



**Saint Louis**  
**COUNTY**  
**Auditor's Office**

**TO:** The Honorable Hazel Erby, Chair – County Council  
The Honorable Charlie Dooley, County Executive  
Sheryl Hodges, D.E., P.E., L.P.G., Director of Highways and Public Works

**FROM:** David Makarewicz, CISA, St. Louis County Auditor

**SUBJECT:** Final Audit Report  
St. Louis County – Highways and Traffic - Operations  
Audit 2013-06

**DATE:** January 30, 2014

**EXECUTIVE SUMMARY**

The St. Louis County Audit Department performed an audit of the Operations Division within the St. Louis County Highways and Traffic Department. The date on this report is the date of the close of field work on the audit. The audit indicates conditions noted as of the date of this report.

The St. Louis County Auditor's Office had previously performed audits of the Design and Construction Divisions within the St. Louis County Highways and Traffic Department in 2009. The Operations Division was not reviewed at that time. This audit helps to complete reviews of all of the Divisions within the Highways and Traffic Department that have significant risk.

The audit was conducted according to the Internal Auditing standards of the Institute of Internal Auditors (IIA) and governmental auditing standards.

**RESULTS**

The audit focused on three areas with inherent risk:

- safety,
- purchasing, budgeting, expenditures, and,
- policies and procedures.

We performed audit work within these subject areas.

- policies,
- procedures,
- internal and external web sites,
- staff directories,
- record retention schedules,
- physical security and safety,
- unused or inactive MUNIS accounts and cost centers,
- budget versus actual expenditures,
- capital equipment,
- purchasing cards.

Based on our initial audit planning and risk assessment at the beginning of the audit, we were able to perform fewer audit steps or use smaller sample sizes, because we were provided evidence of good

controls such as detailed written procedures and evidence of periodic “budget to actual” reviews. These controls were identified to us early in the audit. We assessed whether these controls were effective.

### **OPINION**

We noted evidence of good controls within the area we reviewed. We noted no significant control weaknesses. We made recommendations to promote consistency and efficiency primarily with respect to:

- written policies, and,
- the structure of general ledger accounts and cost centers within MUNIS.

### **CONCLUSIONS:**

We have recommended that two documents, in particular, be reviewed and updated. The Employee Handbook has more content than indicated within the table of contents. The content is good but the table of contents and rosters of key phone numbers are in need of updates.

The audit team was also provided additional policies that we do not believe are part of a larger handbook or manual. Additional policies were provided that could be incorporated into or referenced within the Employee Handbook.

We also noted that the Safety Manual has not been reviewed and updated since May of 2009. An update for this manual was scheduled near the end of the audit.

We also are concerned that the number of a MUNIS accounts and cost centers defined within Highways may be excessive. Accounts and cost centers are defined largely based on location, which is logical. They are currently defined mostly on a location basis, so that costs such as labor and materials may be recorded for maintenance performed at a specific location. This is logical, but has resulted in a large number of unused accounts and cost centers. This increases processing overhead within MUNIS.

We are concerned about the definition of additional accounts **over and above** the location-based structure already in place. We are concerned about the addition of accounts and cost centers for specific emergencies and time-dependent events. Some of these have been defined but never used.

In 2013, most accounting activity and entries such as revenue, costs and expenditures for Highways – Operations were posted to only:

- 79 of the 3,495 accounts and cost centers defined for the County Road System, and,
- 73 of the 3,247 accounts and cost centers defined for the Arterial Road System.

Account and cost centers that are unused can be marked as inactive so that they can be skipped from processing, queries or reports. Approximately 112 accounts and cost centers were marked as inactive during the audit. We believe there is potential for marking an additional 150 to 200 accounts and cost centers as inactive.

Otherwise, the results of the audit and results of specific audit tests have been noted on a summary near the end of this report. **(See the Assessment of Controls.)**

**KEY FINDINGS:**

**Staff Directory Drop-Down Lists**

Within the Staff Directory there was a drop-down list for “Administration” and a separate drop-down list for “Administrative Services/Hwy”. There were no employees listed under the “Administration” drop-down list. We recommended the consolidation of the two lists and the elimination of the “Administrative Services/Hwy” drop- down lists. This was addressed. (See Section I.)

**Staff Directory Entries**

Due to the movement or relocation of Highways Department staff in 2013, a significant number of the Staff Directories entries for Highways Department staff needed minor correction. We identified entries that needed updates then solicited updates via email directly from the employee. The updates provided are predominantly updates to fax numbers. They also include a small number of updates to employee job titles. We have saved emails supporting these updates within the audit work papers.

<u>Division Name</u>	<u>Head Count</u>	<u>Updates Needed and Provided</u>
Administrative Services	18	4
Operations	74	11
Design	23	2
Fleet	30	12
Construction	67	25
Garage	1	1 (addition)
Planning	31	4

We recommended that the Director of Highways ensure these updates are applied. These were addressed during the audit. (See Section II.)

**Safety Manual**

During the audit we reviewed the Safety Manual for Highways & Traffic Division and Public Works. The Safety Manual has a revision date of May 2009. From a Risk Management standpoint, we would like to see the Safety Manual indicate a more recent date of review. We are concerned if there is an accident and our Safety Manual is out-of-date. We recommended that the Director of Highways & Traffic ensure that this manual is updated. An update was scheduled during the audit. (See Section III.)

**Policies**

Written policies and procedures were provided to the audit team on the subject of “Snow & Ice Removal Services and Maintenance Standby Policy. We did not find links nor references to these policies within other manuals, handbooks or on the Highways & Traffic intranet site. If County-wide policies or policies of the Missouri Department of Transportation are relevant, they should be referenced.

We also noted a small number of terms in policies and procedures that are used inconsistently. For example mobile phones may be referred to as a “1003 Nextel or Cellular Units” or a “mobile phone”. Further explanation may be necessary. Similarly, policy numbers may be referenced as “AP1000 or 10001”. If existing written procedures are incorporated into larger documents or manuals these inconsistencies are easier to find and correct.

We recommend that the Director of Highways ensure that these procedures be incorporated into, or referenced by other policies and procedures. They should also be hosted on the Highways & Traffic Internet site. (See Section IV.)

