

CITY OF OAK HARBOR

SUBJECT: CASH MANAGEMENT

TITLE: CASH HANDLING POLICY

POLICY STATEMENT

The Cash Management Program is established for ensuring adequate internal controls to account for the handling of City cash and to maintain public trust. The term "City cash" applies to currency, coin, checks, credit, charge and debit card payments, other electronic payment media, and other negotiable instruments payable in money to the City.

PURPOSE

- A. The purpose of this Cash Handling Policy ("Policy") is to assist all City departments by defining and communicating what is an acceptable level of control for Cash Handling operations.
- B. Due to the decentralized nature of revenue collection within the City, procedures vary from location to location. Although the customer service impact of this structure is positive, the various control environments sometimes fall below what is acceptable to City management.
- C. The objectives of this policy are to set forth minimum standards to ensure clear and consistent practice within the City for the handling of cash and for limiting not only the City's losses, but also the City's involvement in investigations of losses of funds. This policy will serve to standardize a sound system of cash controls within the City as well as to provide guidance to departments on improving Cash Handler skill and accountability. Additionally, this policy incorporates providing assistance to departments that need help in meeting the minimum standards. Overall compliance with this policy will allow the City to prevent or detect Losses related to Cash Handling and to assign responsibility to an individual in a timely manner in order to minimize Losses.
- D. The ability to ascertain individual accountability for each Loss will reduce the impact of failing to protect honest employees from unnecessary suspicion. A sound system of cash controls should protect and support employees who do their job with integrity. Employees not involved in cash errors and/or irregularities deserve to work in an organization that insists on a control system that can show their innocence when errors and/or irregularities do occur.

Specifically, this policy is designed to avoid the following types of circumstances:

1. A Loss (or Losses) of funds.
2. An inability to detect missing funds.
3. Detection of missing funds when recovery is no longer possible.
4. An inability to determine who is responsible for the Loss.
5. An inability to investigate Losses.

E. The resources of the City are assets held in trust for its taxpayers. Every employee, from a front line Cash Handler to a department director, is responsible to protect the assets of the City. A clear responsibility lies with management to install and maintain a Cash Handling control system that will prevent, detect, and deter fraud and losses.

ADMINISTRATIVE PROCEDURES:

I. Enforcement of the cash management program include but are not limited to the following:

- A. A random drawer audit conducted under the direction of the Finance Director or the Finance Director's designee.
- B. Any deficiencies in regard to the set procedures will be reported to the Finance Director and the City Administrator in the form of a memorandum outlining the deficiencies.
- C. The Finance Director will notify the Department Director involved and explain these deficiencies, and the Department Director will be responsible for taking appropriate action to correct deficiencies.
- D. If in a subsequent audit these deficiencies still exist, the Finance Director will advise the City Administrator that the deficiencies still exist.
- E. The Finance Director and the City Administrator will notify the Department Director involved and the Mayor of the existing situation.
- F. The Mayor will review the existing situation and may take appropriate action to resolve deficiencies and ensure that the procedures as outlined are administered properly.

II. Delegation of Authority

A. The Director of Finance, or designee, is authorized to promulgate rules for establishing procedures for the receipt, handling and deposit by City officers and employees of City cash into the City Treasury for: the method of documentation on all such transactions; regular reporting to the Finance Director; inspection of departmental cash records, including overages or shortages; inspection of departmental practices and procedures in handling City cash; and contracting with agents to collect City cash and their collection procedures. The Finance Director may enforce these rules through onsite inspections and, in the event of noncompliance by a department or office, requiring that payments to personnel be authorized by the Finance Director, or deposited at his/her office.

B. The Finance Director, as the City's banker, is required by law to receive, retain, and disburse all City revenue and keep detailed records of these transactions. The Finance Director is charged with the responsibility of overseeing the proper receipting and to safeguard all City funds. Finance staff will be conducting periodic cash drawer audits (unannounced) under the direction of the Finance Director.

III. Duties of City Departments

The Director of any City department who anticipates receiving city cash on a regular basis in the course of its activities shall:

- A. Assign the receiving of City cash only to those persons who are approved by the Finance Director for performing these functions;
- B. Collaborate with the Finance Director to establish and maintain a system of procedures, documentation and reporting on receipts handling and deposit of City money;
- C. Notify the Police Department of any loss or theft of City cash immediately upon discovery. Written notice shall be given no later than twenty-four hours after discovery.
- D. Allow the Finance Director or his/her designee to make on-site inspections and observe the processing of City cash, and to make inspections of departmental collection records.
- E. Ensure the safeguarding of City funds.
- F. Require clearly written and approved procedures for all areas of their department's Cash Handling operation.
- G. Ensure that procedures in place in their departments comply with this policy.
- H. Assume accountability for exceptions to and deviations from this policy.

