



NOV 19 2001

REGION IV
Room 3T41
61 Forsyth Street, S.W.
Atlanta, Georgia 30303-8909

CIN: A-04-01-06003

Mr. Willie Hunter, President
Board of Directors
The Young Adult Guidance Center
P.O. Box 99361
Atlanta, Georgia 30318

Dear Mr. Hunter:

Enclosed are two copies of a U. S. Department of Health and Human Services (HHS), Office of Inspector General (OIG), Office of Audit Services' (OAS) report entitled, ***Audit of Administration on Children, Youth and Families Basic Center Grant No. 04-CY-0611-01 Awarded to the Young Adult Guidance Center, Inc.*** A copy of this report will be forwarded to the action official noted below for his/her review and any action deemed necessary.

Final determinations as to actions taken on all matters reported will be made by the HHS action official named below. We request that you respond to the HHS action official within 30 days from the date of this letter. Your response should present any comments or additional information that you believe may have a bearing on the final determination.

In accordance with the principles of the Freedom of Information Act (Public Law 90-23), OIG, OAS reports issued to the Department's grantees and contractors are made available, if requested, to members of the press and general public to the extent information contained therein is not subject to exemptions in the Act which the Department chooses to exercise (see 45 Code of Federal Regulations Part 5).

To facilitate identification, please refer to Common Identification Number (CIN) A-04-01-06003 in all correspondence relating to this report.

Sincerely yours,

Charles J. Curtis
Regional Inspector General
for Audit Services, Region IV

Enclosures - as stated

Direct Reply to HHS Action Official:

Regional Grants Officer
Division of Community Programs
Administration for Children and Families, Region IV
U.S. Department of Health and Human Services
61 Forsyth Street, S.W., Suite 4M60
Atlanta, Georgia 30303-8909

Department of Health and Human Services

**OFFICE OF
INSPECTOR GENERAL**

**REVIEW OF THE ADMINISTRATION
ON CHILDREN, YOUTH AND
FAMILIES DISCRETIONARY
GRANT NO. 04-CY-0611-01
AWARDED TO THE YOUNG ADULT
GUIDANCE CENTER, INC.
FOR THE PERIOD
SEPTEMBER 29, 1997
THROUGH
SEPTEMBER 28, 2000**



**JANET REHNQUIST
Inspector General**

**NOVEMBER 2001
A-04-01-06003**



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Room 3T41
61 Forsyth Street, S.W.
Atlanta, Georgia 30303-8909

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CIN: A-04-01-06003

Mr. Willie Hunter, President
Board of Directors
The Young Adult Guidance Center
P.O. Box 99361
Atlanta, Georgia 30318

Dear Mr. Hunter:

This final report provides you with the results of our review of the Administration on Children, Youth and Families Discretionary Grant No. 04-CY-0611-01 awarded to the Young Adult Guidance Center, Inc. (YAGC) for the period September 29, 1997 through September 28, 2000.

Objective

The objective of the audit was to assess the grantee's: (1) performance in achieving project objectives and complying with terms and conditions of the grant project, and (2) capability to properly record, account for, and report on Federal funds.

Summary of Findings

Overall, the YAGC met the goals of providing shelter and assistance to runaway and homeless youth. However, our review of the YAGC's accounting controls revealed serious weaknesses. These weaknesses occurred because YAGC management had not established controls to ensure that the:

- accounting system accurately reflected the actual expenses for the youth served by the Basic Center Grant;
- program funds were safeguarded;
- accounting functions were separated;
- controls were in effect for the draw down of Basic Center funds;
- bills were paid timely;
- cash reconciliations were performed properly;

- approval was obtained from the Administration for Children and Families (ACF), the primary Federal granting agency, prior to purchasing vehicles;
- items purchased with Basic Center funds were used for Basic Center purposes; and
- Basic Center facility rental rates were in line with rental rates for the area.

As a result, charges to the Basic Center and other funding sources did not accurately reflect the actual expenses of these activities; YAGC funds totaling about \$4,000 were stolen; YAGC was not aware that over \$12,000 of Basic Center funds were available for program purposes; penalties and fines were assessed for late payments; vehicles were purchased without ACF's knowledge; YAGC management was reimbursed for questionable expenses; and facility rental rates the YAGC paid were higher than comparable rental rates for the area.