### **Purchasing Cards**

We reviewed lists of purchasing card holders, their credit lines and purchasing card purchases made in September and October of 2013 within Highways & Traffic. Two cardholders have \$10,000 credit lines. The remaining thirty-seven cardholders have credit lines of \$5,000. Overall, the limits appear to be justified and the card usage we reviewed was appropriate.

We have recommended that the Director of Highways and Traffic review these credit lines to determine whether a smaller credit line may be appropriate for several of these cardholders, based on their needs and purchasing history. A limit of \$3,000 might still provide sufficient purchasing authority for a small number of these staff and reduce the overall risk to the County. We also recommend that the Director review these credit lines annually. (See Section V.)

### **Inactive MUNIS Accounts and Cost Centers**

The number of unique MUNIS accounts and cost centers defined within Highways may be excessive. Accounts and cost centers are defined largely based on location. This is logical. Labor and material costs are posted by location. This is also logical, but has resulted in a large number of unused accounts and cost centers. This increases processing overhead within MUNIS.

In 2013, most accounting activity and entries for Highways Operations, such as revenue, costs and expenditures were posted to only:

- 79 of the 3,495 accounts and cost centers defined for the County Road System, and,
- 73 of the 3,247 accounts and cost centers defined for the Arterial Road System.

We are concerned about the addition of accounts and cost centers over and above the existing structure that are used for specific projects, emergencies and events. Some of these have been defined in the past but were never used.

Approximately 112 accounts and cost centers were marked as inactive early in the audit. We believe there is potential for marking an additional 150 to 200 accounts and cost centers as inactive. We recommended that the Director of Highways ensure that accounts and cost centers are reviewed. These additional accounts and cost centers were marked as inactive, during the audit. (See Section VI.)

### **Title VI Information**

Title VI Information that is hosted on the internet could use a more appropriate description. It is labeled as Title VI Information but the referenced document could be more appropriately labeled as a "Discrimination Complaint Form". The form was renamed. (See Section VII.)

### **Internet and Intranet Content and Links**

We reviewed content stored on the Highways & Traffic Internet and Intranet sites. There may be an opportunity to reduce the number of links to content stored on the internet as key pages and document are linked more than once from the same page:

- On the Main Department of Highways & Traffic web page, the same information regarding Highways & Traffic Bid Announcements is linked three times on the same page.
- The "Bid on Highways Traffic Projects link goes to the Highways & Traffic home page instead of the Highways & Traffic Bid Announcements.
- The Citizen Feedback Form is referenced and linked on the same page twice under "Citizens Feedback Form" and also under "Contact Us".
- The Online Mapping – Property Viewer is referenced and linked twice on the same page.

Also:

- The Internal Plan Review team Site on the Intranet has no information.

- There is also a link to media files which is a dead link.
- There is a dead link to the “Page to Olive Connector” project.

This content was being reviewed to streamline the presentation of this material. **(See Section VIII.)**

### **Employee Handbook**

An Employee Handbook is posted on the Intranet. The manual contains a considerable amount of updated content that is not reflected within the Table of Contents of the manual. The table of contents was amended. **(See Section IX.)**

### **Highways and Traffic Board Appointments**

St. Louis County has a nine member Highways and Traffic Board. The duties of this board are to, “advise the Director and County Council concerning the functions and affairs of the Department”. We noted that this board had three vacant positions. The Highways and Traffic Board has no representative from the Second, Fifth and Seventh Council Districts. As of the close of the audit, one additional appointee is under consideration by the County Council. The database records for the board also need update with respect to the meeting locations, as the locations for meetings after September 9th, 2013 are listed as “Location to be Determined”. These areas were being addressed at the conclusion of the audit. **(See Section X.)**

We received excellent cooperation and support during the audit. Recommendations we made were addressed during the audit.

Our findings and recommendation were provided to Sheryl Hodges, - Directory Highways and Traffic for review and consideration. Management responses and comments have been incorporated into the audit report. Findings and recommendations were also discussed with:

- Sheryl Hodges – D.E., P.E., L.P.G., Director of Highways and Public Works
- Charles Thien – Division Manager – Highways Operations,
- Thomas Hunt – Accounting Manager,
- Karen Wittkoetter – Administrative Services Division Manager,
- Mike Duncan – Chief Information Officer,
- Don Rode – Chief Accounting Officer

We thank them for their assistance during the audit.

## TABLE OF CONTENTS

Background and Introduction	1
Objectives and Scope of Audit	3
I. Staff Directory Drop Down Lists	5
II. Staff Directory Entries	5
III. Safety Manual	5
IV. Policies	6
V. Purchasing Cards	6
VI. Inactive MUNIS Accounts and Cost Centers	7
VII. Title VI Information	8
VIII. Internet and Intranet Contents and Links	8
IX. Employee Handbook	9
X. Highways and Traffic Board Appointments	9
Attachment I Assessment of Controls – Post Audit	10
Attachment II MUNIS Accounts and Cost Centers	12

## **Background and Introduction**

The St. Louis County Department of Highways and Traffic maintains Missouri's second-largest network of roads. The department plans, designs and manages construction projects according to a five-year Capital Construction Program and Long-Range Transportation Plan. This department also maintains a fleet of vehicles, police vehicles and specialty heavy equipment such as trucks, road plows, stripers and lift trucks used through St. Louis County government.

The Department has a Director and a Deputy Director.

## **Divisions**

The Highways Department staff is organized within these Divisions:

- Administrative Services,
- Planning,
- Operations,
- Design,
- Construction,
- Fleet,
- Garage.

## **Funding**

The budget for the Special Road and Bridge Fund (Fund 1020) includes the operations, maintenance and construction costs for the county road and bridge system in unincorporated St. Louis County and designated arterial roads throughout St. Louis County. The department's 2014 recommended budget of \$50,817,001 is an increase of \$1,077,946 or 2.2% over 2013.

## **Budget Highlights**

Highlights of the 2014 recommended budget are as follows:

- The Department will oversee about \$34 million in major road and bridge construction projects and existing pavement maintenance programs.
- The Department will provide oversight for \$14 million in subdivision concrete replacement in unincorporated St. Louis County. This represents a 75% increase in funding over 2013. Approximately \$3 million has been committed for County Road System road rehabilitation in unincorporated St. Louis County.
- \$9.3 million has been committed for infrastructure projects on arterial roads in St. Louis County.
- The Department will also manage the Northwest Parkway project location and environmental impact statement process.
- The Intelligent Transportation System (ITS) backbone will be expanded through \$1.8M in contracts to provide more coordinated traffic flow and improved fuel efficiency for commuters.
- An "Americans With Disabilities Act (ADA)" Transition Plan will be implemented as a programming tool for department projects.
- Baumgartner Road will be realigned to smooth the flow of traffic.