IV. Duties of City Personnel

Any City officer or employee, who receives City cash in the normal scope and course of his/her duties, shall:

- A. Immediately deposit the Cash with a City depository designated by the Finance Director to the credit of the City. The delivery or deposit must be made on the same day to the Finance Department before 4:30 p.m.
- B. Comply with rules promulgated by the Finance Director for handling and processing of City cash and for documentation and dissemination of records, and with departmental internal procedures, established in conformity with the Finance Director's procedures;

- C. Notify the employee's supervisor and Department Director of any loss or theft of City money immediately upon discovery. Written notice shall be given to them no later than twenty-four hours after discovery;
- D. Be subject to disciplinary action, up to and including termination for failure to comply with each department's operating policies, Finance Director' procedures, collective bargaining agreements and/or duties described in this policy.
- E. Use due diligence in handling City assets so that reasonable protection is provided to those assets at all times.
- F. Report to their departmental management, or to the Finance Director, any instance that is deemed to be a serious failure to give proper care to City cash, securities or other valuables, whether or not such failure has resulted in a Loss.
- G. Report to their departmental management, or to the Finance Director, any instance where a City employee has knowledge or suspicion of a misuse of funds or dishonest act by another City employee.

V. Duties of the Finance Department:

- A. Conduct whatever investigations or cash control reviews deemed necessary.
- B. Coordinate and collaborate with the Oak Harbor Police Department as appropriate.
- C. Review annual reports from departments documenting exceptions to and deviations from this policy.
- D. Upon request, assist departments with developing controls to mitigate the potential effects of necessary exceptions or deviations from this policy.

VI. Liability for Loss

- A. As between a department and its officers and the Finance Director, the department has primary responsibility for care and liability for loss of City cash in its custody until deposited in the City Treasury or entrusted to a cashier certified by the Finance Director. When deposit is made in an after-hours drop box of the City's financial institution, or an armored car service making collection for the City, losses are assigned to the control of the Finance Director.

VII. Establishment/Increase of Cash Funds

All requests for the establishment of cash funds must be made to the Finance Director. The Finance Director will maintain a complete listing of all cash funds. The department location, custodian and the amount of the cash fund are to be maintained upon this written listing.

- A. A check request should be submitted to the Finance Director for the amount of the funds requested.

- B. A written memorandum to the Finance Director from the Department Director requesting the establishment or increase of a cash fund shall be forwarded with the check request for consideration. The memo should explain the need for the establishment or increase of the fund.

- C. A copy of the memo should be attached to the file copy of the voucher by the Finance Director when the check is issued by the Finance Department.

- D. No funds are to be established out of cash receipts by any department.

- E. Upon establishment of a cash fund, a fund custodian should be appointed by the Department Director. Cash funds must have one fund custodian responsible for the disbursement of cash. In the absence of the fund custodian, the department/division head should make all disbursements from the cash fund. Should it become necessary to change fund custodians, the Department Head should notify the Finance Director and request an audit of the cash fund to be performed prior to transferring the cash fund to the new custodian. The Finance Director will forward a copy of the cash audit worksheet to the Department Director upon completion of the cash audit.

VIII. Termination of Cash Funds

- A. The Department Director should notify the Finance Director that the cash fund is to be closed and request that an audit be performed prior to closing the cash fund. The Department Director should furnish the Finance Director with a memorandum outlining the reasons for closing the cash fund.

- B. The Finance Director and/or his staff will perform an audit of the cash fund and provide the Department Director with a copy of the final cash audit worksheet. Any shortages or variances are to be investigated and resolved by the Department Director and the Finance Director. If the shortages or variances cannot be resolved, the Department Director is to provide a written explanation to the effect that a shortage or variance has occurred of which he or she could not resolve. This response should be addressed to the Finance Director. A copy of the written explanation should be forwarded to the City Administrator.

C. Upon completion of the cash audit, the cash custodian should deposit any cash on hand with the Finance Department and provide a copy of the Finance Department deposit slip with any outstanding vouchers.

