

PART I – ADMINISTRATIVE LEGISLATION

Chapter 17 – Finance – Accounting Procedures – Reserved

[Adopted, December 27, 2012, as Chapter 17 of the Code]

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Article I In General

Section 17-1 – Financial Administration

The purpose of this chapter is to outline significant accounting procedures and authoritative guidance provided for the accounting and reporting of financial information by the Village of Marcellus.

Section 17-2 – Form of Village Government

The Village of Marcellus was established in 1853 and operates in accordance with Village Law and the various other applicable laws of the State of New York. The Village Board of Trustees is the legislative body responsible for overall operation. The Village Mayor serves as chief executive officer and the Village Treasurer serves as the chief financial officer.

Section 17-3 – Financial Audits

The Village may retain services of a certified public accountant firm to conduct an audit of its financial statements in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in Government Auditing Standards, issued by the Comptroller General of the United States. A copy of such report would be available in the Village Clerk's office. The Village is also subject to periodic audits and reviews by the New York State Office of the State Comptroller. When such an audit has been completed, a copy will be placed on file with the Village Clerk.

Section 17-4 – Budgetary Procedures

The Village generally follows the procedures enumerated below in establishing the budgetary data reflected in the financial statements:

a) On or before the first regular meeting of the Board of Trustees in April, the Village Treasurer submits to the Board of Trustees a tentative operating budget for the fiscal year commencing the following June 1st. The tentative budget, which is prepared upon the recommendations of department heads and review and analysis by the Village Treasurer, includes proposed revenues, expenditures, and debt service.

b) The Board of Trustees conducts a public hearing on the tentative budget to obtain taxpayer comments on the 1st Monday in April.

c) After the public hearing and on or before the first regular meeting in on the 4th Monday in April, the Trustees meet to consider and formally adopt the budget. This adopted budget is required to be filed with the Village Clerk and to be made available for public inspection. A copy of the Village's adopted budget is also required to be filed on a timely basis with the Office of the NYS Comptroller and the Onondaga County Department of Finance. Additionally, a copy of the adopted budget may also be required to be filed on a timely basis with certain lenders in accordance with the terms of the respective loan agreements.

d) Formal budgetary integration is employed throughout the year as a management control device for General and Special Revenue Funds.

e) Budgets for the General Fund and Special Revenue Funds are legally adopted annually on a basis consistent with generally accepted accounting principles. The Board of Trustees does not adopt annual budgets for Capital Projects Funds or Fiduciary Funds.

f) The Board of Trustees has established legal control of the budget at the function level of expenditures. Transfers between appropriation accounts, at the function level, require approval by the Board. Any modification to appropriations resulting from an increase in revenue estimates or supplemental reserve appropriations also requires a majority vote by the Board.

g) Appropriations in the General Fund and Special Revenue Funds lapse at the end of the Village's fiscal year, except that outstanding encumbrances, if any, are re-appropriated in the succeeding year.

Article II – Fund Accounting

The accounts of the Village are organized and operated on the basis of funds and account groups. A fund is an independent fiscal and accounting entity with a self-balancing set of accounts, which comprise of assets, liabilities, fund balance, revenues and expenditures. Fund accounting segregates funds according to their intended purpose and is used to aid management in demonstrating compliance with finance related legal and contractual provisions. The Village maintains the minimum number of funds consistent with legal and managerial requirements. Account groups are a reporting device to account for certain assets and liabilities of governmental funds not recorded directly in those funds. The Villages resources are reflected in the financial statements, comprised of five broad fund categories, as well as two account groups, in accordance with generally accepted accounting principles.

Section 17-5 – Fund Categories

Governmental Funds are those through which most general government functions are financed and accounted for. The acquisition, use and balances of expendable financial resources and the related liabilities are accounted through governmental funds. The Village of Marcellus uses the following Governmental Funds:

1. General Fund-The General Fund constitutes the primary operating fund of the Village in that it includes all revenues and expenditures not required by law to be accounted for in other funds.

2. Special Revenue Funds-Special revenue funds are established to account for the proceeds of specific revenue resources (other than capital projects, proprietary, or expendable trusts) that are generally restricted to expenditures for defined purposes. Pursuant to the implementation of GASB Statement No. 54, a special revenue fund should be reported only if there are “proceeds of specific revenue sources that are restricted or committed to expenditure for specified purposes,” and the specific revenue sources continue to make up a substantial portion of the inflows reported in the fund. Other resources, such as investment earnings and transfers, may also be reported in the fund. GASB Statement No. 54 further requires that there must be an understanding with ratepayers that money collected will be used for the fund’s operations as stated in a charter, local law, or other document in effect when the fund was initially created.

