

Treasury Management Checklist

Treasury offices in state and local governments and authorities should have specific and robust policies and procedures in place to address treasury management tasks. These stem from the payables and receivables functions within the treasury department. Below is a checklist of areas that governments should consider having policies and procedures for in order to ensure proper employee engagement, safeguard against fraud, and to best provide Treasury services. This checklist should be used in conjunction with GFOA's Best Practices – *Receivables and Handling Receipts in the Treasury Office* (<http://www.gfoa.org/receivables-and-handling-receipts-treasury-office>) and *Payments Made By Governments* (<http://www.gfoa.org/payments-made-governments>).

RECEIVABLES

Invoicing and Revenue Collection

- ☐ Established Invoicing/Billing timeframe
- ☐ Dollar Thresholds
- ☐ Use of outside collection services
- ☐ Bad debt write off
- ☐ Receivables aging analysis
- ☐ Decision-making authority
- ☐ Employee training
- ☐ Written or electronic accessible procedures in place for employees to reference
- ☐ Periodic review of policies and procedures

Types of Receipts

- ☐ Understanding of applicable state and local laws and requirements related to receivables
- ☐ Currency handling
 - ☐ Vault/Safe/Smart Safe
 - ☐ Deposit methods
 - ☐ Cash drawer start and end of day procedures (including extraordinary cash receipts)
 - ☐ Counterfeit identification
- ☐ Check handling
 - ☐ Remote deposit capture
 - ☐ Check conversion
 - ☐ Lockbox services
 - ☐ Forgery identification
- ☐ Credit/debit card handling
 - ☐ Processing fee
 - ☐ Dollar thresholds
 - ☐ Types of cards accepted
 - ☐ Location of acceptance (in person, on phone, website, app)
 - ☐ PCI compliance
- ☐ ACH
- ☐ Wire transfer
- ☐ Emerging payment technologies (e.g., VENMO, ApplePay, etc.)
- ☐ Cryptocurrencies (GFOA wants governments not to use this form of payment)
- ☐ Special receipts handling (e.g., federal and state grants)
- ☐ Employee training
- ☐ Written or electronic accessible procedures in place for employees to reference
- ☐ Periodic review of policies and procedures

General

- ☐ Revenue Controls
 - ☐ Reconciliation procedures for all types of receipts
 - ☐ Segregation of duties between receiving and recording receipts
 - ☐ Supervisory procedures for all facets of receivables
 - ☐ Reporting system for material deviations from budgeted revenues
 - ☐ Record retention of receivables information
 - ☐ Internal controls/fraud prevention
 - ☐ Who has access to accounts
 - ☐ Frequency for changing security codes
 - ☐ Controls and blocks
 - ☐ Spot inspections
 - ☐ Fraud reporting
 - ☐ Robbery prevention
- ☐ Integrating receipts and accounting systems
- ☐ Treasury office participation on the mechanics of implementing new or changing overall government policies (e.g., new fees, launch of new web site with payment portal, change in fees, etc.)
- ☐ Bank resources and reporting functions
- ☐ Banking services contract and RFP policies (see Banking Services RFP)
- ☐ New employee vetting and onboard training
- ☐ Established information for citizens about treasury operations to accept receivables
- ☐ Emergency preparedness

PAYABLES

Acceptable Payment Types

- ☐ Check
 - ☐ Check stock security
 - ☐ Check copy security
 - ☐ Fraud prevention
 - ☐ Positive pay
 - ☐ Signature authorizations
 - ☐ Outsourced check writing function
- ☐ ACH
 - ☐ Authorized user
- ☐ Wire transfer
 - ☐ Authorized user
 - ☐ Authorized purchases
 - ☐ Authorized limits
 - ☐ Fee assessment
- ☐ P-Cards
 - ☐ Authorized user
 - ☐ Authorized purchases
 - ☐ Authorized limits
 - ☐ Processing fees
 - ☐ Rebates
- ☐ Credit cards
 - ☐ Authorized user
 - ☐ Authorized purchases
 - ☐ Authorized limits
 - ☐ Processing fees
 - ☐ Rebates
- ☐ Store valued cards
 - ☐ Authorized user
 - ☐ Authorized purchases
 - ☐ Authorized limits
 - ☐ Processing fees
- ☐ ACH Repetitive debits
 - ☐ Authorized vendors
 - ☐ Contract review
 - ☐ Debit blocks
- ☐ Petty cash
 - ☐ Authorized maintaining
 - ☐ Authorized uses
 - ☐ Authorized limits
 - ☐ Reconciliation
 - ☐ Verification payment not also made by other means

General

- ☐ Revenue Controls
 - ☐ Reconciliation procedures for all types of payables
 - ☐ Segregation of duties between receiving and making payments
 - ☐ Supervisory procedures for all facets of payables
 - ☐ Record retention of payables information
 - ☐ Internal controls/fraud prevention
 - ☐ Awareness of sophisticated schemes (e.g., spoofing, fake invoices)
 - ☐ Independently verify vendor account changes
 - ☐ Outsourced vendor file information
- ☐ Bank resources and reporting functions
- ☐ Banking services contract and RFP policies (see Banking Services RFP)
- ☐ New employee vetting and onboard training
- ☐ Emergency preparedness

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