RECOMMENDATIONS

We recommend that the YAGC:

- implement procedures to segregate account activities by program;
- provide adequate separation of duties over the accounting functions;
- implement procedures to account for all draw downs of Federal funds;
- ensure that all debts are paid timely and the bank account has adequate funds prior to writing checks;
- develop an accurate check register for reconciling bank statements each month;
- obtain prior approval from applicable funding sources before purchasing vehicles;
- ensure that all purchases made with Basic Center funds are for Basic Center purposes; and
- negotiate a more reasonable rental rate for YAGC facilities.

We also recommend that the YAGC evaluate its ability to properly control and account for Federal funds before submitting future Department of Health and Human Services (HHS) grant proposals.

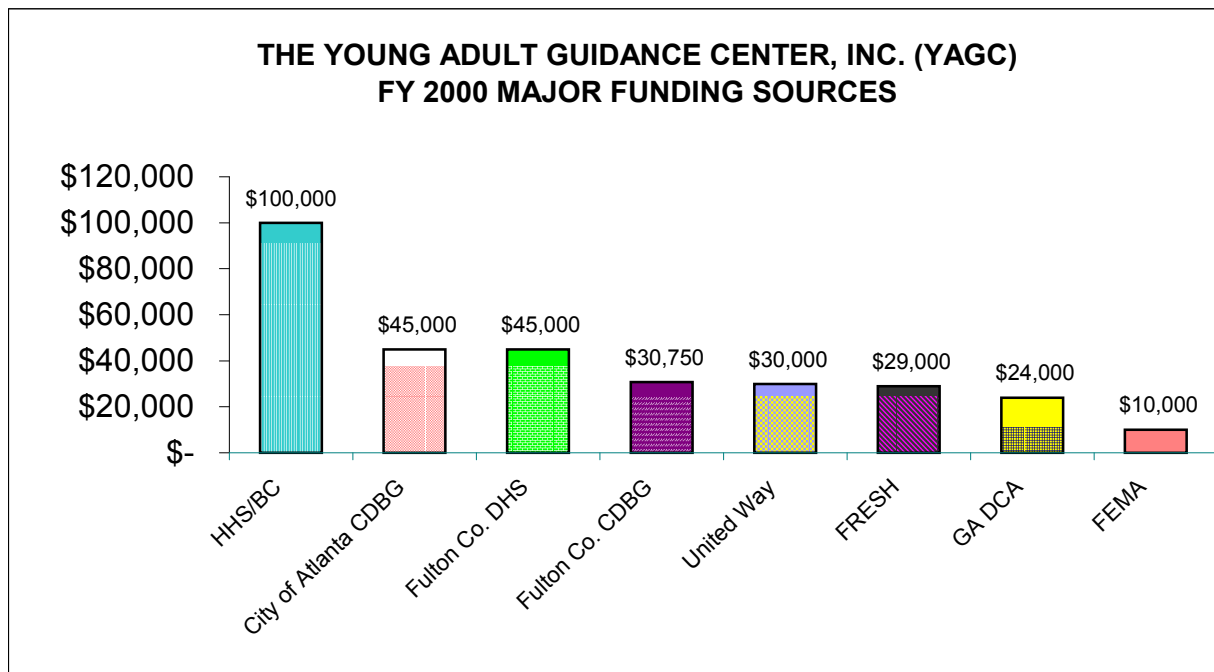
In written comments to the draft report, YAGC officials generally agreed with our findings and recommendations. The YAGC officials have prepared a plan of action to improve the Center’s accounting controls. The YAGC’s comments are summarized after the Recommendations section of the report and are included in their entirety in the Appendix.

BACKGROUND

In 1974, Congress passed the Juvenile Justice and Delinquency Prevention Act (JJDPA). The Basic Center Program was authorized as part of JJDPA’s Runaway and Homeless Youth Act. The Basic Center Program provides a system of care for runaway and homeless youth outside the traditional child protective services, law enforcement, or juvenile justice agencies. The administration of the Basic Center Program was given to HHS.

The YAGC is a non-profit corporation which receives funding from Federal, State, county, city and private sources to carry out its objectives. In 1997, the YAGC was awarded a Basic Center Program grant from HHS. This grant awarded \$100,000 for each of the 3-year grant period September 29, 1997 through September 28, 2000.

