



# The Commonwealth of Massachusetts

AUDITOR OF THE COMMONWEALTH

ONE ASHBURTON PLACE, ROOM 1819  
BOSTON, MASSACHUSETTS 02108

SUZANNE M. BUMP, ESQ.  
AUDITOR

TEL (617) 727-6200  
FAX (617) 727-5891

NO. 2011-1190-30

INDEPENDENT STATE AUDITOR'S REPORT ON  
CERTAIN FEES AND BAIL OF THE  
ORLEANS DIVISION OF THE  
DISTRICT COURT DEPARTMENT OF THE  
MASSACHUSETTS TRIAL COURT  
JULY 1, 2008 TO JUNE 30, 2010

**OFFICIAL AUDIT  
REPORT  
JANUARY 31, 2011**



SUZANNE M. BUMP, ESQ.  
AUDITOR

# The Commonwealth of Massachusetts

AUDITOR OF THE COMMONWEALTH

STATE HOUSE, BOSTON 02133

TEL (617) 727-2075  
FAX (617) 727-2383

January 31, 2011

Dear Judge Carpenter,

Enclosed is an audit report for your review. This audit of Orleans District Court covers the audit period of July 1, 2008 to June 30, 2010. This is one of a number of audits commenced and largely completed during the tenure of my predecessor, State Auditor A. Joseph DeNucci. Should you desire more information relative to this audit, please contact me.

I look forward to fostering a cooperative relationship between our respective offices. If my staff or I may be of assistance at any time, please do not hesitate to call upon us. I know we both share the goal of making government work better.

Sincerely,

A handwritten signature in black ink, appearing to read 'S M Bump'.

Suzanne M. Bump, Esq.  
Auditor of the Commonwealth

**TABLE OF CONTENTS/EXECUTIVE SUMMARY**

---

**INTRODUCTION**

---

**1**

Massachusetts courts generate revenues from a variety of sources, and the amount of total revenues has increased over the years. Revenues are established by either a specific statute or a uniform fee schedule developed in accordance with Administrative Office of the Trial Court (AOTC) rules and regulations. Revenues are collected by local courts and are transmitted monthly to municipalities in the courts' jurisdiction and to the Commonwealth, through the AOTC. Although revenues are generally paid in cash, certain circumstances allow for the performance of community service (unpaid work at not-for-profit or governmental entities) in lieu of a cash payment.

Current law provides for courts to retain a portion of the revenues, which generally help offset funding shortfalls to the courts' appropriation accounts. One section of the annual appropriations act allows the AOTC Chief Justice for Administration and Management to spend up to \$27 million from certain named fees collected, provided that the first \$53 million of revenue shall be deposited in the General Fund and not retained. Another section of the annual appropriations act allows the same Chief Justice to spend up to \$26 million of Probation Supervision fees collected and deposited by the courts. These amounts are monitored and allocated to specific courts by a Trial Court Revenue Unit. The Administrative Office of the District Court Department (AODC) and the Office of the Commissioner of Probation have also increased monitoring of revenues by instituting additional reporting processes.

Revenues generated by the AODC have increased over the years. During the period fiscal year 2007 to fiscal year 2010, revenues increased 9%. This is attributable to a variety of reasons, including new fees enacted in accordance with legislative action, general fee increases, and increased monitoring and collection of fees. For the purposes of our audit, we selected three of the largest dollar value criminal case monetary assessment revenues for further examination at various district courts, specifically, the Probation, Indigent Counsel, and Victim Witness fees. Additionally, we chose to examine bail activity at the district court locations based on issues identified at previous court audits conducted by the Office of the State Auditor, as bail can also be a source of revenue if the defendant does not appear in court as required by the terms of their release from jail.

The Orleans Division of the District Court Department (ODC) presides over civil and criminal matters falling within its territorial jurisdiction. Of the 62 district courts throughout the Commonwealth, ODC is one that we selected for further review of the above fees. The purpose of our audit was to review ODC's internal controls and compliance with state laws and regulations regarding certain fees and bail funds for the period July 1, 2008 to June 30, 2010.