The Village of Marcellus has established two funds classified as Special Revenue Funds: The Water Fund and the Sewer Fund. The Onondaga County Water Authority (OCWA) provides for, and also bills for, all water services to Village residents. However, as the Village is required to pay OCWA on a semi-annual basis for the costs of maintaining all fire hydrants located in the Village, the Village continues to maintain the Water Fund in order to provide for these required expenditures. The Sewer Fund is used to record the sewer utility operations of the Village, which renders services on a user charge basis to the general public.

3. Debt Service Fund-The Debt Service fund is provided to account for the accumulation of resources to be used for the redemption of principal and interest on long-term debt.

4. Capital Projects Fund-The Capital Projects fund is used to account for financial resources to be used for the acquisition or construction of major capital facilities, other than those used by proprietary funds.

5. Fiduciary Fund – Fiduciary Funds are used to account for assets held by the Village in a trustee or custodial capacity. The Village’s fiduciary fund is the Trust and Agency Fund. The Trust and Agency Fund accounts for assets held by the Village in accordance with terms of a trust agreement, and also for assets held by the Village on behalf of others.

Section 17-6 – Account Groups

Account Groups are used to establish accounting control and accountability for the Village’s general fixed assets and general long-term debt. These types of assets and liabilities belong to the Village as a whole, rather than to any specific fund:

1. General Fixed Assets Account Group – This account group is established to account for all fixed assets, other than those accounted for in proprietary fund types.

2. General Long-Term Debt Account Group – This account group is established to account for all long-term obligations that are not a specific liability of the proprietary fund types.

Section 17-7 – Basis of Accounting

During its fiscal year which runs from June 1st to May 31st, the Village of Marcellus uses the cash basis of accounting for purposes of recording monthly transactions and preparing monthly financial statements. Under the cash basis of accounting, revenues are recorded at the time cash is received, and expenditures are recorded at the time cash is disbursed. This method of accounting is reflected in the Village's monthly abstracts in the accounting software running from Abstract 001 through Abstract 012.

At the end of the Village's fiscal year, for purposes of year-end financial reporting, the Village is required by the Office of NYS Comptroller to use the accrual basis of accounting. Under the accrual basis of accounting, revenues are recognized and recorded at the time they are considered earned, i.e. regardless of whether the cash has actually been collected. Similarly, expenditures are recognized and recorded at the time they are incurred, i.e. regardless of whether the cash has actually been paid out. Year end accruals of expenditures are reflected in Abstract 013 in the Village's accounting software.

Section 17-8 – Assets, Liabilities, and Fund Balance: Accounting Definitions & Policies

Cash and Equivalents – Cash and equivalents consist of funds deposited in demand deposit accounts, and in time deposit accounts.

State statutes govern the Village's investment policies. The Village has adopted its own written investment policy which provides for the deposit of funds in FDIC insured commercial banks or trust companies located within New York State. The Village is authorized to use demand deposit bank accounts, time deposit accounts and certificates of deposit. Permissible investments include obligations of the U.S. Treasury, U.S. Agencies, repurchase agreements and obligations of New York State or its political subdivisions.

Collateral is required for demand deposit accounts, time deposit account and certificates of deposit at 100% of all deposits not covered by Federal deposit insurance. The Village has entered into custodial agreements with the various banks that hold their deposits. These agreements authorize the obligations that may be pledged as collateral. Such obligations include, among other instruments, obligations of the United States and its agencies and obligations of the State and its municipal and school district subdivisions.

Investments – All investments are stated at fair market value, which is based on quoted market prices.

Taxes Receivable Current – Real property taxes attach as an enforceable lien on real property as of the prior year and are levied and payable by on or about July 1st each year. The Village is responsible for the billing and collection of its own taxes. The total amount of Village taxes billed less collected through the last date residents may remit their payment to the Village (i.e. on or about November 1st) is shown on the Balance Sheet as a current receivable as of the reporting date.

Unpaid Taxes Receivable - All Village taxes uncollected by the Village by the final due date (on or about November 1st) are summarized and forwarded to the Onondaga County Finance Department for collection by the County on behalf of the Village as an additional

assessment on the residents' County tax bill. The amount shown on the Balance Sheet as Unpaid Taxes Receivable then represents the total amount of uncollected taxes, plus interest, which are to be remitted to the Village by Onondaga County.