In Fiscal Year (FY) 2000, the YAGC received \$313,750 from the following grants and contracts: (1) HHS Basic Center Program Grant (HHS/BC); (2) City of Atlanta Community Development Block Grant (CDBG); (3) Fulton County Department of Human Services; (4) Fulton Co. CDBG; (5) United Way of Atlanta; (6) Fulton Roundtable Expanded Services Headquarters; (7) Georgia Department of Community Affairs; and (8) Federal Emergency Management Agency. The HHS/BC grant represented 32 percent of the \$313,750. The following chart illustrates the major funding sources and their amounts for FY 2000:



Since 1986, the YAGC has provided services to runaway and homeless youth in Atlanta, Georgia. The Center provides 24-hour emergency shelter, assistance, food, and clothing, as well as educational information and counseling for runaway and homeless males. The Center provides the referrals necessary to assist youth in preparing for and obtaining education and employment.

OBJECTIVE, SCOPE, AND METHODOLOGY

The objective of the audit was to assess the grantee's: (1) performance in achieving project objectives and complying with terms and conditions of the grant project, and (2) capability to properly record, account for, and report on Federal funds.

To accomplish our objective, we examined the quarterly progress reports to determine if services were provided and grant objectives were achieved. We interviewed YAGC officials to obtain an understanding of the auditee's operations and grant activities. We toured the facility and interviewed youth residing at the facility. We observed counseling sessions with the youth and interviewed one of the counselors. We examined the case files of the residents served through the Basic Center grant to determine the services provided to the youth.

We interviewed the accountant for the YAGC and obtained and reviewed the audit reports from the independent auditors. We reviewed accounting records including the bank statements, books of account, receipts and invoices.

Our audit was performed at the YAGC in Atlanta, Georgia and the Region IV Regional Office. On-site work was conducted from May 23 through September 11, 2001. On October 23, 2001, we held an exit conference with YAGC officials to discuss the draft report's findings and recommendations. At that time, YAGC officials also provided us with written comments.

Our audit was performed in accordance with generally accepted government auditing standards.

FINDINGS AND RECOMMENDATIONS

Program Results

The objective was to assess the grantee's performance in achieving project objectives and complying with terms and conditions of the grant. Our review showed that overall, the YAGC met the goals of providing shelter and assistance to runaway and homeless youth.

The grant had five objectives as follows:

Objective 1 - Alleviate problems for runaway and homeless youth. The YAGC accomplished this by:

- providing emergency shelter and food to runaway or homeless youth. The YAGC also provided transportation, health care and clothing, as needed;
- operating a 24-hour hotline for youth in need of services; and
- providing outreach services through the dissemination of information to the community. This information included a description of YAGC services.

Objective 2 – Reunite youth with their families and encourage the resolution of intra family problems through counseling and other services. The YAGC accomplished this by:

- contacting families within 24 to 72 hours of admitting a youth to the YAGC and providing family counseling.

Objective 3 - Strengthen family relationships and encourage stable living conditions for youth. The YAGC accomplished this by:

- providing individual and family counseling.

Objective 4 - Help youth decide upon constructive courses of action. The YAGC accomplished this by:

- holding weekly meetings with each Basic Center resident to review accomplishments and set new goals; and
- assisting youth with educational or employment needs.

Objective 5 - Through short-term, but intensive therapy, increase the youths' self-esteem. The YAGC accomplished this by:

- providing individual, group and peer counseling; and
- providing life skills' workshops, such as anger management, personal hygiene, and how to interview for employment.

Fiscal Accountability

The objective was to assess the grantee's capability to properly record, account for, and report on Federal funds. We found serious internal control weaknesses in the YAGC's fiscal accountability. Many of our concerns were also disclosed in the independent auditors' Management Letters to the Board of Directors.

The 45 Code of Federal Regulations (CFR) Section 74.21(b) states in part that: “... *recipients’ financial management systems shall provide . . . records that identify adequately the source and application of funds for HHS-sponsored activities . . . [and shall provide] effective control over and accountability for all funds, property and other assets . . .*”

Also, the Office of Management and Budget (OMB) Circular A-122, Cost Principles for Non-Profit Organizations, provides guidance on allowable costs.

The following are the internal control weaknesses we identified.

- **Segregation of Account Activities by Program**

The YAGC’s accounting system neither tracks nor allocates expenses for each program separately. The YAGC allocated costs based on the proposed budget prepared for ACF. According to the accountant, all grants are allocated on a proposed budget basis. For example, if \$25,000 was budgeted for salaries in the proposed budget for the ACF grant, the accountant allocated that amount of salary expense to the Basic Center funds. According to the accountant, no formulas or percentages were used to allocate Basic Center funds.