---

**AUDIT RESULTS** **7**


---

**1. CONSIDERATION SHOULD BE GIVEN TO ESTABLISHING AN ACCOUNTS RECEIVABLE SYSTEM** **7**


---

We noted that although ODC has a system in place for collecting, disbursing, and accounting for partial payments of court-ordered assessments, its financial recordkeeping system does not have an accounts receivable component. Since this is a weakness at every district court location, the AOTC and the AODC should consider implementing an accounts receivable system to track collections rather than rely on the cash-based system currently in use. Without an accounts receivable system, courts lack control over a significant source of revenue and cannot readily identify the total amount to be collected, although detailed information is kept to identify what individuals owe. Of the total revenues of approximately \$78 million collected by all district courts during fiscal year 2010, over \$35 million of fees collected for all 62 district court locations in that year could have been processed through an accounts receivable system if the courts had one.

**2. VICTIM WITNESS FEE ASSESSMENT COLLECTIONS NOT ALLOCATED AS FIRST PRIORITY** **9**


---

Although ODC imposed Victim Witness fee assessments as required, it did not always apply partial payments made by the defendant to the Victim Witness fee assessment as a first priority. State law requires ODC to apply any payments made by persons to the Victim Witness fee assessment before any other criminal assessments are satisfied. As a result, collection of Victim Witness fee assessments is delayed.

**3. IMPROVEMENTS NEEDED TO STREAMLINE THE RECEIPT AND DISBURSEMENT OF COURT ASSESSMENTS AND FEES** **10**


---

ODC has two cash collection points--one in the Clerk-Magistrate's Office and another in the Probation Office--making the process for receiving and disbursing funds duplicative at times. As a result, there is a certain amount of redundancy as well as an inefficient use of court resources. Provisions of the Massachusetts General Laws allow courthouses to have a single cash collection and disbursement point for both offices. In the past, the AODC consolidated cash receipts and disbursements into one location, but has held off changing any more courts to the consolidated system until the new accounting system, MassCourts with a financial module, completes testing and is ready for implementation.

**4. VARIOUS INTERNAL CONTROL IMPROVEMENTS NEEDED TO COMPLY WITH AOTC POLICIES AND PROCEDURES** **11**


---

During our review, we identified internal control weaknesses in the Probation Office that highlight a need for improvement. Strengthening internal controls ensures compliance with designated policies and procedures and helps ensure the integrity of court records

and assets. While our audit fieldwork was in progress, a number of changes were made to improve controls by ODC staff.

**a. Lack of Segregation of Duties between Bookkeeping and Cashiering** **11**

---

Our audit found that there is a lack of segregation of duties with probation office clerical staff. Without adequate segregation of duties, funds are subject to loss, theft, or misuse. Probation Office officials has implemented corrective action once we brought this to their attention.

**b. Lack of Reconciliation between the Cash Journal and Monthly Trial Balance** **12**

---

Our audit found that although the ODC Probation Office's monthly cash journal balance reconciled in total to the Probation Receipt Accounting (PRA) monthly trial balance, specific receipt category balances carried in the cash journal differed from those reported on the PRA monthly trial balance. Without specific receipt categories being reconciled, funds may be inadvertently disbursed to the wrong party, and the error may not be recognized in a timely manner. This is contrary to the Monthly Closing and Reporting Procedures identified in the Fiscal Systems Manual.

## INTRODUCTION

### ***Background***

Massachusetts courts generate revenues from a variety of sources, and the amount of total revenues has increased over the years. Revenues are established by either a specific statute or a uniform fee schedule developed in accordance with Administrative Office of the Trial Court (AOTC) rules and regulations. Revenues are collected by local courts and are transmitted either directly to municipalities in the courts' jurisdiction or indirectly to the Commonwealth, through the AOTC, monthly. The court system classifies revenues into two categories: general revenue or criminal case monetary assessments. General Revenue is the largest source of revenues, consisting of such items as civil case filing fees, bail forfeitures, court costs, fines, and other general court revenue, all of which are deposited into the Commonwealth's General Fund. Criminal case monetary assessments are established by specific statute and can be deposited into either the General Fund or a specific fund. For revenue deposited into the General Fund, the Commonwealth's accounting system often identifies it as a specifically designated revenue source. Revenues are generally paid in cash, but certain circumstances allow for the waiving of fees or performance of community service (unpaid work at not-for-profit or governmental entities) in lieu of cash payment of certain fees.

