.	Equip employees with the necessary knowledge to use their P-cards and submit their expense reports.	Medium	Medium	Number of follow-up emails sent by Finance P-card program manager to staff regarding credit card expenses.
R31	1.4 Account Payables/Liabilities	1.4.7 Credit Card Reconciliation & Payment	There is currently no one other than Tara that can serve as the Finance approver of credit card expenses in her absence. Delegate approval functionality is not currently being used for approvers.	VisaWorks	Document the Finance review and approval process for P-card expenses, and train at least one more member of the finance team in managing the process. Ensure that delegate approvers are identified for each approver and that approvers know how to set up their delegates in the system.	Ensure business continuity during employee absences or departures.	Medium	Medium	Number of follow-up emails sent by Finance P-card program manager to staff regarding credit card expenses.
R32	1.4 Account Payables/Liabilities	1.4.A Payables & Payment Approval & Issuance	EFT notices must be sent manually and are time consuming.	New World	Automate EFT notices.	Help increase the efficiency of the payables process.	Medium	Medium	The number of EFT notices that are manually emailed to providers.
R33	1.4 Account Payables/Liabilities	NA	A detailed procurement policy for internal administrative and overhead purchases is missing resulting in inconsistent handling of these transactions.		Update and document current procurement policies and procedures, and provide staff training. Consider annual refresher sessions for staff and develop reference materials, such as one-pagers, for easy access.	Ensure staff are well-informed and consistent in applying procurement policies and procedures.	High	Medium	Number of Procurement-Related Errors or Inconsistencies Reported Per Quarter.
R34	1.4 Account Payables/Liabilities	NA	The process for establishing and monitoring purchase orders for new vendors is undocumented and solely known by the Finance Manager, leaving no backup support in their absence.	New World	Document the purchase order setup and monitoring process for new vendors and train additional staff to ensure continuity in the Finance Manager's absence.	To ensure continuity and consistency in managing purchase orders.	Medium	Low	NA
R35	1.6 Review & Report	1.6.8 Cash Flow Forecasting	There is currently no policy outlining the purpose of the investment account, specifying the target balance to maintain, or providing guidelines for managing excess funds.	NA	Develop and implement a comprehensive policy that defines the purpose of the investment account, establishes a target balance to maintain, and provides clear guidelines for managing excess funds.	Ensure strategic management of the investment account.	High	Low	NA
R36	1.6 Review & Report	1.6.8 Cash Flow Forecasting	Cash flow analysis and management of the Concentration account balance are conducted on an ad-hoc basis by the CFO and Finance Manager.	BofA / Florida Prime Portal	Conduct quarterly cash flow analyses to determine the ideal Concentration Account balance, transferring excess to the Prime Investment Account. Establish upper and lower balance thresholds, and have the Fiscal Assistant notify the CFO during daily reconciliations if these limits are breached, allowing for necessary adjustments.	Ensure sufficient funds are available in the Concentration Account for meeting obligations while maximizing returns on excess funds by transferring them to the Prime Investment Account.	High	Low	NA
R37	Overall	NA	Some processes or tasks do not have a clear backup delegate when the owner is away. Without a designated individual to back up certain processes or tasks, delays and inefficiencies may arise due to the absence of clear accountability. For example, only the Finance Manager knows the process for establishing and monitoring purchase orders for new vendors.	NA	Assign a dedicated "backup" owner to each process and task to ensure clear accountability and effective management in the event that the original owner is away.	Enhance accountability, improve efficiency, and facilitate communication by clearly defining responsibility. Ensure continuity, support performance tracking, and drive effective management aligned with organizational goals.	High	Medium	NA
R38	Overall	NA	Certain tasks continue to be assigned to finance staff and management based on outdated responsibility allocations and inadequate training time for new personnel. This approach impedes managers from focusing on strategic initiatives, creates dependencies among staff that affect their ability to perform independently, and may, at times, compromise the separation of duties.	NA	Conduct a comprehensive review of current responsibilities to identify tasks that can be reassigned or automated.	Enable managers to concentrate on strategic tasks, Automate transactional tasks wherever feasible. Organize tasks to allow staff to efficiently complete processes within their areas of responsibility, while maintaining appropriate oversight. Additionally, close any existing gaps in the separation of duties, ensuring robust internal controls and accountability.	High	Medium	NA