For 1 year of the grant period, the accountant did allocate expenses to the various funding sources. However, the allocation did not accurately reflect the actual expenses for the youth served by the Basic Center grant. For example, the Reimbursement Report prepared by the accountant for the period January 1, 2000 through June 30, 2000 showed that rent was paid by the Basic Center grant for 5 of the 6 months. Two buildings are rented by the YAGC. The buildings are shared by Basic Center residents as well as residents covered by other grants. The Reimbursement Report does not accurately reflect the Basic Center’s share of the rent.

For the entire grant period we were unable to determine which expenses were incurred for the youth served by the Basic Center grant because Basic Center funds were co-mingled with funds from the other grants.

The YAGC did not allocate expenses for the other 2 years.

The 1998 and 1999 independent auditors’ Management Letters also addressed the allocation issue.

- **Lack of Separation of Duties**

During 1999, the Administrative Officer had access and control over YAGC funds for the facility. During this time he advanced himself approximately \$4,000 in YAGC funds. The accountant detected the theft. The YAGC provided documentation indicating the theft had been repaid.

Subsequent to the theft, the Executive Director assumed sole responsibility for the cash receipts, cash disbursements, payroll, and purchases. All of these tasks are performed from the personal residence of the Executive Director. The Executive Director performs these duties in addition to providing oversight for all YAGC operations. The Executive Director also executes the draw down of Basic Center funds.

While the YAGC does have an outside accountant under contract, the accountant only performs certain duties. These duties consist of performing cash reconciliations, preparing monthly and annual financial statements, and recording financial transactions based on financial information provided by the Executive Director.

The 1997 and 1999 independent auditors' Management Letters also addressed the lack of separation of duties.

- **Accounting for Federal Funds**

The YAGC does not have a system in place to monitor and account for the draw down of Basic Center funds. The Executive Director indicated that when expenses accumulate and funds are needed for the entire operation of the Center, Basic Center funds are drawn down because the other grant programs are funded on a cash reimbursement basis. The YAGC does not keep track of the draw down of Basic Center funds or indicate what the draw request is to cover. Without documentation, the Center may not be able to account for all the funds that are drawn down.

We believe that this lack of controls over the draw down of funds resulted in the YAGC not knowing that \$12,880 of FY 2000 Basic Center funds were available for program purposes. The YAGC did not know that the \$12,880 was available until well after the grant period ended.

The 1998 and 1999 independent auditors' Management Letters also addressed this issue.

- **Cash Reconciliation**

We reviewed the cash reconciliation for 3 months prior to the end of the grant period. All checks were not accounted for in the monthly reconciliations. Monthly, the accountant prepares a list of missing checks that is sent to the Executive Director. We did not find any information to show that the Executive Director researched and resolved each missing check on the list. The missing checks may be voided checks or they may be outstanding checks. Not knowing whether checks have been voided or are merely outstanding could result in the cash balance being overstated.

The 1998 and 1999 independent auditors' Management Letters also addressed the cash reconciliation issue.

- **Unallowable Costs, Accounts in Arrears, and Checking Account Overdrawn**

The YAGC incurred some costs that are not allowable according to Federal regulations. Due to poor cash management, the YAGC paid penalties and interest on late payments to the Internal Revenue Service (IRS) and other creditors.

The YAGC was late in submitting tax liability payments to the IRS for the majority of the grant period. For instance, on February 18, 1999, the YAGC made tax payments for 1997. On September 27, 1999, the IRS sent a notice that included a \$972 penalty and \$58 in interest. Similarly, on February 28, 2000, the IRS sent a notice that included \$478 in penalties and interest. In January 1999, February 1999, and May 2000 the IRS sent notices with intent to levy assets for non-payment of taxes.

In addition to the Tax Liability Deposits, the YAGC remained in arrears in many other accounts as well. We noted the: (1) account for lawn care was in arrears \$620 in August 1999; (2) Shell Oil account was in arrears \$88 in September 1999; (3) City of Atlanta Water Department account was in arrears \$1,254 in August 2000; (4) independent auditor account was in arrears \$2,300 in September 1999. In addition, late penalties of \$10 were paid to Atlanta Gas Light Company in August 1999; Property Taxes for 1996 were paid in 2000, which included \$97 in interest; and a fax was sent to the Georgia Department of Labor stating, “We will be mailing a check this Friday for payment and will be expecting late charges to accrue.”