Current law provides for the AOTC to retain a portion of the revenues. One section of the annual appropriations act allows the AOTC Chief Justice for Administration and Management to spend up to \$27<sup>1</sup> million from certain named fees<sup>2</sup> collected by the courts, provided that the first \$53 million of revenue shall be deposited in the General Fund and not retained. Another section of the annual appropriations act allows the same Chief Justice to spend up to \$26<sup>3</sup> million of Probation Supervision Fees collected and deposited by the courts. These amounts are monitored and allocated to specific courts by the AOTC Revenue Unit. The Administrative Office of the District Court Department (AODC) and the Office of the Commissioner of Probation (OCP) have also increased monitoring of revenues by instituting additional reporting processes. These revenues generally help offset funding shortfalls to the courts' appropriation accounts.

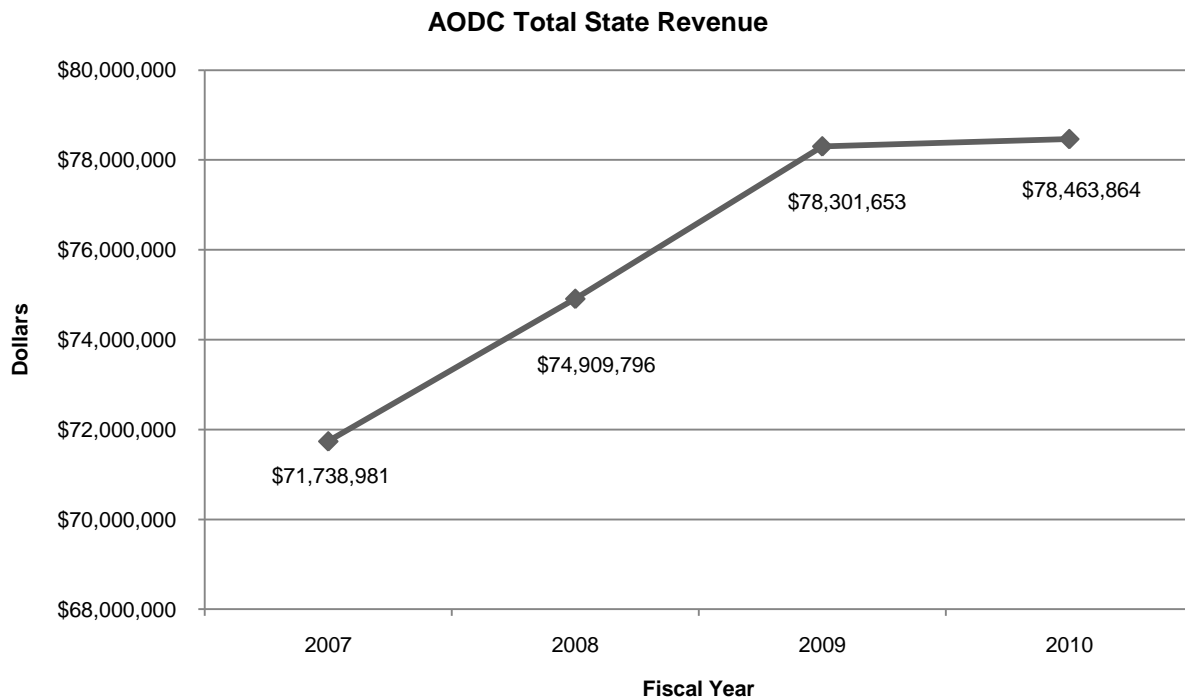
---

<sup>1</sup> Prior to July 1, 2009, the AOTC could spend up to \$20 million of these named fees that exceed the amount of fees collected for the base year of 2003.

<sup>2</sup> At district courts, the applicable fees would include civil entry fees and related surcharges, small claims entry fees and related surcharges, and civil motor vehicle infraction fees.

<sup>3</sup> Prior to July 1, 2009, the amount was \$23 million.

Revenues generated by the AODC have increased over the years. During the period fiscal year 2007 to fiscal year 2010, revenues increased 9%. This is attributable to a variety of reasons, including new fees enacted in accordance with legislative action, general fee increases, and increased monitoring and collection of fees. A chart of the AODC revenue collections during fiscal years 2007 through 2010 from the Commonwealth's accounting system and the AOTC Revenue Unit follows.



We further analyzed the above total revenues to determine the revenue sources. A table of this analysis, by fiscal year, listing revenue sources totaling \$1 million or more per item, is shown below.