D. A copy of the final cash audit worksheet which details the expense accounts to be debited for preparation of a journal entry to close the cash fund. A copy of the Department Director's memo outlining the reasons for closing the cash fund will also be provided to Finance. A copy of the final cash audit worksheet and the Department Director's memo should also be attached to the journal entry as supporting documentation.

IX. Security of Cash Funds

Strict control must be maintained over the access to funds at all times. Dual control over the processing and storage of all cash funds must be used, where practical. It is the City's policy that access to vaults and safes shall be limited and controlled including:

A. Cash funds are to be kept in designated safes, locked boxes or cash drawers. The locked box is to be kept in a secure area where only the designated cashier or custodian, and the Department or Division Head, have keys and access to the funds.

B. Provisions should be made in departments where more than one cash fund exists to secure all funds which are not being utilized. Only the Department or Division Head, or his/her designated custodian, should have access to an employee's cash fund in the event of their absence.

C. Only the person responsible for the cash fund and the Department or Division Head should maintain keys and have access to the funds.

D. Bank bags must be locked and kept out of sight when transporting city funds for deposit to the Finance Department.

F. All funds must be reviewed randomly by the fund supervisor or designated personnel.

G. The use of surveillance cameras may be used to monitor city funds. A signed certificate of acknowledgement from the fund custodian and fund supervisor must be obtained verifying that they have been informed about the possible use of surveillance camera.

H. Individuals handling cash must be provided separate and secure work areas. When Single Control over cash is expected, each individual must be provided space, equipment and supplies to achieve Single Control.

I. Private areas must be provided for cash reconciliation and deposit preparation. Only authorized individuals will be allowed in Cash Handling areas.

J. Physical facilities for any Cash Handling operation must be approved by the Oak Harbor Police Department.

K. Each Cash Handler is responsible to see that their cash drawer is locked when they leave their station. No funds are to be left unattended and unsecured.

L. During non-business hours and during business periods where access to cash is not required, all funds are required to be stored in a locked vault or safe.

M. Safes and vaults must be positioned so that they are not visible to the general public. Partitions, rugs or barriers must be positioned to conceal cash storage receptacles.

N. Vault combinations must be limited to the smallest number of individuals practicable, given the business needs of the work unit.

O. Vault or safe combinations must never be written down in the Cash Handling area. Safe combinations held by individuals who serve as back up to the everyday users of the safe, who may need to write down the combination, must keep the combination offsite or on their person.

P. When an individual who knows the vault or safe combination leaves City employment, the safe combination must be changed.

Q. Cash Handlers are to be in sole possession of their cash drawer or cash box key.

R. Duplicate keys will be placed in a locked key box under Dual Control.

S. It is the Cash Handler's responsibility to immediately notify their supervisor in the event a key is lost. No replacement key shall be made, but rather the lock on the cash receptacle in question is to be promptly replaced.

X. Transferring and/or transporting funds.

It is the City's policy to require witnessed cash counts and reconciliations whenever City funds change hands. Whether transferring funds between Cash Handlers within a work unit or transporting funds between locations, individual accountability can only be maintained by protecting the chain of custody.

A. All transports of cash between locations will be made in locked transport bags. Couriers must not have keys to the transport bags. Only the sending and receiving units will have keys.

B. A cash count, reconciliation and receipt will be issued whenever City funds change hands. When dealing with a large amount of cash, it may not be feasible for the courier to remain while the cash is counted and reconciled by the receiving custodian. In that instance, the cash count and reconciliation will be completed and a receipt sent via interoffice mail or given to the courier during their next visit.

C. The transfer of funds between locations or units must be performed under appropriate security. Regular cash deposits will be transported to the bank by armored car, where feasible.

XI. Regulation of Petty Cash Funds

Petty cash funds are available for making emergency or immediate purchases of items that are not routinely carried by the Department. Petty cash funds are to be maintained only for this purpose, and no department shall possess a petty cash fund without establishing such a fund as outlined above.