Utilities Receivables For Refuse & Sewer Charges – The Village of Marcellus residents are billed on a quarterly basis for trash collection and sewer usage services. The amount shown on the Balance Sheet in these receivable accounts represents the amount of trash collection and sewer usage billed and unpaid as of the reporting date.

Other Receivables – Other receivables include amounts due from other governments and individuals for services provided by the Village.

Due From/To Other Funds – During the course of its operations, the Village may have transactions between funds to finance operating expenditures, provide services and construct assets.

Prepaid Expenditures – Prepaid expenditure consist of certain costs which have been satisfied prior to the end of the fiscal year, but represent items which have been provided for in the subsequent year's budget and will benefit such periods. Reported amounts are equally offset by a reserve of fund balance, which indicates that these amounts do not constitute "available spend-able resources" even though they are a component of current assets.

Fixed Assets – Fixed assets used in governmental fund type operations (general fixed assets) are accounted for in the General Fixed Assets Account Group, rather than in governmental funds, and are valued at historical cost or estimated historical cost if actual cost is not available. Donated assets are recorded at their fair market value on the date donated. With the implementation of GASB34, depreciation is made on general fixed assets based on the life expectancy of the assets. Interest incurred during construction is not capitalized on general fixed assets. Public domain ("infrastructure") general fixed assets consisting of certain improvements other than buildings, including roads, bridges, curbs and gutters, streets and sidewalks, drainage systems and lighting systems are included in general fixed assets even though such items are immovable and are of value only to the Village. The cost of normal maintenance and repairs that do not add to the value of the asset or materially extend assets lives are not included in the General Fixed Assets Account Group.

Accounts Payable - Represents expenditures that have been incurred but are unpaid as of the reporting date. The Office of The NYS Comptroller requires the Village to use the accrual basis of accounting for purposes of year-end financial reporting. Consequently, the accounts payable account is used at fiscal year-end to reflect the total of expenditures which are attributable to the end of one fiscal year, and which will be paid in the beginning of the next fiscal year, and which are reflected in Abstract 013 in the Village's accounting software.

Retainages Payable On Construction Contracts – Represents the retainage portion of billings to the Village by a contractor relative to a construction contract entered into with the Village. This liability is recorded on the Balance sheet at the time the Village receives the Application For Payment from the contractor, as certified by the Village's project engineer. This liability is then paid only after the project engineer approves the amount for payment, which is normally after all open, punch-list type items relative to the contract have been resolved.

Deferred Revenues – Deferred revenues are those where asset recognition criteria have been met, but for which revenue recognition criteria have not been met.

Bond Anticipation Notes Payable - This liability account represents the principal amount of a bond anticipation notes payable by the Village as of the reporting date. The Village normally issues a bond anticipation note in order to finance the cost of a specific capital project, and the liability is recorded on the Balance Sheet of the Capital Project Fund to which the bond anticipation note relates. All payments of principal and interest relative to these bond anticipation notes are made from either the General Fund or a Special Revenue Fund (such as the Sewer Fund).

Long-Term Serial Bonds Payable – The Village records long-term serial bond debt payable in the General Long-Term Debt Account Group. All payments of principal and interest relative to these bond anticipation notes are made from either the General Fund or a Special Revenue Fund (such as the Sewer Fund).

Fund Balances – With the implementation of GASB Statement No. 54, the Village's fund balances are now identified as falling under one of five new classifications: Nonspendable, Restricted, Committed, Assigned, and Unassigned. The classifications serve to inform readers of the financial statements of the extent to which the Village is bound to honor constraints on the specific purposes for which resources in a fund can be spent:

Nonspendable Fund Balance – Consists of assets that are inherently nonspendable in the current period either because of their form or because they must be maintained intact, including prepaid items, inventories, long-term portions of loans receivable, financial assets held for resale, and principal of endowments.

Restricted Fund Balance – Consists of amounts that are subject to externally enforceable legal purpose restrictions imposed by creditors, grantors, contributors, or laws and regulations of other governments; or through constitutional provisions or enabling legislation.

Committed Fund Balance – Consists of amounts that are subject to a purpose constraint imposed by a formal action of the Village Board of Trustees before the end of the fiscal year, and that require the same level of formal action to remove the constraint.