Revenue Source	2007	2008	2009	2010
General Revenue	\$36,110,747	\$37,746,391	\$41,494,270	\$39,741,288
Probation Fees	18,766,141	19,335,234	18,533,157	21,596,067
Indigent Counsel Fees	6,634,205	7,088,134	7,278,272	6,975,071
Victim Witness Fees	3,033,415	2,994,960	2,910,873	2,611,567
Civil Surcharges	2,620,719	2,893,583	3,368,295	2,874,464
Alcohol Fees	1,801,824	1,991,220	1,958,131	1,930,377
Head Injury Fees	1,602,282	1,633,554	1,632,128	1,690,879
All Other	<u>1,169,648</u>	<u>1,226,720</u>	<u>1,126,527</u>	<u>1,044,151</u>
Total	<u>\$71,738,981</u>	<u>\$74,909,796</u>	<u>\$78,301,653</u>	<u>\$78,463,864</u>

As shown in the preceding chart, the largest revenue source category, General Revenue, consists of a wide variety of items, including state fines, costs, surcharges, civil entry fees, copy fees, etc., that are deposited into the Commonwealth's General Fund. The next five revenue sources (Probation fees through Alcohol fees) are separately identified in the Commonwealth's accounting system, but are all deposited into the Commonwealth's General Fund. We selected the three largest dollar value revenues (excluding General Revenue) for further examination at various district courts, specifically, Probation, Indigent Counsel, and Victim Witness fees. We excluded General Revenue since our previous audit work at district courts covered items comprising the General Revenue category. Additionally, we chose to examine bail activity at the district court locations based on issues identified at previous court audits conducted by the Office of the State Auditor, as bail can also be a source of revenue if defendants do not appear in court as required by the terms of their release from jail.

The fees we selected for further examination (Probation, Indigent Counsel, and Victim Witness) are established by various statutes and can have various fee amounts depending on the circumstances. An explanation of the fees follows.

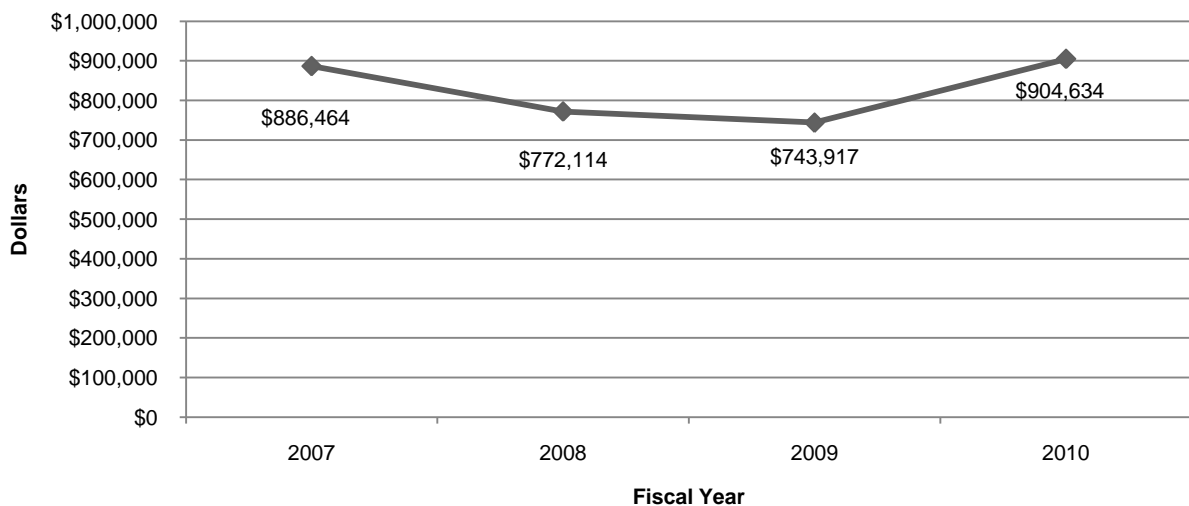
- Probation Fee - Supervised Probation: Established in accordance with Chapter 276, Section 87A, of the Massachusetts General Laws, this is a required fee if a defendant is placed on either supervised probation or operating under the influence probation. If the defendant is found indigent, he or she must perform one day of community service work monthly. The amount of the fee is \$60 per month plus a \$5 per month Victim Services Surcharge. The fee does not apply to nonsupport convictions where support payments are a condition of probation. The fee can be waived or reduced upon a court hearing if the payment of the fee would constitute an undue hardship on the defendant or his/her family, with the defendant required to perform some amount of community service. Additionally, the court hearing can result in the fee being offset by the amount of restitution payments (if applicable) against the defendant.
- Probation Fee - Administrative Probation: Established in accordance with Chapter 276, Section 87A, of the General Laws, this is a required fee if a defendant is placed on administrative supervised probation. If the defendant is found indigent, he or she must perform four hours of community service work monthly. Effective July 1, 2009, the amount of the fee is \$45 per month plus a \$5 per month Victim Services surcharge (prior to this date the amount of the fee was \$20 per month plus a \$1 per month Victim Services surcharge). The fee does not apply to nonsupport convictions where support payments are a condition of probation. The fee can be waived or reduced upon a court hearing if the payment of the fee would constitute an undue hardship on the defendant or his/her family, with the defendant required to perform some amount of community service. Additionally, the court