A. Maintenance of Petty Cash Funds

1. Cash funds must have one fund custodian responsible for the disbursement of cash. In the absence of the fund custodian, the department/division head should make all disbursements from the petty cash fund.
2. Each cash fund should have a set amount of funds to be accounted for. Finance Department will not process payment authorizations to reimburse petty cash if the request exceeds the established amount of the petty cash fund.
3. The petty cash fund is to be reconciled on a daily basis by the fund custodian.
4. The cash custodian should process a payment authorization to reimburse their petty cash fund as necessary. The payment authorization requesting reimbursement of petty cash is to be processed with enough lead-time to prevent the remaining petty cash funds from being depleted prior to the issuance of the reimbursement check. All check payments to reimburse the petty cash fund are to be made payable to the City of Oak Harbor.
5. A petty cash voucher must be completed to support all disbursements of cash from the petty cash fund. The petty cash voucher must be completed in its entirety and approved by the Department/Division Head prior to the disbursement of any cash from the custodian.
6. Each petty cash voucher must be accompanied by a receipt ticket upon reimbursement or return of unused funds.
7. Three signatures are required on all petty cash vouchers. All petty cash vouchers must be signed by the employee receiving the cash and by the Department/Division head approving the transaction. The petty cash custodian will then sign the voucher as cash is actually disbursed from the fund.
8. Petty cash in advance is not to be held by any employee longer than a twenty-four period. Receipts and used funds must be returned and be reconciled to vouchers within the twenty-four hour period.

9. Expenditures for purchases made from the petty cash fund are not to exceed \$50.00. Purchases that exceed \$50.00 should be purchased on a departmental purchase requisition, as a normal purchase for items not regularly carried by Central Stores.

B. Prohibited expenses include the following:

1. Loans to employees
2. IOUs for employee personal use
3. Cashing personal checks for the Department/Division Head, petty cash custodian, or other employees
4. Traveling or training expenses (i.e. use of personal vehicle, parking and entertainment) – These expenditures should be reimbursed by submitting the proper expense report form to the Finance Department for audit, approval, and issuance of a reimbursement check. Petty cash funds may be used for official organized activities of the City Council or the various boards that function as part of City government.

C. Documents Which Serve as Support for Disbursement of Petty Cash

1. A cash register receipt, provided that the date is current enough to support said purchase;
2. Cash receipt tickets from the place of purchase provided that the date is current, items purchased are listed and the ticket is signed by the employee as receiving said merchandise;
3. Proof of purchase in the form of a valid receipt provided the date is current and the type of the purchase or expenditure can be easily determined; and,
4. No refunds for purchases will be made without proof of purchase.
5. A petty cash voucher properly completed with authorizations for a cash advance.

D. Proper Completion of a Petty Cash Voucher

1. All petty cash vouchers must be completed in ink or typewritten.
2. Three signatures are required on all vouchers:
 - a) The Department Director must sign on the line approving the transaction.
 - b) The petty cash custodian must sign or initial, beside the Department Director's signature.
 - c) The employee receiving the cash must sign for cash received.
3. The date of the petty cash disbursement must be completed.
4. Items must be listed separately in the place provided for each item description and the individual cost must be listed separately under item price.
5. The budget account number to be charged for the petty cash purchase must be properly completed.

6. Two copies should be made of the voucher. The original copy of the voucher is to be retained by the petty cash custodian, while the first copy of the form is to be returned and attached to the original to complete the transaction. The second copy of the form is to be retained for the department's records.

XII. Regulation of Change Funds

Changes funds, or cash drawers, are to be maintained for the purpose of making change. Change funds are not to be co-mingled with other cash funds. Change funds are to be maintained only for this purpose and no department shall possess a change fund without establishing such a fund with the Finance Director.

A. Maintenance of a Change Fund

1. Each change fund should have one person responsible for that fund or drawer at any one given time. In the areas where more than one change fund is used, each employee should work out of his/her own change fund. Employees are not to work out of another employee's change fund.
2. Each change fund should be established for a set amount as outlined in Section VIII. Establishment of Cash Fund, and this same amount should be maintained at all times. If an increase in a cash fund is needed, a memorandum sent to the Finance Director outlining the need and amount of funds requested is required.
3. Change funds are not to be used as petty cash funds. They are to be used only for making change.
4. Cash receipts are not to build up in a change fund. These receipts are to be removed and deposited as outlined in Section XIV Regulation of Deposits.
5. Receipts for all cash should be utilized so that an audit may be done at any time and the amount of the change fund can be verified.

B. Cashing of Personal Checks from a Change Fund

1. The cashing of personal, payroll, and expense checks is strictly prohibited from all remote change funds.
2. The cashing of personal, payroll, and expense checks is also strictly prohibited.

