

MINUTES OF THE MEETING OF THE  
CADDO PARISH COMMISSION'S  
AUDIT & FINANCE COMMITTEE  
HELD ON THE 16th DAY OF SEPTEMBER, 2023

The Caddo Parish Audit & Finance Committee met in legal session on the above date, at 12:00 p.m., in the Government Chambers Conference Room, with Mr. Atkins, Chairman, presiding, and the following members in attendance, which did not constitute a quorum, though in the interest of receiving information, the meeting proceeded without and votes taking places: Commissioners Atkins, Burrell, Chavez, and Hopkins (4). ABSENT: Commissioners Gage-Watts, Jackson, Johnson and Lazarus (4).

**NEW BUSINESS**

- Internal Audit Of Recruitment And Selection, Onboarding, And Offboarding

Postlewaite & Netterville Representatives presented the Internal Audit of Recruitment and Selection, Onboarding, and Offboarding. It was explained that An internal audit of the Caddo Parish Human Resources (HR) Department was conducted to assess compliance with internal policies and procedures and evaluate the underlying processes and applicable internal controls. The scope period was May 1 through June 30, 2023. Two observations were assigned Moderate risk ranking in the areas of Onboarding and Offboarding and Recruitment and Selection. While most onboarding and offboarding tasks were completed at the time of hire and separation, there were no formal timelines established to complete and/or review the recently implemented onboarding and offboarding checklists. Access to the Parish's emergency notification system, Everbridge, was not always added for new hires at the time of hire. Further, completion and review of checklists were sometimes delayed or completed retroactively. It was explained that while the Parish provided annual training on diversity, harassment, and ethics, no formal training on employment law was provided to those employees responsible for conducting interviews. In addition, interview scoring was used inconsistently within the Parish. Representatives reviewed the one observation assigned a low risk ranking: Onboarding and Offboarding. It was explained that Onboarding and offboarding checklists were deemed the responsibility of department heads and/or hiring managers; however, in practice, the responsibility varied by department. In addition, there was no formal training conducted for the new checklist processes. It was recommended that:

- Management should consider establishing, documenting, and communicating timelines related to the completion of onboarding and offboarding tasks and completion and review of related checklists.
- Management should consider updating the onboarding and offboarding process to complete checklists immediately following completion of the related task.
- Management should clearly identify employees responsible for onboarding and offboarding processes within each hiring department and conduct a training with these employees to communicate timelines, expectations, and responsibilities.
- Management should consider requiring employment law training for the employees responsible for conducting interviews with potential candidates.
- Management should consult with the Legal Department to determine whether using and maintaining interview notes and interview scoring should be continued. If so, notes and scoring should be used in a consistent manner to ensure standardized hiring processes.

- Internal Audit Of Licenses

P&N Representatives presented the Internal Audit of Occupational and Alcohol Licensing. It was explained that An internal audit of the Caddo Parish licensing process was conducted to assess compliance with internal policies and procedures, state and local ordinances, and to evaluate the underlying processes and applicable internal controls. The period was from January 1<sup>st</sup> to July 1, 2023. It was explained that the combined four observations were assigned a moderate priority risk rating. Representatives explained that 1) After sending initial renewal notices, the Finance Department did not take further action related to unpaid renewals unless a business attempted to become compliant; 2) The Finance Department did not have a process or procedure to determine if there were existing businesses operating without the required licenses; 3) There was not an established process to compare active alcohol licenses to active occupational licenses after the occupational license renewal process to ensure that all businesses that renewed their alcohol license also renewed their occupational license; and 4) The Caddo Parish Website did not contain all relevant information regarding the application and/or renewal of alcohol and occupational licenses.

Mrs. Barnett explained the manpower behind visiting businesses to confirm licensing and the consideration to open a long-term vacant position in the Finance Department. Mr. Hopkins suggested using the list from the Sales Commissioner to locate businesses reporting sales. Mrs. Barnett explained that the new staff has been working for about nine months and that some tasks have fallen through since the former staff retired after twenty-five years. Attorney Frazier explained that the Commission's authority

to hold businesses liable for violating licensing requirements. Mr. Burrell pointed out that licensing information may not be on the website, which P&N representatives explained that the Finance Department provides information over the phone. Mrs. Barnett explained that Finance chose to hold off updating the website because the Parish was updating its platform.

P&N representatives reviewed the five observation that were assigned low priority risk rating: 5) Licensing applications and renewal applications were not always processed timely; 6) The "Parish of Caddo Occupational License Penalty and Interest Table" used by the Revenue Analyst to calculate penalties and interest associated with late license renewals did not agree with the penalty and interest amounts described within the Caddo Parish Code of Ordinances; 7) The Finance Department did not consistently assess delinquency fees for late alcohol license renewals; 8) The Finance Department did not always obtain all required documentation for the initial application and renewal of occupational and alcohol licenses; and, 9) Several key areas of the licensing process were not included in the Finance Department Operational Policies and Procedures for Licensing. It was recommended that

- Management should consider sending an additional renewal notice to businesses that did not complete the renewal process.
- Management should consider establishing processes and procedures to identify existing businesses operating without the required licenses.
- Management should consider establishing a process to identify and follow-up with active alcohol license holders that did not complete the occupational license renewal process.
- Management should consider updating the Caddo Parish website to clearly display information related to applying for an alcohol license, renewing an alcohol license, and renewing an occupational license in the "Doing Business" section.
- Management should consider developing an online process for license applications and renewals.
- Management should consider updating the penalty table to align with the penalties and interest amounts described within the Caddo Parish Code of Ordinances.
- Management should assess delinquency fees for businesses that miss the December 1 alcohol renewal deadline.
- Management should consider updating policies and procedures to reflect all key areas of the licensing process. Additionally, management should consider reviewing the applicable policies and procedures annually.

Mrs. Barnett explained that Finance does not access penalties to businesses, which P&N recommended automating the process using an online platform from Finance's currently paper-based process.

- Internal Audit Status Update

P&N Representative Mrs. Louis reviewed the 2023 Internal Audit Plan Status Update, the Internal Audit Follow-up Activities and Auditable Areas. Mrs. Louis explained that P&N will review risk assessment and the next two auditable areas in 2024. Mrs. Bryant indicated that the Administration may request an audit of Animal Services and that P&N would still provide their recommended auditable area after their risk assessment is completed. Answering Mr. Chavez about the audit reviewing outcomes for privatizing Animal Services, Mrs. Bryant discussed the private funded Animal Services department and the funding and management of Animal Services department. Mr. Burrell discussed the evolution of animal issues into political issues, which Mr. Hopkins explained how there would be constant complaints about animal issues no matter what the Parish does. Mrs. Bryant discussed the Administration's responsibility to scope out complaints and issues to determine where to lead the Animal Services department.

There being no further business to come before the Committee, the meeting adjourned at 1:05 p.m.



Linda J. Montgomery  
Office Specialist I