## **Current and Future Projects**

- The Department is preparing design plans and acquiring right-of-way for the Shackelford Road Project (\$11 million) to address safety and congestion.
- The Department is participating with MODOT, municipalities and other agencies to study MODOT traffic corridors (I-270 and I-70) in the region to improve access, traffic flow and safety.
- A roundabout is planned for the intersection of Old Halls Ferry Road and Vaile Avenue.
- Bulk oil storage canopies will be purchased and installed for storage of oil drums at maintenance districts.

- A salt dome will be constructed for District 4.
- Parking lots will be repaved and repaired at Districts 2 and 5.
- The phone system will be upgraded at District 1, District 2 and Fleet Operations.

**Facilities**

Staff and management of the Highways and Traffic Department are located within these facilities:

<b><u>Facility</u></b>	<b><u>Street Address</u></b>	<b><u>City, State, Zip</u></b>
Highways & Traffic/Public Works Headquarters	1050 N. Lindbergh	Creve Coeur, MO 63132
Civil Plan Review/Special Use Permits	41 So Central, 5th Floor	Clayton, MO 63105
Construction	11295 Schaefer Drive	Maryland Heights, MO 63043
Construction - Materials Lab	11283 Schaefer Drive	Maryland Heights, MO 63043
Operations - Traffic Operations	2688 Adie Road	Maryland Heights, MO 63043
Operations Headquarters/District 2	11201 Schaefer Drive	Maryland Heights, MO 63043
Operations - District 1	4045 Seven Hills Drive	Florissant, MO 63031
Operations - District 3	16099 Ruck Road	Ellisville, MO 63021
Operations - District 4	10996 Kohrs Lane	St. Louis, MO 63123
Operations - District 5	433 Cliff Cave Road	St. Louis, MO 63129

**Department Communications**

The Highways and Traffic Department identified key controls that are in place to facilitate communication:

- There is weekly reporting by all divisions of productivity and accomplishments.
- The Director meets weekly with Division Managers.
- There is weekly review of expenditures against budgets.
- There is structured reporting of quantitative measures.
- The Department maintains a 5 year Capital Improvement Program (CIP).

**Operations Division**

- Weekly meetings are held with other Division Managers.
- Biweekly meeting are held with District Managers.
- There is weekly review of expenditures against budgets.

**Metrics**

Metrics are tracked and reported within the Highways & Traffic Department. They include:

- accounts payable invoices processed,
- surface treatment (lane miles),
- construction work inspected (in dollars),
- special use permits issued, and,
- wrench turning hours.

The Operations Division participates in the weekly and monthly reporting of metrics and quantitative measures. Metrics include:

- signs produced,
- striping completed,
- asphalt overlay completed,
- concrete replaced,
- crackseal completed.

**Objectives and Scope of Audit**

At the beginning of the audit, we met with management and established audit objectives. These objectives are stated in the positive. These are objectives we expect to be met or controls we would expect to find in this area. Later, in this report, we provide results of the audit, against these objectives. We requested information about structured reporting, metrics and monitoring of expenditures. We were able to reduce the scope of our audit based on controls identified to us during the audit planning phase.

Our audit scope was primarily the Operations Division, but some testing included web content, policies and accounts within the Highways & Traffic Department. At the start of the audit, the objectives and the scope of the audit were as follows:

**Policies**

The department or division should have written policies. Policies should be up-to-date. Policies should have indications that they have been approved by management.

**Procedures**

The department or division should have written procedures. Procedures should be up-to-date. Procedures should have indications that they have been approved by management.

**Web Site**

The web sites (internal and external) should contain valid and correct information.

**Staff Directories**

Staff directories should be updated. Staff directories should only include current employees.

**Record Retention Schedules**

Written record retention schedules should exist. Written record retention schedules should be periodically reviewed, updated and approved.

**Physical Security and Safety**

Access to key facilities should be controlled through adequate security measures. Controls should be in place to protect the safety of employees and the public.

**Unused or Inactive MUNIS Accounts and Cost Centers**

Unused and/or redundant MUNIS accounts should be marked as inactive, to reduce processing overhead and shorten queries and reports.

**Budget to Actual Expenditures**

Controls should be in place to ensure that department or division expenditures conform to budgets and are reasonable when compared with budgets.

**Expenditure Testing**

Expenditures should be supported with invoices or approved purchase orders. Amounts should be mathematically correct. Invoices or source documents should be marked or cancelled. Amounts paid should agree to the invoice. Discounts should be taken, where appropriate. Expenditures should be properly authorized. Expenditures should be reasonable and proper. Payments should be timely.

**Capital Equipment**

Capital expenditures for machinery, vehicles, or facilities should be reasonable and appropriate. Capital expenditures should be needed, justifiable and have been properly reviewed. Larger capital expenditures should fit within the context of short and long term strategic plans.

**Purchasing Cards**

Purchasing cards should be used according to policy.

**I. Staff Directory Drop-Down Lists**

Within the Staff Directory there was a drop-down list for “Administration” and a separate drop-down list for “Administrative Services/Hwy”. There were no employees listed under the “Administration” drop-down list. We have recommended the consolidation of the two lists and the elimination of the “Administrative Services/Hwy” drop- down lists.

**Recommendation**

1. We recommend that the Director of Highways & Traffic ensure that the two lists are consolidated under one drop-down menu choice within the Staff Directory.

**Management Response**

1. Agree. The drop-down selection for “Administration” was deleted from the list.

**II. Staff Directory Entries**

Due to a significant relocation of Highways Department staff in 2013, a significant number of the Staff Directories entries for Highways Department staff needed minor correction. We identified entries that needed updates then solicited updates via email directly from the employee. In some cases, we solicited updates or missing information where the entry was sufficient. For example, an employee might not have a fax number or might no longer need a fax machines for their job.