XIII. Regulation of Deposits

The City of Oak Harbor utilizes a central cash receiving unit, as all monies are paid or deposited to the Finance Department. Interdepartmental deposits made to the Finance Department shall be made according to the procedure as outlined below. City agencies, or departments, shall deliver their

deposits daily to Customer Service before 4:30 p.m. All deposits must be verified by a Finance Department Cashier.

Those departments that do not collect revenue on a daily basis must ensure that the deposit is made with the Finance Department on the same day as receipt. Deposits for these departments should also be made the day prior to a scheduled holiday to remove all cash during a holiday.

A. Preparation of a Deposit

1. All departments making deposits will be furnished with a three (3) part deposit slip. All three (3) copies of the completed deposit slip will be forwarded with the deposit itself in locked deposit bags. The deposit slip shall include the initials of the person preparing the deposit, as well as the department name, in the lower right hand corner of the slip.
2. Deposit slips should be filled out to reflect currency (or bill), coin and check totals, with a sum total for these at the bottom. An adding machine tape reflecting these totals should accompany the deposit slip to avoid the need for listing each check separately.
3. Departments (such as the Police, Fire, Marina, Senior Center, and) that collect monies to be posted to various accounts shall submit a summary sheet denoting the accounts that monies are to be posted to. These summary sheets shall be included with each deposit.

B. Deposit and Verification of Receipts

1. Deposits shall be made to the Finance Department cashier counter.
2. When deposits are made to the Finance Department Cashiers, the Cashier will verify the deposit by performing a recount of monies and a review of the deposit slip. Once a deposit is verified as correct, a copy of the deposit slip will be stamped by a verification stamp and returned immediately to the person making the deposit for the depositing department's own record.
3. The person making the deposit will list the bag number being delivered on the Recap Report along with their initials and date delivered to Finance Department. The Cashier who receives and processes the transactions will confirm the bag number that was delivered an initial for receipt.
4. Each time a deposit is made, either a new bank bag or the same bank bag, after contents are emptied, will be issued to the person making the deposit. Each department shall have designated bags for use by their department only.

C. Maintenance of Bank Bags and Keys

1. Bank bags with deposits shall be kept locked at all times when not preparing or verifying deposits. The keys to the locked bank bags will be maintained by designated persons for each depositing department, the Finance Department, and the bank.
2. The Cashier is responsible for ensuring safe transfer of all deposits to the bank or armored car service on a daily basis.
3. It will be the responsibility of the Department Head to secure and limit access to bank bag keys. Access to these keys should be limited to the person or persons preparing the deposit. Personnel changes which affect the possession of keys or the preparation of deposits should be reported to the Finance Director.

D. Losses/Shortages/Overages

The Finance Director makes a clear distinction between a “Loss” and “Shortage” of City money. This is determined by the cash handler’s ability to obtain physical custody of the money and how that person safeguards the money.

1. A shortage is an unintentional collection error such as a change making error. An overage occurs when a cash handler has collected too much money and cannot immediately return the excess to a specific customer.
2. On the other hand, a loss of City money is when a cash handler has obtained physical custody of money and then due to reasons like negligence, an act of God or an unlawful action, cannot deposit that money into the City Treasury.
3. An example of negligence is leaving City money unattended and not properly safeguarding that money from loss. Cash Custodians must report all losses to their supervisor and the Finance Director immediately. A detailed statement as to the circumstances of the loss must be forwarded to the Finance Director within twenty-four hours.

E. Armored Car Procedures

The Finance Director recognizes the advantage of maximizing cash handler safety and increasing the amount of deposited cash available to the City’s investment programs. Investment income from timely deposits provides additional revenue for City services. As a result, the City may contract armored transport service available for the use of departments.

1. The fund custodian must prepare a receipt that lists each item or group of items to be picked up. The armored car personnel will sign the receipt in acceptance of the deposit and provide a copy of that receipt to the fund custodian. This receipt should include the pick-up date and the number(s) impressed on the deposit bag(s). At this point the fund custodian’s responsibility is released to the armored car service.

2. Fund custodians are encouraged to identify armored car personnel by requesting to see their identification and comparing that ID against the armored car company's authorization list.

3. A copy of the armored car receipt must be forwarded to the Finance Department.

XIV. Regulation of Return Checks

- A. All return checks will be charged a return check fee as determined by city council. The fee is applicable when a customer, taxpayer, or employee check for payment of fees, fines, court costs, taxes, utilities, or other charges has been dishonored by the maker's bank and returned to the City of Oak Harbor. The fee plus the base amount of check will be payable to the city by means of cash, money order, or cashiers check.