The following accounts were turned over to collection agencies for late payment: AirTouch Cellular in June 1999; BellSouth in July 1999; and Roto-Rooter in September 1999. In September 1999, the YAGC received two disconnection notices from Georgia Power.

The YAGC stated they were currently working toward bringing all accounts up to date. We requested documentation on the status, as of August 31, 2001, of the accounts in arrears. As of September 19, 2001, the YAGC had not provided the requested documentation.

We reviewed a notice from the bank dated August 7, 2000 indicating five checks were returned for insufficient funds. Penalties were charged. We reviewed three other notices dated August 8, 2000, August 9, 2000 and August 10, 2000 indicating additional checks were returned. The last notice stated that the bank balance on that date was -\$1,326.61. Bank charges for the insufficient funds totaled at least \$308.

- **Organization-Furnished Vehicles**

During FY 2000, the Executive Director purchased two vehicles on behalf of the YAGC. The first vehicle was a 1998 Ford Passenger Van and the second vehicle was a 2000 Ford Taurus.

The OMB Circular A-122, *“Cost Principles for Non-Profit Organizations”* states in relevant part, *“...These costs are allowable as direct costs to sponsored award when necessary for the performance of the sponsored award and approved by awarding agencies.”*

Representatives at the ACF, the primary Federal funding agency for the YAGC, told us that they found no record or evidence to suggest the YAGC had contacted the awarding agency for approval before purchasing the vehicles.

We did note that approval for the purchase of a passenger van was obtained from the Board of Directors and was reflected in the minutes of the meetings of the Board. However, the minutes did not mention the Board’s approval for the passenger car used by the Executive Director.

- **Questionable Expenses**

In reviewing documentation at the YAGC, we noted receipts for items that appear to be personal. The receipts indicated that the Executive Director paid for the items and was reimbursed by the YAGC. For example:

Eye exam and eyeglasses – The receipts for the eye exam and glasses are in the name of the Executive Director. The Executive Director stated the glasses were for one of the youth. According to the Administrative Officer, the eyeglasses were for the Executive Director. In addition, the Administrative Officer indicated that all medical expenses for the Executive Director are paid 100 percent and are approved by the Board of Directors. In support of this statement, the Administrative Officer provided us a copy of the December 8, 1991 Board Minutes that state, in part, *“...[A Board Member] suggested that other fringe benefits should be offered to the Executive Director in order to make his status comparable to what other executive directors receive at similar agencies”*. The Board Minutes do not show that the Board formally approved this “suggestion.”

Dog food, chain and collar – The Executive Director stated that the Center has had dogs in the past.

Queen-sized sheets – During our tour of the YAGC Hightower sites, we noted only twin beds. The Executive Director stated that another site at a different location used exclusively for independent living residents has queen-sized beds.

Alcoholic beverages – American Express statements showed purchases for alcoholic beverages. The OMB Circular A-122 prohibits such purchases under Federal awards. The Executive Director stated that the YAGC has other funding sources that do not prohibit the purchase of alcohol.

Although we recognize the YAGC has other sources of funding, the YAGC did not document which funds were used to pay for these items.

In addition to the internal control weaknesses listed above, we also found that the YAGC pays \$2,350 per month for two properties utilized for runaway and homeless youth. We contacted a realtor familiar with the area who determined the amount paid for the two properties is excessive for the area. The realtor suggested that \$1,800 per month would be a more reasonable rate.

RECOMMENDATIONS

We recommend that the YAGC:

- implement procedures to segregate account activities by program. The YAGC should develop an allocation methodology that accurately reflects actual Basic Center expenditures for Basic Center grant funds;
- provide adequate separation of duties over the accounting functions. The YAGC should consider employing a part-time bookkeeper or outsourcing these duties;
- implement procedures to account for all draw downs of Federal funds. The YAGC should have documentation to reflect the amount of the grant, date of the draw request, amount of the draw request, and balance remaining;
- ensure that all debts are paid timely to avoid penalties and interest and the bank account has adequate funds prior to writing checks;
- develop an accurate check register for reconciling bank statements each month;
- obtain prior approval from applicable funding sources before purchasing organization-furnished vehicles;
- ensure that all purchases made with Basic Center funds are used for Basic Center purposes; and
- negotiate a more reasonable rental rate for YAGC facilities.