Assigned Fund Balance – Consists of amounts that are subject to a purpose constraint that represents an intended use established by the Village Board of Trustees. The purpose of the assignment must be narrower than the purpose of the Village's General Fund, and, in funds other than the General Fund, the Assigned Fund Balance represents the residual amount of the fund balance.

Unassigned Fund Balance – Represents the residual classification for the Village's General Fund, and may report a surplus or deficit. In funds other than the General Fund, the unassigned classification should be used only to report a deficit balance resulting from overspending for specific purposes for which amounts had been restricted, committed, or assigned.

The Office of The NYS Comptroller allows the Village to establish reserve funds for various purposes, e.g., capital, repair, debt, workers' compensation. The state statutes regulate the establishment, funding and use of these reserves, and requires that the Village classify these

reserves as part of the Restricted Fund Balance on the Balance Sheets of the Village's funds. Reserve funds that authorize transfers to other reserve funds as stated in the controlling statute (which may require Village Board board action and/or voter approval) should be classified as Restricted, because even though the purpose for the restriction may change, the level of constraint on spending does not.

Reserves that allow for transfers back to the originating operating fund should be classified as an Assigned Fund Balance, but only after an action or determination has been made by the Village Board of Trustees that the reserve is no longer needed for the purpose for which the reserve fund was established, and only for the portion that is returnable to the operating fund.

Section 17-9 – Interfund Transactions

Circumstances may arise where the Village has a transaction which, although initially recorded as revenue into one fund or an expenditure out of one fund, is in fact properly applicable to another fund. Circumstances may also arise where monies are deposited in, or disbursed from, an operating fund of the Village and those monies are in fact properly applicable to a capital projects fund of the Village.

In either situation, in order to properly report such transactions, the Village Treasurer, upon approval by the Mayor or his designee, will make the necessary journal entries in the respective funds' accounts.

Article III - Cash Management

Accurate accounting records are essential for the preparation of appropriate financial reports which help Village officials to monitor and control financial operations and to assess the financial condition of the various Village funds. As such, it is the duty of the Village Treasurer to maintain, on an ongoing basis, complete and accurate accounting records with respect to sources and uses of cash and cash equivalents for each Village fund (Village Law §4-408). At the end of each month, upon completion of all bank account reconciliations and preparation of financial statements for all Village funds, the Village Treasurer will also prepare an analysis of the Village's cash position as of month end for review by the Village Board of Trustees. This analysis should summarize the end of month cash position of each Village bank account, and should also show the associated distribution of this cash among the Village funds (i.e. General Fund, Water Fund, etc.).

Section 17-10 – Cash Receipts and Disbursements Journals - Overview

1. The main objective of cash receipts and cash disbursements journals is to provide a means of summarizing important financial data of a specific type chronologically and in an organized manner.

2. The cash receipts and cash disbursements journals should be maintained separately for each of the Village's funds, and on a monthly basis. The journals should list separately each cash receipt received, or each cash disbursement incurred during the month.

3. For cash receipts, each transaction recorded in the journal should show the transaction date, the name of the payor and a description of the transaction, the account number(s) to which the transaction is posted, and the dollar amount. In the case of cash receipts from utility billings, the Village's accounting software provides for a summary posting of each day's total utility receipts. This summary posting is based on a detail report, produced by the accounting software, which identifies each utility customer and the amount of their payment.

4. For cash disbursements, each transaction recorded in the journal should show the transaction date, the check number, the name of the vendor/payee and a description of the transaction, the account number(s) to which the transaction is posted, and the dollar amount. In the case of cash disbursements relative to Village payroll, the Village's accounting software provides for summary postings relative to each payroll period. These summary postings are produced by the payroll module of the accounting software in conjunction with the processing of each payroll.

5. For each Village fund, and as part of the month end closing process in the Village's accounting software, the cash receipts and cash disbursements journals for the month are printed and reviewed by the Village Treasurer for accuracy and completeness. In addition, cash receipts and cash disbursements summary reports are also printed, which show a breakdown by account number of the total dollar amounts to be posted in the accounting system.

6. After the respective cash receipts and disbursements reports have been printed and reviewed for all Village funds, and in conjunction with the month end closing of these funds in the accounting software and preparation of bank account reconciliations, the Village Treasurer should compare total cash receipts and cash disbursements per the accounting software reports to total cash receipts and cash disbursements per the Village's checkbooks, and to the original source documents (i.e. deposit tickets, check stubs and payment vouchers). Any discrepancies noted should be investigated and resolved by the Village Treasurer before continuing with the month end closing process.