Updates provided are predominantly updates to fax numbers. They also include a small number of updates to employee job titles. We retained emails supporting these updates within the audit workpapers. Assistance can be provided by IT staff and management for these updates:

<u>Division Name</u>	<u>Head Count</u>	<u>Solicited Updates</u>	<u>Updates Needed and Provided</u>
Administrative Services	18	6	4
Operations	74	22	11
Design	23	1	2
Fleet	30	18	12
Construction	67	34	25
Garage	1	1	1 (addition)
Planning	31	4	4

**Recommendation**

2. We recommend that Director of Highways and Traffic solicited assistance from the Chief Information Officer in updating entries for Highways & Traffic Employees to the Staff Directory.

**Management Response**

2. Agree. Position titles were corrected. Fax numbers were added. Additionally, a procedure was implemented to update the directory monthly.

**III. Safety Manual**

During the audit we reviewed the Safety Manual for Highways & Traffic Division and Public Works. The Safety Manual has a revision date of May 2009. From a Risk Management standpoint, we would like to see the Safety Manual indicate a more recent date of review and update. We are concerned if there is a serious accident and our Safety Manual is out-of-date. We noted the manual has a revision date of May 2009.

### **Recommendation**

3. We recommend that the Director of Highways and Traffic ensure that the Safety Manual is updated and the date of review and update is changed.

### **Management Response**

3. Agree. A Safety Manual review and update will be completed by March 31, 2014.

## **IV. Policies**

We were provided written policies and procedures whose content is good, which were not referenced by other policies or posted to the intranet. These include written policies on Snow & Ice Removal Services and a Maintenance Standby policy.

We have recommended that these policies be incorporated into other manuals, referenced within other manuals and/or posted to the intranet where they would be accessible to staff. We also have suggested that the Employee Manual and Safety Manual be posted to the intranet as well. We advocate a review of these policies as a whole or that written procedure be consolidated into manuals or handbooks. This helps to ensure that they are consistent. Additional clarification may be necessary. For example:

- mobile phones are referenced as a “1003 Nextel” but also as a “Cellular Unit” and “mobile phone”;
- policy numbers are listed as “AP10001” in one document and “1001” in another.

### **Recommendation**

4. We recommend that the Director of Highways ensure that written policies on Snow & Ice Removal Services and the Maintenance Standby policy be incorporated into, or referenced by other policies. These written policies should be posted and accessible on the intranet.

### **Management Response**

4. Agree. Policy language should be consistent. All inconsistent language and policy numbers will be corrected during their annual review which occurs prior to each policy’s anniversary date. The Safety Manual and the department policies (incorporated within the Employee Handbook), are posted on the Highways and Public Works intranet site under “Common Documents”. The referenced Snow and Ice Removal Services document is not a policy, but rather an informational paper used prior to the snow season to solicit volunteers County-wide to work for Operations during snow and ice related events. Please note that the Maintenance Standby policy is a County-wide policy and posted on Personnel’s site.

## **V. Purchasing Cards**

We reviewed lists of purchasing card holders, their credit lines and purchasing card purchases made in September and October of 2013 within Highways & Traffic. We noted that two of thirty-nine cardholders have a \$10,000 credit line. The remaining thirty seven cardholders have a credit line of \$5,000. A \$5,000 credit line may be excessive for a small number of cardholders given their needs and actual purchases.

We suggest, from a risk management standpoint that credit lines for all purchasing card holders be reviewed at least annually. We also suggest that the Director of Highways & Traffic consider whether a smaller credit line may be appropriate for selected cardholder. A limit of \$2,500 to

\$3,000 may provide sufficient purchasing authority for certain cardholder, yet would limit the overall risk of misuse or abuse.

**Recommendation**

5. We recommend that the Director of Highways and Traffic review the current listing of purchasing card holders and consider whether any credit lines can be reduced given the cardholder's needs and purchasing history.

**Management Response**

5. Agree. Purchasing card limits have been reviewed and due to the increase in the fixed asset limit (\$1,000), we feel there will be an increase in activity. Thus, the existing credit limits are adequate.

**VI. Inactive Accounts and Cost Centers**

The County Auditor's Office requested that Highways & Traffic Accounting Managers reviewed MUNIS accounts during the audit in an effort to identify any combination of MUNIS objects (accounts) and cost centers that are inactive or unused. Generally, an account string is a good candidate for inactivation if it has not been used within the prior two years. Accounts and cost centers can also be marked inactive if they describe typically those accounts and locations where a particular expense would not be expected.

If marked as "inactive", the accounts and cost centers can be excluded from certain processing, easily filtered out of queries or excluded from printed reports. This can save processing time, disk storage space required to process reports and paper, as certain reports can be made shorter, if these account strings are excluded. If certain inactive account strings are marked as inactive, there is less likelihood that amounts will be posted to these accounts and cost centers in error. If marked as inactive, these accounts can easily be re-activated, with a fairly simple email request to Fiscal Management.

In November of 2013 Accounting Managers within Highways and Traffic requested that 124 MUNIS accounts and cost centers be marked as inactive.

There are currently 3,495 unique accounts and cost centers defined within Highways & Traffic – Operations for the County Road System. There are currently 3,247 unique accounts and cost centers defined within Highways and Traffic Operations for the Arterial Road System. The accounts and cost centers are defined predominantly based on location to allow expenses to be recorded and matched to State or Federal aid. Additional accounts have been defined for projects and special events such as storms or floods. These accounts were defined so expenses could be tracked and matched with any Federal or State aid received. However once expenditures and any aid received are recorded, these accounts serve no future purpose.

In 2013, most accounting activity and entries such as revenue, costs and expenditures for Highways – Operations were posted to only:

- 79 of the 3,495 accounts and cost centers defined for the County Road System, and,
- 73 of the 3,247 accounts and cost centers defined for the Arterial Road System.

Fiscal Management has advised the Auditor's Office that any account with no balance or activity for two full years and no budget for the next year should be reviewed to determine if it can be marked as inactive.

We have identified 121 additional accounts and cost centers which we suggest be reviewed to determine if they can be marked as inactive for calendar year 2014. (See Attachment II – MUNIS Accounts and Cost Centers.)

**Recommendation**

6. We recommend that the Director of Highways ensure that MUNIS accounts and cost centers are reviewed so that unused accounts and cost centers can be marked as inactive.