We also recommend that the YAGC evaluate its ability to properly control and account for Federal funds before submitting future HHS grant proposals.

In written comments to the draft report, YAGC management generally agreed with our findings and recommendations. The YAGC's written comments include a plan of action designed to address the Center's internal control weaknesses. As discussed below, many of our recommendations were not specifically addressed in YAGC's written comments. However, the recommendations were discussed at the exit conference.

YAGC Comments

- **Segregation of Account Activities by Program**

This recommendation was not specifically addressed in the YAGC's written comments. At the exit conference, YAGC management said that the Grant Manager would assume this responsibility with assistance from an on-site bookkeeper.

- **Lack of Separation of Duties**

The bookkeeping duties currently performed by the Executive Director will be delegated to a newly hired experienced bookkeeper and the Administrative Officer. Payroll duties will be outsourced.

- **Accounting for Federal Funds**

This recommendation was not specifically addressed in the YAGC's written comments. At the exit conference we were told that the Executive Director would continue to be responsible for the draw-down of Basic Center funds and he would report to the Finance Committee.

- **Cash Reconciliation**

After completion by the on-site bookkeeper, cash reconciliations will be provided monthly to the Finance Committee chairperson.

- **Unallowable Costs, Accounts in Arrears, and Checking Account Overdrawn**

This recommendation was not specifically addressed in the YAGC's written comments. However, the comments did state they would hire an experienced bookkeeper to maintain the Center's fiscal books and records.

OIG Response

The YAGC should work with the ACF to resolve the unallowable costs and accounts in arrears issues. The YAGC should develop a specific plan, complete with timetable, for bringing all debts into a current status.

- **Organization-Furnished Vehicles**

This recommendation was not specifically addressed in the YAGC's written comments. At the exit conference, a YAGC official said that other funding sources approved transportation expenses. The YAGC also contended that the Board of Directors approved the purchase of both vehicles.

OIG Response

As discussed on page 9 of this report, we did not find any documentation to support the approval for the purchase of the organization-furnished passenger car. In addition, we have no evidence to suggest the YAGC had contacted the ACF for approval before purchasing the vehicles.

We did note that approval for the purchase of a passenger van was obtained from the Board of Directors and was reflected in the minutes of the meetings of the Board. However, the minutes did not mention the Board's approval for the passenger car used by the Executive Director.

- **Questionable Expenses**

This recommendation was not specifically addressed in the YAGC's written comments. At the exit conference, a YAGC official contended that these expenses were purchased with other funding sources.

OIG Response

As discussed on pages 9 and 10 of this report, we were unable to determine which funding source paid for these items because of YAGC's inadequate cost allocation methodology.

- **Excessive Rent Expense**

This recommendation was not specifically addressed in the YAGC's written comments. At the exit conference, a YAGC official said that the actual amount of rent paid for the two properties is \$1,800. The official also said that the amount paid in excess of \$1,800 (\$550 per month) was for repairs to the properties.

OIG Response

The \$2,350 for rent is documented in the YAGC's books of account and financial statements as rent. If \$550 each month was paid for repairs, the accounts and

financial statements should be adjusted to reflect the correct allocation of these expenses.

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In accordance with the principles of the Freedom of Information Act (Public Law 90-23), Office of Inspector General, Office of Audit Services reports issued to the Department's grantees and contractors are made available, if requested, to members of the press and general public to the extent information contained therein is not subject to the exemptions in the Act which the Department chooses to exercise (see 45 CFR Part 5).

We request that you respond within 30 days from the date of this letter to the HHS action official shown below. Your response should present any comments or additional information that you believe may have a bearing on the final determination.

To facilitate identification, please refer to the above Common identification Number (CIN) A-04-01-06003, in any correspondence related to this report. If you need any additional information, please contact John Drake of my staff at (404) 562-7755.