7. In all cases, with respect to the cash receipts and cash disbursements accounting functions as described herein, there must be a clear segregation of duties within these functions to the extent possible, given the inherently limited number of Village employees qualified to carry out these duties.

Section 17-11 – Cash Receipts Procedures

1. All receipts, in the form of cash or checks, should be deposited promptly, usually no later than the second business day after receipt

2. In the case of checks, a restrictive endorsement (e.g. for deposit only) should be placed on all incoming checks as soon as received.

3. All checks should be made payable to The Village of Marcellus.

4. Cash receipts should be controlled in such a manner that the Village Treasurer has knowledge of the receipt of revenue so that its non-receipt would be noted and investigated promptly.

5. No cash expenditures should be made from cash receipts. All expenditures should be by check.

6. In case of direct deposits to Village of Marcellus banking accounts:

a. The deposit ticket should be properly filled out listing all checks individually
b. Validated deposit tickets received from the bank should be appropriately filled out for later reconciliation purposes.

c. The validated deposit ticket becomes the source for entering these receipts in the appropriate cash receipts journal indicating the proper source of receipt (e.g. type of revenue).

7. In the case of a cash receipt in the form of a wire transfer of funds onto one of the Village's bank accounts, the transaction must be authorized by the Village Mayor or his designee. The Village Treasurer must provide supporting documentation to substantiate the necessity for, and the financial details of, the wire transfer at the time authorization is requested. Once approved, the wire transfer transaction is then executed by the Village Treasurer. It is the Village Treasurer's responsibility to ensure that each transaction is properly executed, confirmed, and recorded in the Village's accounting records, and that all related supporting documentation is properly filed.

8. All cash receipts should be recorded in the Village's checkbooks as soon as possible after being deposited with the Village's bank.

9. The cash receipts journal, which is produced on a monthly basis, lists separately each cash receipt received during the month.

Section 17-12 – Cash Disbursements Procedures

1. Generally, disbursements should not be made unless a voucher, accompanied by an invoice or other supporting documentation, has been audited and approved for payment by the Board of Trustees (Village Law §5-524). Prior to being submitted to the Board of Trustees for audit and approval, the signature of the Village Treasurer as well as the signatures of all required department heads, must be present on the payment voucher. This helps ensure that cash transactions are recorded accurately and that moneys have been properly accounted for.

2. Whenever applicable, verification that the goods or services were actually received should be indicated on the invoice, and the receiving individual should sign the invoice.

3. Once a voucher has been approved for payment by the Board of Trustees, a check is printed. In order to be a negotiable instrument, each check must be cosigned by both the Village Treasurer and the Village Mayor or his designee.

4. Once the check for payment has been signed, it should be mailed to the vendor accompanied by the remittance stub as provided, or, if none is provided, a copy of the original invoice or comparable documentation.

5. The check stub, which shows the check number, date paid, check amount, payee name and address, the account number(s) the check is coded to, and a description and amount of each expense being paid via the check, should be attached to the payment voucher and the original invoice (or other supporting documentation) before being filed in the Village's records.

6. In the case of a cash disbursement in the form of a wire transfer of funds out of one of the Village's bank accounts, the transaction must be authorized by the Village Mayor or his designee. The Village Treasurer must provide supporting documentation to substantiate the necessity for, and the financial details of, the wire transfer at the time authorization is requested. Once approved, the wire transfer transaction is then executed by the Village Treasurer. It is the Village Treasurer's responsibility to ensure that each transaction is properly executed, confirmed, and recorded in the Village's accounting records, and that all related supporting documentation is properly filed.

7. All cash disbursements should be recorded in the Village's checkbooks as soon as possible after the check for payment has been signed and mailed.

8. The cash disbursements journal, which is produced on a monthly basis, lists separately each cash disbursement incurred during the month.