hearing can result in the fee being offset by the amount of restitution payments (if applicable) against the defendant.

- **Indigent Counsel Fee:** Established in accordance with Chapter 211D, Section 2A, of the General Laws, this is a required fee when legal counsel is appointed for a defendant who is indigent or indigent but able to contribute to the cost of counsel. The amount of the fee is \$150 and can be waived at the court’s discretion if it is determined that the defendant will be unable to pay the fee within 180 days. If the fee is not waived, the judge may permit the defendant to perform 10 hours of community service for each \$100 owed. The amount can also be remitted (brought to zero) if the defendant is acquitted.
- **Indigent Counsel Contribution:** Established in accordance with Chapter 211D, Section 2, of the General Laws and Supreme Judicial Court Rule 3:10 (10)(c), this is a contribution the court can impose when legal counsel is appointed for a defendant who is indigent but able to contribute to the cost of counsel. The amount of the contribution is determined by the court as the “reasonable amount” required toward the cost of counsel, in addition to the above Indigent Counsel Fee. The amount can also be remitted (brought to zero) if the defendant is acquitted.
- **Victim Witness Assessment:** Established in accordance with Chapter 258B, Section 8, of the General Laws, this is a required fee if a defendant is either convicted or pleads to a finding of sufficient facts in a case. The amount of the assessment, which varies depending on the type of case involved, is not less than \$90 for a felony, \$50 for a misdemeanor, and \$45 for any delinquency (juvenile cases). If the defendant has numerous cases, there is no limit on cumulative assessments. By statute, this assessment has first priority for recording collections. The amount can be waived or reduced if the court determines that the payment would cause a severe financial hardship.

The Orleans Division of the District Court Department (ODC) generated revenues that increased from \$886,464 in fiscal year 2007 to \$904,634 in fiscal year 2010, as shown in the following chart.



With respect to the three fees being examined, ODC generated the amounts of revenues detailed in the following chart.

<b>Revenue Source</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
Probation Fees	\$327,024	\$241,944	\$220,326	\$336,552
Indigent Counsel Fees	45,415	53,398	62,649	71,361
Victim Witness Fees	<u>35,551</u>	<u>25,876</u>	<u>18,318</u>	<u>30,761</u>
Total	<u>\$407,990</u>	<u>\$321,218</u>	<u>\$301,293</u>	<u>\$438,674</u>

In addition to the above cash collections at ODC, probationers also performed community service in lieu of paying probation and indigent counsel fees. Based on our review of probation office documents and reports as well as interviews with probation officials approximately 14% of the fee assessments were satisfied with community service. With respect to Victim Witness fees, state law requires either payment of the fee or waiver of the fee if it would cause a severe financial hardship. The district courts do not summarize information on the number of waivers of the Victim Witness fees, so we do not have information on the number of waivers of that fee that were granted. However, our observations while conducting audit fieldwork indicated that the fee was generally assessed and not waived.

### ***Audit Scope, Objectives, and Methodology***

In accordance with Chapter 11, Section 12, of the General Laws, the Office of the State Auditor conducted an audit of the financial and management controls over certain operations of ODC. The scope of our audit included an examination of ODC's controls over administrative and operational activities, including certain fees and bail funds for the period July 1, 2008 to June 30, 2010.

Our audit was conducted in accordance with applicable generally accepted government auditing standards for performance audits and, accordingly, included audit procedures and tests that we considered necessary under the circumstances.