**Management Response**

6. Agree. A review is underway. Inactive accounts were submitted for handling in January, 2014.

**VII. Title VI Information**

Title VI Information that is hosted on the internet could use a more appropriate description. It is labeled as Title VI Information but the reference to the document could provide a better explanation of Title VI. The form hosted there could be more appropriately labeled as a “Discrimination Complaint Form”.

**Recommendations**

7. We recommend that the Director of Highways & Traffic review the Title VI information posted on the internet to ensure it is current and properly described.

**Management Responses**

7. Agree. The form has been renamed “Title VI Discrimination Complaint Form” .

**VIII. Internet and Intranet Content and Links**

There may be an opportunity to reduce the number of links to content stored on the internet as key pages and document are linked more than once from the same page:

- On the Main Department of Highways & Traffic web page, the same information regarding Highways & Traffic Bid Announcements is linked three times on the same page.
- The “Bid on Highways Traffic Projects link goes to the Highways & Traffic home page instead of the Highways & Traffic Bid Announcements.
- The Citizen Feedback Form is referenced and linked on the same page twice under “Citizens Feedback Form” and also under “Contact Us”.
- The Online Mapping – Property Viewer is referenced and linked twice on the same page.
- The Internal Plan Review team Site on the Intranet has no information. The link to media files is a dead link.
- There is a dead link to the “Page to Olive Connector” project.

**Recommendations**

8. We recommend that the Director of Highways & Traffic ensure that dead links and/or extra links to web content be reviewed and corrected or eliminated.

**Management Responses**

8. Agree. Dead links have been removed and pages with multiple links for the same document have been amended.

**IX. Employee Handbook**

The Highways & Traffic Division has an Employee Manual. The manual has been updated with considerable content which is not reflected in manual’s table of contents.

Also, due to several recent changes in management the Quick Reference Phone List is in need of update. These numbers should be checked in the Quick Reference phone list as the numbers may have changed.

<u>Entry</u>	<u>Number</u>
Accounts Payable	58526
Code Enforcement Division Manager	57150
Residential Inspections	57821
Neighborhood Services Waste District	54113
Construction Division Manager	51160
Design - Highway Design	58190

Also, two of the Division Managers listed (Planning and Fleet & Parking Garage Operations) are no longer with the County.

**Recommendation**

9. We recommend that the Director of Highways & Traffic ensure that the Safety Manual and the Quick Reference within the Safety Manual or updated. The revision date of the manual should be rolled forward.

**Management Response**

9. Agreed. The index has been amended to be more inclusive of the content, the phone list has been corrected and the executive management staff listing was updated. An updated Employee Handbook has been posted.

**X. Highways and Traffic Board Appointments**

Saint Louis County has a nine member Highways and Traffic Board. The duties of this board are to, “advise the Director and County Council concerning the functions and affairs of the Department”. We noted that this board had three vacant positions. The board has no representatives from the Second, Fifth and Seventh Council Districts. As of the close of the audit, one additional appointee was under consideration by the County Council.

Meeting locations within the database needed update and were corrected during the audit.

## **Attachment 1 Assessment of Controls – Post Audit**

At the conclusion of the audit, we assessed the effectiveness of controls based on the results of the audit:

### **Policies**

The department or division has written policies. Policies are mostly up-to-date and have been approved by management. There is more content in the Employee Handbook than indicated in the table of contents. The Safety Manual was last updated in May of 2009. We recommended that the table of contents for the Employee Handbook be updated and the Safety Manual be updated. Updates have either been completed or are in process.

### **Procedures**

The department or division has written procedures. Procedures were up-to-date. Procedures have been approved.

### **Web Site**

The web sites (internal and external) contained valid and correct information. The content is good. We noted an excessive number of links to the same documents on the same pages. We recommend that the number of links be reduced. They were reduced.

### **Staff Directories**

Staff directories were found to be in good condition. (Due to the movement of a significant number of staff in 2013 numbers listed for fax machines needed update. We also noted a very small number of job titles needing update.) They were updated.

### **Record Retention Schedules**

Written record retention schedules exist. Written record retention schedules are periodically reviewed, updated and approved. They were up-to-date.

### **Physical Security and Safety**

Access to key facilities is controlled through adequate security measures. Controls are in place to protect the safety of employees and the public. (We reviewed and photographed conditions in place at the Operations facility for District 2 on 11201 Schaefer Drive in Maryland Heights. This included a garage, salt handling operations, fill piles, a sign shop, traffic engineering design and test facilities, a loading dock as well as a yard containing light poles, and fixtures.) We noted no concerns regarding safety.

### **Unused or Inactive MUNIS Accounts and Cost Centers**

Unused and/or redundant MUNIS accounts were not marked as inactive, to reduce processing overhead and shorten queries and reports. Unused and/or redundant MUNIS accounts and cost centers were marked as inactive during the audit. This should help to avoid accidental postings to the wrong accounts and/or cost center for the next fiscal year starting January of 2014. (We suggested that account and cost centers related to past storm or flood events be reviewed and marked as inactive or renamed so they are generic and can be reused (i.e. Storm Clean Up)).

### **Budget to Actual Expenditures**

Controls are in place to ensure that department or division expenditures conform to budgets and are reasonable when compared with budgets. Staff and management within the department perform regular, periodic reviews of expenditures to budgets. We saw evidence that department staff perform regular, periodic reviews of expenditures to budgets. We requested explanations for variances noted on a handful of accounts (fewer than 20 accounts and cost centers). We were comfortable with the level of oversight provided and explanations provided for any variances.)

**Expenditure Testing**

Expenditures are supported with invoices or approved purchase orders. Amounts were found to be mathematically correct. Invoices or source documents were marked or cancelled. Amounts paid agreed to invoices. Discounts were taken, where appropriate. Expenditures were properly authorized. Expenditures were reasonable and proper. Payments were timely. (We reviewed all expenditures by account for 2013. We also performed detailed testing on ten discretionary expenditures for things like supplies and materials. We tested them to ensure the expenditure was appropriate, the expenditure was approved, the extension of costs was correct, sales tax was avoided, and the expenditure was charged to the proper account in the proper accounting period.) No exceptions were noted.