- B. If a customer, taxpayer, or employee fails to honor the returned check within thirty days, the check will be turned over for collection.

XV. Action Taken in Event of Theft

The danger of security and loss is a constant threat when handling money. Fund custodians are expected to safeguard City funds against loss. Custodians should be familiar with what to do in times of emergency. In these circumstances, protecting human life should be the first concern. Thefts are to be reported and handled in compliance with the "Fraud Discovery Policy" in the City of Oak Harbor Public Network Drive under "Policies".

Following the complete investigation performed in accordance with the "Fraud Discovery Policy", the Finance Director will conduct a review of the cash handling procedures and related internal controls and issue a report of his/her conclusions on improvements to cash handling procedures. The report will be discussed for implementation with the related department director in an effort to prevent future thefts from occurring.

- A. Written robbery procedures: Each area handling cash must have written procedures for use should a robbery take place. Cash Handlers must be instructed in how to act during and after a robbery to ensure their safety and that of co-workers. Each department is encouraged to consult with the Oak Harbor Police Department on its specific needs, as necessary.

XVI. DEFINITIONS

- A. *Cash Handling* - The receiving, transmitting, safeguarding and depositing of all funds received by the City, whether cash or check.

- B. *Cash Handler (or Fund Custodian)* - Any employee whose job description includes the responsibility for receiving, transmitting, safeguarding and/or depositing City funds, whether cash or check.

C. *Cash Shortage (or Shortage)* - Occurs when an unintentional collection error is made - e.g., does not obtain physical custody of money or a change making error occurs.

D. *Cash Overage (or Overage)* - Occurs when too much money is collected and the excess cannot immediately be returned to the customer.

E. *Loss* – A cash handler obtains physical custody of money and then, due to negligence, theft, misfeasance or natural disaster (e.g. fire, flood, tornado, etc.), cannot deposit that money with the Finance Department. Leaving City money unattended and not properly safeguarded is an example of a Cash Handler's negligence that could result in a Loss.

F. *Dual Control* - Where two Cash Handlers have responsibility for funds. The underlying theory is that the two Cash Handlers can vouch for each other's action. Theft is less likely in operations with Dual Control since it would require the complicity of two Cash Handlers. One type of Dual Control is demonstrated when a safe requires two combinations or a combination and a key to open. When the combinations or combination and key are assigned to two Cash Handlers, access requires dual control. In this circumstance, a vault or safe could not be opened without two people being present.

G. *Single Control* - When a Cash Handler is solely responsible for funds. Since only one person has access to the funds, that one individual can be held accountable in the event of a Loss. If funds are under Single control, they must not be accessible to others. Therefore, if a safe accessed by multiple Cash Handlers is used for overnight storage of funds under Single Control, those funds must be secured separately within the safe. This ensures that Cash Handlers with access to the safe do not also have access to the single controlled funds.

H. *Segregation of Duties* - No single person handles a transaction from beginning to end. If possible, different people within a cash handling operation should perform the following four basic functional categories.

1. Authorization or approval of transactions.
2. Recording of transactions.
3. Custody of funds.
4. Monitoring to ensure compliance with control procedures.

If one person does perform two or more of these functions, there is no independent check for mistakes, and errors and/or irregularities are very likely to go undiscovered for long periods. It is not practical for the City to maintain strict Segregation of Duties due to limited staff size. Other control measures used to assist in this area should include a rotation of duties between personnel and stricter supervision to include special spot-checking of a Cash Handler's work.

XVII. Hiring, training and evaluating Cash Handling positions.

A. Minimum hiring qualifications:

1. An individual with criminal history record information that reveals a recent and relevant conviction may not serve in a City cash handling capacity.
2. Cash Handling training.
 - a. All individuals required to handle City funds must be properly trained to do so. The City will provide basic Cash Handling training to all individuals who handle funds. Individual departments must have the responsibility to see that the policies and procedures are adhered to.
3. Evaluation of Cash Handling positions:
 - a. Citywide performance standards will be established for Cash Handlers. These standards will specify what type of personnel action will be taken based on the size and frequency of Shortages and/or Overages. Although management must be allowed some latitude in the administration of this policy, in general, all employees must be treated similarly.
 - b. All Cash Handlers will be reviewed on a periodic basis and will be measured against the performance standards specified above.