Our audit objectives were to (1) assess the adequacy of ODC's internal controls over the assessment, collection, accounting, waiver, and community service in lieu of payment of certain fees and ODC's internal controls over bail funds and (2) determine the extent of controls for measuring, reporting, and monitoring effectiveness and efficiency regarding ODC's compliance with applicable state laws,

rules, and regulations; other state guidelines; and AOTC and AODC policies and procedures with respect to certain fees and bail funds.

Our review encompassed the activities and operations of ODC's Judge's Lobby, Clerk-Magistrate's Office, and Probation Office. We reviewed criminal-case activity for the three named fees as well as bail activity. We also reviewed the fee waiver processes and community service in lieu of fees procedures to determine whether AODC policies and procedures were being followed.

To achieve our audit objectives, we performed analytical reviews of AODC revenues, conducted interviews with management and staff, and reviewed prior audit reports, the Office of the State Comptroller's Massachusetts Management Accounting and Reporting System reports, AOTC statistical reports, and ODC's organizational structure. In addition, we obtained and reviewed copies of statutes, policies and procedures, accounting records, and other source documents. Our assessment of internal controls over financial and management activities at ODC was based on those interviews and the review of documents.

Our recommendations are intended to assist ODC in developing, implementing, or improving its internal controls and overall financial and administrative operations to ensure that ODC's systems covering certain fees and bail funds operate in an economical, efficient, and effective manner and in compliance with applicable laws, rules, and regulations.

Based on our review, we determined that, except for the issues noted in the Audit Results section of this report, ODC (1) maintained adequate internal controls over certain fee and bail fund activity; (2) properly assessed, recorded, collected, deposited, and accounted for the fees examined; and (3) complied with applicable laws, rules, and regulations for the areas tested.

---

## AUDIT RESULTS

### 1. CONSIDERATION SHOULD BE GIVEN TO ESTABLISHING AN ACCOUNTS RECEIVABLE SYSTEM

We noted that although the Orleans Division of the District Court Department (ODC) has a system in place for collecting, disbursing, and accounting for partial payments of court-ordered assessments, its financial recordkeeping system does not have an accounts receivable system. Since this is a weakness at every district court location, the Administrative Office of the Trial Court (AOTC) and the Administrative Office of the District Court Department (AODC) should consider implementing an accounts receivable system to track collections rather than rely on the cash-based system currently in use. Without an accounts receivable system, courts lack control over a significant source of revenue. Of the total revenues of approximately \$78 million collected by all district courts during fiscal year 2010, over \$35 million in fees collected for all 62 district court locations in that year could have been processed through an accounts receivable system if the courts had one.

The accounting system used by Massachusetts courts is a cash-based system. There are two variations of the system used to collect probationers' money that are found depending on the specific court location: the Probation Receipt Account (PRA) system and the centralized cash system, which handles collections from the Clerk-Magistrate's Office as well as for people on probation. Although there are data elements captured in both the PRA and centralized cash systems that would be found in an accounts receivable system (e.g., total amount due and amounts collected to date), this information is not used to control overall activity, and an accounts receivable control account is not used. Therefore, neither is a true accounts receivable system.

Sound business practices advocate the use of an accounts receivable system with a control account and supporting subsidiary detail accounts to control revenues. Such a system allows for the control of overall potential revenues as well as a summary of any adjustments made, such as expected cash receipts being reduced by either non-cash community service or adjustments in original amounts ordered by the court. An accounts receivable system would also be an important management tool to help age and analyze outstanding balances for further follow-up action and would provide an extra control feature to minimize risk of misstatement of court assets.

When the court system first established the PRA system over 25 years ago, computerization capabilities were at a much different level than they are now. The PRA system was established with more emphasis on meeting the needs of capturing information relating to the receipt of funds and subsequent payout and using this information to post to the cash receipts and disbursements journal. The centralized cash system was developed later, with an aim of minimizing redundancy between the Clerk-Magistrate's Office and Probation Office as well as creating one secure cash collection point for the court.

As a result of the courts' use of the current cash-based system, a number of weaknesses exist. Specifically, the system does not properly establish accountability for and control over the approximately \$35 million in AODC revenues that would traditionally be processed through an accounts receivable system, and the total amount to be collected cannot be readily identified, although detailed information is kept to identify what individuals owe. Additionally, the courts do not have a central control point to highlight non-cash adjustments to receivable balances, such as for community service to be performed in lieu of the payment of fees. Lastly, the potential exists for unauthorized adjustments to be made in the system that would not be identified timely by employees in the normal course of their work.