**Capital Equipment**

Capital expenditures for machinery, vehicles, or facilities were reasonable and appropriate. Capital expenditures were needed, justifiable and have been properly reviewed. Larger capital expenditures it within the context of short term and long term strategic plans. No exceptions were noted.

**Purchasing Cards**

Purchasing cards usage was reviewed for two recent months. Usage was sampled and found to be in appropriate and in compliance with policy. We suggested that credit card credit lines be reviewed (annually) by the Director of Highways & Traffic. They were being reviewed.

**Attachment 2 MUNIS Accounts and Cost Centers**

These 121 accounts/cost centers are related to specific projects or storm-related events were marked as inactive. None of these accounts had a balance in 2012 or 2013. No future activity is expected.

**Accounts Related to a 2008 Project:**

<b><u>MUNIS Account and Cost Center</u></b>	<b><u>Account Description</u></b>
1020-3100-3120-3122-517210-T1200-0000-00000-0000-T1200	Maint & Constructn Mat &Supp 2008 Concrete Replac A
1020-3100-3120-3122-523110-T1202-0000-00000-0000-T1202	Advertising & Public Notice 2008 Concrete Replac C

**Storm Related Accounts:**

<b><u>MUNIS Account and Cost Center</u></b>	<b><u>Account Description</u></b>
1020-3100-3120-3122-474610-00000-0000-00000-0088-AF101	Reimbursed Costs Program Emerg Event #1Tornado Storm Apr 1
1020-3100-3120-3122-511110-00000-0000-00000-0088-AF101	Salaries Permanent Emerg Event #1Tornado Storm Apr 1
1020-3100-3120-3122-511210-00000-0000-00000-0088-AF105	Salaries Permanent Emerg Event #5 TBA 2011
1020-3100-3120-3122-511210-00000-0000-00000-0088-AF101	Salaries Temporary Emerg Event #5 TBA 2011
1020-3100-3120-3122-511210-00000-0000-00000-0088-AF102	Salaries Temporary Emerg Event #2 Flooding 4/19-6/06/11
1020-3100-3120-3122-511210-00000-0000-00000-0088-AF105	Salaries Temporary Emerg Event #5 TBA 2011
1020-3100-3120-3122-511310-00000-0000-00000-0088-AF101	Overtime Pay Emerg Event #1 Tornado Storm Apr 1
1020-3100-3120-3122-511310-00000-0000-00000-0088-AF105	Overtime Pay Emerg Event #5 TBA 2011
1020-3100-3120-3122-512110-00000-0000-00000-0088-AF101	Social Security Emerg Event #1 Tornado Storm Apr 1
1020-3100-3120-3122-512110-00000-0000-00000-0088-AF105	Social Security Emerg Event #5 TBA 2011
1020-3100-3120-3122-512210-00000-0000-00000-0088-AF101	Retirement Plan Emerg Event #1 Tornado Storm Apr
1020-3100-3120-3122-512210-00000-0000-00000-0088-AF105	Retirement Plan Emerg Event #5 TBA 2011
1020-3100-3120-3122-512310-00000-0000-00000-0088-AF101	Unemployment Compensation Emerg Event #1 Tornado Storm Apr 1
1020-3100-3120-3122-512310-00000-0000-00000-0088-AF105	Unemployment Compensation Emerg Event #5 TBA 2011
1020-3100-3120-3122-512410-00000-0000-00000-0088-AF101	Worker's Compensation Emerg Event #1 Tornado Storm Apr 1
1020-3100-3120-3122-512410-00000-0000-00000-0088-AF105	Worker's Compensation Emerg Event #5 TBA 2011
1020-3100-3120-3122-512510-00000-0000-00000-0088-AF101	Medical Insurance Emerg Event #1 Tornado Storm Apr 1
1020-3100-3120-3122-512510-00000-0000-00000-0088-AF105	Medical Insurance Emerg Event #5 TBA 2011
1020-3100-3120-3122-512810-00000-0000-00000-0088-AF101	Long Term Disability Emerg Event #1 Tornado Storm Apr 1

1020-3100-3120-3122-512810-00000-0000-00000-0088-AF105 Long Term Disability  
Emerg Event #5 TBA 2011

1020-3100-3120-3122-512830-00000-0000-00000-0088-AF101 Short Term Disability  
Emerg Event #1 Tornado Storm Apr 1

1020-3100-3120-3122-512830-00000-0000-00000-0088-AF105 Short Term Disability  
Emerg Event #5 TBA 2011

1020-3100-3120-3122-525210-00000-0000-00000-0088-AF101 Life Insurance  
Emerg Event #1 Tornado Storm Apr 1

1020-3100-3120-3122-525210-00000-0000-00000-0088-AF105 Life Insurance  
Emerg Event #5 TBA 2011

1020-3100-3120-3122-474610-00000-0000-00000-0095-AF101 Reimbursed Costs Program  
Emerg Event #1 Tornado Storm Apr 1

1020-3100-3120-3122-511110-00000-0000-00000-0095-AF101 Salaries Permanent  
Emerg Event #1 Tornado Storm Apr 1

1020-3100-3120-3122-511110-00000-0000-00000-0095-AF105 Salaries Permanent  
Emerg Event #5 TBA 2011

1020-3100-3120-3122-511210-00000-0000-00000-0095-AF105 Salaries Temporary  
Emerg Event #1 Tornado Storm Apr 1

1020-3100-3120-3122-511210-00000-0000-00000-0095-AF102 Salaries Temporary  
Emerg Event #2 Flooding 4/19-6/06/11

1020-3100-3120-3122-511210-00000-0000-00000-0095-AF105 Salaries Permanent  
Emerg Event #5 TBA 2011

1020-3100-3120-3122-511310-00000-0000-00000-0095-AF101 Overtime Pay  
Emerg Event #1 Tornado Storm Apr 1

1020-3100-3120-3122-511310-00000-0000-00000-0095-AF105 Overtime Pay  
Emerg Event #5 TBA 2011

1020-3100-3120-3122-512110-00000-0000-00000-0095-AF101 Social Security  
Emerg Event #1 Tornado Storm Apr 1

1020-3100-3120-3122-512110-00000-0000-00000-0095-AF101 Social Security  
Emerg Event #5 TBA 2011

1020-3100-3120-3122-512210-00000-0000-00000-0095-AF101 Retirement Plan  
Emerg Event #1 Tornado Storm Apr 1