Section 17-13 – “Out of Pocket” Reimbursement Procedures – For Village employees requesting reimbursement for “out of pocket” expenditures, the following procedures should be followed:

1. The individual should fill out a payment voucher form stating:
 - a. Name of the employee to be reimbursed.
 - b. The reason for the expenditure and a description of item purchased or expense incurred.
 - c. Amount of reimbursement requested.
 - d. Date of reimbursement request.
2. All requests for reimbursement must be accompanied by receipts which support the expenditures. No reimbursement should be made for amounts not documented by a receipt.
3. The reimbursement request payment voucher should be signed by the individual requesting reimbursement.
4. Disbursement requests for reimbursements of “out of pocket” expenditures must be audited and approved for payment by the Board of Trustees (Village Law §5-524). Prior to being submitted to the Board of Trustees for audit and approval, the signature of the Village Treasurer must be present on the payment voucher, in addition to the signature of the individual requesting the reimbursement.
5. Once a voucher has been approved for payment by the Board of Trustees, a check is printed. In order to be a negotiable instrument, the check must be cosigned by both the Village Treasurer and the Village Mayor or his designee.
6. Once the check for payment has been signed, it should be given to the employee along with a copy of the supporting documentation for their records.
7. The check stub, which shows the check number, date paid, check amount, payee name and address, the account number(s) the check is coded to, and a description and amount of each expense being paid via the check, should be attached to the payment voucher and all supporting documentation before being filed in the Village's records.

8. As is the case with all other cash disbursements, the cash disbursements journal, which is produced on a monthly basis, lists separately each cash disbursement relative to “out of pocket” reimbursement expenditures incurred during the month.

Section 17-14 – Bank Account Reconciliations

1. Proper internal controls dictate that reconciliations of the Village’s bank accounts should be performed upon receipt of the bank statements at the close of each month of the Village’s fiscal year. The purpose of the bank reconciliations is to compare the bank balances to the balances recorded in the Village’s books and records, i.e. the general ledger cash control accounts in the accounting software, and the cash balances per the Village’s checkbooks. This must be done in order to ensure that there is completeness and accuracy in all recorded cash transactions, and that all monies flowing in and out of the Village’s bank accounts have been properly accounted for.

2. These bank reconciliations should be formally documented and retained on file to be available for audit purposes and review by the Board of Trustees. Differences detected in the reconciliation process should be promptly investigated and resolved to the satisfaction of the Board of Trustees.

Article IV – Management Oversight – There should be significant oversight provided by the Board of Trustees for monitoring and reviewing the work of the Village Treasurer.

Section 17-15 – Routine Review – There should be routine review of the work of the Village Treasurer performed during the fiscal year by a member of the Board of Trustees. Periodically, that Board member should:

1. Each month, review all claims and be satisfied that each claim is truly a legal obligation and proper charge. The Board member may initial or sign each claim to indicate approval, although signing each claim form is not required by statute.

2. Review the records to see that they are being kept completely, accurately, and up to date.

3. Determine that adjusted bank balances are reconciled to cash balances per the Village’s accounting records.

4. Review all banking related documents, including not only bank statements, but also deposit slips, documentation for EFT’s in and out, and check payments, to see that amounts collected were deposited on a timely basis, and that payments and other withdrawals were properly authorized and accounted for.

Section 17-16 – Audit – The Board of Trustees should annually audit or provide for an audit of the financial records of the Village Treasurer as required by Village Law, §4-408. Indications that an audit was performed should be entered into the minutes of the proceedings of the Board of Trustees.

Section 17-17 – User Charge Billings and Collections – The Village bills its residents for trash collection and sewer usage on a quarterly basis. The Board of Trustees should have proper control over the billing and collection of trash and sewer charges. Written reconciliations of the total trash and sewer rents charged, amounts collected and the remaining unpaid charges should be prepared for each billing period and the unpaid balances compared and reconciled to general ledger control accounts. The unpaid charges should also be verified with the customer ledger accounts and any differences promptly investigated and reconciled.

Section 17-18 – Capital Projects – The Board of Trustees must approve all capital project contracts and related change orders prior to the work being performed or services being rendered. Once a capital project has commenced, the Board of Trustees must also monitor its overall progress and financial status. It is the responsibility of the Village Treasurer to maintain current and complete capital project accounting records as a means to effectively monitor each project's financing and costs and its adherence to provisions of the project's authorization and the Village's budget for the project. The Village Treasurer must make these records available for review by the Board of Trustees. Prior to being submitted to the Board of Trustees for audit and approval for payment, it is the responsibility of the Village Treasurer to examine all requests for payment received from project contractors.

Section 17-19 – Procurement Policy – The Board of Trustees should ensure that officials and employees adhere to its procurement policy. Lack of management oversight may reduce competition among potential suppliers and this also increases the risk that goods and services are not procured in the most prudent and economical manner in the best interest of the Village taxpayers.

Section 17-20 – Training – The Board of Trustees should provide for training for the Village Treasurer in order to ensure that he or she has all the knowledge and tools necessary to perform his or her duties accurately and effectively.