The AOTC and the AODC have begun developing and testing a financial module to be added to the Mass Courts system. This module should have an accounts receivable system incorporated into it and will be used to track probation fees and restitution.

### ***Recommendation***

The AOTC and the AODC should continue developing and testing the financial module for the MassCourts system. Once a determination is made that the module will work as expected, it should be implemented as part of the MassCourts system at the district courts.

### ***Auditee's Response***

The Acting Presiding Justice provided the following response:

*[The Orleans] District Court presently follows existing Trial Court fiscal procedures for the collection and disbursement of funds. The current policy does not require a court to maintain an accounts receivable component as part of its financial record keeping. The Orleans District Court recognizes that enhanced collection methods which include an accounts receivable system would improve the court's ability to collect, record and*

*account for court ordered assessments, however without an electronic account management system, the Orleans District Court presently has insufficient resources to assume the challenges of a manual system. In the summer of 2010, the Administrative Office of the Trial Court . . . began installation of the full MassCourts case management system which will include as one of its features a computerized accounts receivable system.*

## **2. VICTIM WITNESS FEE ASSESSMENT COLLECTIONS NOT ALLOCATED AS FIRST PRIORITY**

Although ODC imposed Victim Witness fee assessments as required, it did not always apply partial payments made by defendants to the Victim Witness fee assessment as a first priority. State law requires ODC to apply any payments made by persons to the Victim Witness fee assessment before any other criminal assessments are satisfied. As a result, collection of Victim Witness fee assessments is delayed.

State law requires the imposition of a Victim Witness fee of \$45, \$50, or \$90 when a defendant is either convicted or pleads to a finding of sufficient facts in a case. The amount of the assessment depends on whether the conviction was for a delinquency, misdemeanor, or felony. Specifically, Section 8 of Chapter 258B of the General Laws, as amended, states:

*When a determination of the order of priority for payments required of a defendant must be made by the court or other criminal justice system personnel required to assess and collect such fines, assessments or other payments, the victim and witness assessment mandated by this section shall be the defendant's first obligation.*

Prior to 2003, Victim Witness fee collections were deposited into a separate fund, the Victim Witness Assistance Fund. The Acts and Resolves of 2003, Chapter 26, Section 45, did away with the separate fund and made these funds General Fund revenue. However, the provision assigning first priority for collection remains.

The Victim Witness assessment is usually one of a number of fees a defendant pays, and these fees are usually partially paid in various amounts over a period of time. Audit tests of Victim Witness fee assessments ordered on criminal cases found that ODC would not always apply an individual's partial payments first to Victim Witness fees. Rather, ODC would satisfy probation or restitution payments in advance of the fee, since restitution is going to reimburse victims.

Without Victim Witness fee assessment payments being prioritized, the collection of Victim Witness fee assessments is delayed. When ODC staff were made aware of this statutory

requirement, they immediately began prioritizing the application of payments to unpaid Victim Witness assessments.

***Recommendation***

ODC should continue giving first priority to Victim Witness fee assessments upon collection, unless any additional guidance is issued by the AODC.

**3. IMPROVEMENTS NEEDED TO STREAMLINE THE RECEIPT AND DISBURSEMENT OF COURT ASSESSMENTS AND FEES**

ODC has two cash collection points--one in the Clerk-Magistrate's Office and another in the Probation Office--making the process for receiving and disbursing funds duplicative at times. As a result, there is a certain amount of redundancy as well as an inefficient use of court resources. Provisions of the General Laws allow courthouses to have a single cash collection and disbursement point for both offices.

During fiscal year 2010, the Clerk Magistrate's Office collected and transmitted revenues of over \$900,000 to the Commonwealth and approximately \$25,000 to municipalities within ODC's jurisdiction. Much of these funds were first receipted through the Probation Office accounting system and subsequently disbursed to the Clerk Magistrate's Office for receipting into its accounting system. This receipting process requires both offices to record the receipt of the same funds, which includes validating the respective case papers.