1020-3100-3120-3122-512210-00000-0000-00000-0095-AF105 Retirement Plan  
Emerg Event #5 TBA 2011

1020-3100-3120-3122-512310-00000-0000-00000-0095-AF101 Unemployment Compensation  
Emerg Event #1 Tornado Storm Apr 1

1020-3100-3120-3122-512310-00000-0000-00000-0095-AF105 Unemployment Compensation  
Emerg Event #5 TBA 2011

1020-3100-3120-3122-512410-00000-0000-00000-0095-AF101 Worker's Compensation  
Emerg Event #1 Tornado Storm Apr 1

1020-3100-3120-3122-512410-00000-0000-00000-0095-AF105 Worker's Compensation  
Emerg Event #5 TBA 2011

1020-3100-3120-3122-512510-00000-0000-00000-0095-AF101 Medical Insurance  
Emerg Event #1 Tornado Storm Apr 1

1020-3100-3120-3122-512510-00000-0000-00000-0095-AF105 Medical Insurance  
Emerg Event #5 TBA 2011

1020-3100-3120-3122-512810-00000-0000-00000-0095-AF101 Long Term Disability  
Emerg Event #1 Tornado Storm Apr 1

1020-3100-3120-3122-512810-00000-0000-00000-0095-AF105 Long Term Disability  
Emerg Event #5 TBA 2011

1020-3100-3120-3122-512830-00000-0000-00000-0095-AF101 Short Term Disability  
Emerg Event #1 Tornado Storm Apr 1

1020-3100-3120-3122-512830-00000-0000-00000-0095-AF105 Short Term Disability  
Emerg Event #5 TBA 2011

1020-3100-3120-3122-525210-00000-0000-00000-0095-AF101 Life Insurance  
Emerg Event #1 Tornado Storm Apr 1

1020-3100-3120-3122-525210-00000-0000-00000-0095-AF105 Life Insurance  
Emerg Event #5 TBA 2011

1020-3100-3120-3122-512830-00000-0000-00000-0095-AF101 Reimbursed Costs Program  
Emerg Event #5 TBA 2011

1020-3100-3120-3122-511110-00000-0000-00000-0081-AF101 Salaries Permanent  
Emerg Event #1 Tornado Storm Apr 1

1020-3100-3120-3122-511110-00000-0000-00000-0081-AF105 Salaries Permanent  
Emerg Event #5 TBA 2011

1020-3100-3120-3122-511210-00000-0000-00000-0081-AF101 Salaries Temporary  
Emerg Event #1 Tornado Storm Apr 1

1020-3100-3120-3122-511210-00000-0000-00000-0081-AF102 Salaries Temporary  
Emerg Event #2 Flooding 4/19-6/06/11

1020-3100-3120-3122-511210-00000-0000-00000-0081-AF105 Salaries Temporary  
Emerg Event #5 TBA 2011

1020-3100-3120-3122-511310-00000-0000-00000-0081-AF101 Overtime Pay  
Emerg Event #1 Tornado Storm

1020-3100-3120-3122-511310-00000-0000-00000-0081-AF105 Overtime Pay  
Emerg Event #5 TBA 2011

1020-3100-3120-3122-512110-00000-0000-00000-0081-AF101 Social Security  
Emerg Event #1 Tornado Storm Apr 1

1020-3100-3120-3122-512110-00000-0000-00000-0081-AF105 Social Security  
Emerg Event #5 TBA 2011

1020-3100-3120-3122-512210-00000-0000-00000-0081-AF101 Retirement Plan  
Emerg Event #1 Tornado Storm Apr 1

1020-3100-3120-3122-512210-00000-0000-00000-0081-AF105 Retirement Plan  
Emerg Event #5 TBA 2011

1020-3100-3120-3122-512310-00000-0000-00000-0081-AF101 Unemployment Compensation  
Emerg Event #1 Tornado Storm Apr 1

1020-3100-3120-3122-512310-00000-0000-00000-0081-AF105 Unemployment Compensation  
Emerg Event #5 TBA 2011

1020-3100-3120-3122-512410-00000-0000-00000-0081-AF101 Worker's Compensation  
Emerg Event #1 Tornado Storm Apr 1

1020-3100-3120-3122-512410-00000-0000-00000-0081-AF105 Worker's Compensation  
Emerg Event #5 TBA 2011

1020-3100-3120-3122-512510-00000-0000-00000-0081-AF101 Medical Insurance  
Emerg Event #1 Tornado Storm Apr 1

1020-3100-3120-3122-512510-00000-0000-00000-0081-AF105 Medical Insurance  
Emerg Event #5 TBA 2011

1020-3100-3120-3122-512810-00000-0000-00000-0081-AF101 Long Term Disability  
Emerg Event #1 Tornado Storm Apr 1

1020-3100-3120-3122-512810-00000-0000-00000-0081-AF105 Long Term Disability  
Emerg Event #5 TBA 2011

1020-3100-3120-3122-512830-00000-0000-00000-0081-AF101 Short Term Disability  
Emerg Event #1 Tornado Storm Apr 1

1020-3100-3120-3122-512830-00000-0000-00000-0081-AF105 Short Term Disability  
Emerg Event #5 TBA 2011

1020-3100-3120-3122-525210-00000-0000-00000-0081-AF101 Life Insurance  
Emerg Event #1 Tornado Storm Apr 1

1020-3100-3120-3122-525210-00000-0000-00000-0081-AF105 Life Insurance  
Emerg Event #5 TBA 2011

1020-3100-3120-3122-474610-00000-0000-00000-0089-AF101 Reimbursed Costs Program  
Emerg Event #1 Tornado Storm Apr 1

1020-3100-3120-3122-511110-00000-0000-00000-0089-AF101 Salaries Permanent  
Emerg Event #1 Tornado Storm Apr 1

1020-3100-3120-3122-511110-00000-0000-00000-0089-AF105 Salaries Permanent  
Emerg Event #5 TBA 2011

1020-3100-3120-3122-511210-00000-0000-00000-0089-AF101 Salaries Temporary  
Emerg Event #1 Tornado Storm Apr 1

1020-3100-3120-3122-511210-00000-0000-00000-0089-AF102 Salaries Temporary  
Emerg Event #2 Flooding 4/19-6/06/11

1020-3100-3120-3122-511210-00000-0000-00000-0089-AF105 Salaries Temporary  
Emerg Event #5 TBA 2011

1020-3100-3120-3122-511310-00000-0000-00000-0089-AF101 Overtime Pay  
Emerg Event #1 Tornado Storm Apr 1

1020-3100-3120-3122-511310-00000-0000-00000-0089-AF105 Overtime Pay  
Emerg Event #5 TBA 2011

1020-3100-3120-3122-512110-00000-0000-00000-0089-AF101 Social Security  
Emerg Event #1 Tornado Storm Apr 1

1020-3100-3120-3122-512110-00000-0000-00000-0089-AF105 Social Security  
Emerg Event #5 TBA 2011

1020-3100-3120-3122-512210-00000-0000-00000-0089-AF101 Retirement Plan  
Emerg Event #1 Tornado Storm Apr 1

1020-3100-3120-3122-512210-00000-0000-00000-0089-AF105 Retirement Plan  
Emerg Event #5 TBA 2011

1020-3100-3120-3122-512310-00000-0000-00000-0089-AF101 Unemployment Compensation  
Emerg Event #1 Tornado Storm Apr 1

1020-3100-3120-3122-512310-00000-0000-00000-0089-AF105 Unemployment Compensation  
Emerg Event #5 TBA 2011

1020-3100-3120-3122-512410-00000-0000-00000-0089-AF101 Worker's Compensation  
Emerg Event #1 Tornado Storm Apr 1

1020-3100-3120-3122-512410-00000-0000-00000-0089-AF105 Worker's Compensation  
Emerg Event #5 TBA 2011

1020-3100-3120-3122-512510-00000-0000-00000-0089-AF101 Medical Insurance  
Emerg Event #1 Tornado Storm Apr 1

1020-3100-3120-3122-512510-00000-0000-00000-0089-AF105 Medical Insurance  
Emerg Event #5 TBA 2011

1020-3100-3120-3122-512810-00000-0000-00000-0089-AF101 Long Term Disability  
Emerg Event #1 Tornado Storm Apr 1

1020-3100-3120-3122-512810-00000-0000-00000-0089-AF105 Long Term Disability  
Emerg Event #5 TBA 2011

1020-3100-3120-3122-512830-00000-0000-00000-0089-AF101 Short Term Disability  
Emerg Event #1 Tornado Storm Apr 1

1020-3100-3120-3122-512830-00000-0000-00000-0089-AF105 Short Term Disability  
Emerg Event #5 TBA 2011

1020-3100-3120-3122-525210-00000-0000-00000-0089-AF101 Life Insurance  
Emerg Event #1 Tornado Storm Apr 1

1020-3100-3120-3122-525210-00000-0000-00000-0089-AF105 Life Insurance  
Emerg Event #5 TBA 2011

1020-3100-3120-3122-511110-00000-0000-00000-0072-AF101 Salaries Permanent  
Emerg Event #1 Tornado Storm Apr 1

1020-3100-3120-3122-511110-00000-0000-00000-0072-AF105 Salaries Permanent  
Emerg Event #5 TBA 2011

1020-3100-3120-3122-511210-00000-0000-00000-0072-AF101 Salaries Temporary  
Emerg Event #1 Tornado Storm Apr 1

1020-3100-3120-3122-511210-00000-0000-00000-0072-AF101 Salaries Temporary  
Emerg Event #2 Flooding 4/19-6/06/11

1020-3100-3120-3122-511210-00000-0000-00000-0072-AF105 Salaries Temporary  
Emerg Event #5 TBA 2011

1020-3100-3120-3122-511310-00000-0000-00000-0072-AF101 Overtime Pay  
Emerg Event #1 Tornado Storm Apr 1

1020-3100-3120-3122-511310-00000-0000-00000-0072-AF105 Overtime Pay  
Emerg Event #5 TBA 2011

1020-3100-3120-3122-512110-00000-0000-00000-0072-AF101 Social Security  
Emerg Event #1 Tornado Storm Apr 1

1020-3100-3120-3122-512110-00000-0000-00000-0072-AF105 Social Security  
Emerg Event #5 TBA 2011

1020-3100-3120-3122-512210-00000-0000-00000-0072-AF101 Retirement Plan  
Emerg Event #1 Tornado Storm Apr 1

1020-3100-3120-3122-512210-00000-0000-00000-0072-AF105 Retirement Plan  
Emerg Event #5 TBA 2011

1020-3100-3120-3122-512310-00000-0000-00000-0072-AF101 Unemployment Compensation  
Emerg Event #1 Tornado Storm Apr 1

1020-3100-3120-3122-512310-00000-0000-00000-0072-AF105 Unemployment Compensation  
Emerg Event #5 TBA 2011

1020-3100-3120-3122-512410-00000-0000-00000-0072-AF101 Worker's Compensation  
Emerg Event #1 Tornado Storm Apr 1

1020-3100-3120-3122-512410-00000-0000-00000-0072-AF105 Worker's Compensation  
Emerg Event #5 TBA 2011

1020-3100-3120-3122-512510-00000-0000-00000-0072-AF101 Medical Insurance  
Emerg Event #1 Tornado Storm Apr 1

1020-3100-3120-3122-512510-00000-0000-00000-0072-AF105 Medical Insurance  
Emerg Event #5 TBA 2011

1020-3100-3120-3122-512810-00000-0000-00000-0072-AF101 Long Term Disability  
Emerg Event #1 Tornado Storm Apr 1

1020-3100-3120-3122-512810-00000-0000-00000-0072-AF105 Long Term Disability  
Emerg Event #5 TBA 2011

1020-3100-3120-3122-512830-00000-0000-00000-0072-AF101 Short Term Disability  
Emerg Event #1 Tornado Storm Apr 1

1020-3100-3120-3122-512830-00000-0000-00000-0072-AF105 Short Term Disability  
Emerg Event #5 TBA 2011

1020-3100-3120-3122-525210-00000-0000-00000-0072-AF101 Life Insurance  
Emerg Event #1 Tornado Storm Apr 1

1020-3100-3120-3122-525210-00000-0000-00000-0072-AF105 Life Insurance  
Emerg Event #5 TBA 2011