Chapter 279, Section 1B, of the General Laws, as amended, allows courts to combine separate cash collection and disbursement functions of the Clerk-Magistrate's Office and Probation Office into one, as follows:

*Notwithstanding any other provision of law, the administrative justice of a department of the trial court may direct that both the clerk-magistrate's office and the probation office of one or more court divisions are to utilize a single funds collection and disbursement point within the courthouse.*

Court personnel agree that having two collection sites is redundant, but indicated that the AODC is not switching any more courts to central cashiering at this point, as the next system upgrade will be the implementation of the MassCourts financial module. This module is currently being tested at certain court locations and will be implemented at other courts at a later date.

**Recommendation**

The AODC should continue testing the MassCourts financial module, whose implementation should help streamline receipt and disbursement activity at ODC.

**4. VARIOUS INTERNAL CONTROL IMPROVEMENTS NEEDED TO COMPLY WITH AOTC POLICIES AND PROCEDURES**

During our review, we identified internal control weaknesses in the Probation Office that highlight a need for improvement. Strengthening internal controls ensures compliance with designated policies and procedures and helps ensure the integrity of court records and assets. While our audit fieldwork was in progress, a number of changes were made to improve controls by ODC staff.

**a. Lack of Segregation of Duties between Bookkeeping and Cashiering**

Our audit found that the ODC Probation Office cashier would, at times, also function as a back-up bookkeeper. We also noted that the cashier made bank deposits. The AOTC Fiscal Systems Manual, Volume 11, Section 12.3, states, in part:

*To ensure proper controls over the court's collection of funds, strict segregation of duties in the collection process must be maintained. This policy requires that the Court's cashier and bookkeeper be different employees. . . . One individual must not perform both cashiering and bookkeeping functions on the same day.*

Office personnel stated that staffing constraints have made it impossible to comply with the requirements on the segregation of duties. However, we observed that there appears to be sufficient personnel available to segregate these functions. Without strict segregation of duties in the Probation Office, funds are susceptible to loss, theft, or misuse. Segregation of duties between these two functions is essential to maintaining strong internal controls.

During our audit fieldwork, ODC officials reiterated the importance of segregation of duties between the bookkeeping and cashiering functions and indicated that they will immediately begin to cross-train available staff so that one individual will no longer serve as the cashier and bookkeeper on the same day.

**Recommendation**

ODC officials should monitor segregation of duties to ensure proper internal controls between the cashiering and bookkeeping functions.



***Auditee's Response***

The Acting Presiding Justice provided the following response:

*The cross-training of other personnel to ensure that the bookkeeper and cashier at any time are never the same person is not just planned, but has been completed.*

**b. Lack of Reconciliation between the Cash Journal and Monthly Trial Balance**

Our audit found that although the ODC Probation Office's monthly cash journal balance reconciled in total to the PRA monthly trial balance, specific receipt category balances carried in the cash journal differed from those reported on the PRA monthly trial balance. Without specific receipt categories being reconciled, funds may be inadvertently disbursed to the wrong party, and the error may not be recognized in a timely manner. This is contrary to the Monthly Closing and Reporting Procedures identified in the Fiscal Systems Manual. Specifically, Volume 11, Section 12.7, requires the bookkeeper to:

*Compare each receipt category in the Cash Journal that shows a Balance Forward with the corresponding figures on the P.R.A. Short Trial Balance. . . .If totals do not agree, go back through the entries in the Cash Journal and verify every entry against the daily PRA reports; enter the appropriate reconciling entries to either the Cash Journal or the P.R.A. Check Register and enter the necessary P.R.A. adjustments to correct the Short Trial Balance figures.*

Probation Office officials indicated that staff were unaware that the monthly cash journal should be reconciled to PRA.

***Recommendation***

Probation Office staff should reconcile the cash journal receipt categories to the monthly trial balance. In the future, ODC officials should ensure that staff are taking the necessary steps to reconcile all accounting records so that the monthly closing, reporting and reconciliation functions are accurate and in accordance with AOTC requirements.

***Auditee's Response***

The Acting Presiding Justice provided the following response:

*Lack of Reconciliation has arisen because of occasional disparities between the notations made by the clerk and probation officer in the courtroom as to the purpose of a particular amount assessed by the judge. Probation did a*

*reconciliation to the point of inquiring of the clerk's office as to differences between specific receipt category balances and learned of the conflicting entries. When such a difference is uncovered the clerk's record is treated as the official (and therefore accurate) one, unless the court orders an amendment. What had not been done in the past is the actual physical modification of the cash journal or PRA to reflect the correction. This is now being done at reconciliation.*