Sincerely yours,



Charles J. Curtis
Regional Inspector General
for Audit Services, Region IV

Enclosures

Direct Reply to HHS Action Official:

Regional Grants Officer
Division of Community Programs
Administration for Children and Families, Region IV
U.S. Department of Health and Human Services
Atlanta Federal Center
61 Forsyth Street, S.W., Suite 4M60
Atlanta, Georgia 30303-8909



THE YOUNG ADULT GUIDANCE CENTER, INC.
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October 23, 2001

CHARLES J. CURTIS
Regional Inspector General for Audit Services
Department of Health and Human Services
Office of Audit Services, Region IV
Room 3T41
61 Forsyth Street, SW
Atlanta, Georgia 30303-8909

RE: Common Identification Number A-04-01-06003

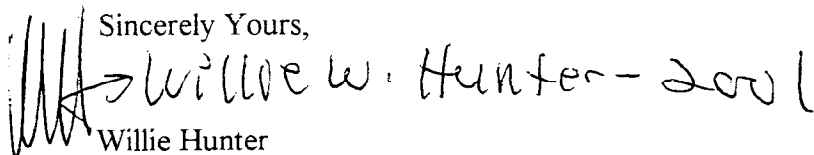
Dear Mr. Curtis:

The Board of Directors of The Young Adult Guidance Center, Inc. convened and reviewed The Department of Health and Human Services Audit Report and Recommendations. The Board of Directors concurs with the recommendations as outlined in Common Identification Number A-04-01-06003.

Since reviewing the audit recommendations, however, we have elevated these issues to a priority status and secured the input of the Finance Committee Chair, Executive Director, Contract Auditor and all staff knowledgeable in the area of financial management. We have completed the development of a plan of action and we are now in the process of implementing that plan. Please find attached the YAGC, Inc. Plan Of Action for the purpose in addressing the recommendations as outlined in the OIG 2001 Audit Report.

The Board will continue to evaluate and monitor its operation to assure that its operation continues to be in compliance.

Sincerely Yours,



Willie W. Hunter - 2001

Willie Hunter
President
Young Adult Guidance Center, Inc.

Enclosures

Young Adult Guidance Center
FINANCIAL PLAN OF ACTION
For
Department of Health and Human Services
Office of Inspector General
2001 Audit Recommendations

The Management of YAGC has reviewed The Department of Health and Human Services 2001 Audit Report and has developed and incorporated the following Plan of Action in order to Strengthen and improve the fiscal operation of YAGC. The Management concurs in the Recommendations contained in the Audit Report.

1. The Board of Directors will focus on strengthening the Finance Committee and hold them solely responsible for monitoring and developing a full report of the Financial Operations of YAGC. The finance committee will review the fiscal policy and procedure of YAGC, and use same as a quarterly measurement tool in evaluating YAGC. Any comments, recommendations, suggestions and criticisms will be reported to the Board of Directors on a quarterly basis.
2. The Finance Committee will develop a fiscal policy and procedure check list which identifies And incorporates the recommendations and areas of concern raised in the OIG Audit Report.
3. A Bank reconciliation shall be completed by the 20th date of the successive month in which the bank statements close. All Bank reconciliation's shall be given to the Financial Committee Chairperson no later than the 20th date of the successive month.
4. YAGC shall obtain a part time bookkeeper or outsource these duties. YAGC shall outsource its payroll duties. YAGC billing duties shall be assumed by the Administrative Officer.
5. The Grant shall be solely responsible for the completion and submission of the reimbursement reports as it relates to the funding contract.
6. The Finance committee shall consist of the Board Treasurer, who shall Chair the Committee and 2 Advisory Board Members. The Executive Director, Administrative Officer, Grant Manager and Bookkeeper shall report to the Finance Committee. The Management will complete the following duties with regard to the 2001 HHS Annual Audit:

EXECUTIVE DIRECTOR

The Executive Director shall hire an experienced Bookeeper to work onsite to maintain the fiscal books and records and prepare same for the bookkeeper.

ADMINISTRATIVE OFFICER

The Administrative Officer shall serve as the linkage between the Finance Committee, Executive Director, Grant Manager and Bookkeeper and Annual Audit CPA and accounts payable clerk.

THE GRANT MANAGER

The Grant Manager shall be responsible for Grant Writing and submission of reimbursements and Grant Fund monitoring, as assurance that grant funds are used only for the purpose allocated.

BOOKKEEPER (ON SITE)

The Bookkeeper (on site) shall review, monitor and reconcile the accounts and maintain necessary financial records and documentation on an ongoing basis and prepare same for the Bookkeeper offsite.

OUTSOURCE PAYROLL CLERK

The Outsource Payroll Clerk shall be responsible for maintaining the payroll records and Gathering employee time sheets, calculating the payroll taxes and submitting the Employee payroll checks to the Executive Director on a semi-monthly basis.

CERTIFIED PUBLIC ACCOUNTANT

The CPA shall conduct an annual audit of the fiscal operation of YAGC and make its findings and recommendations available to the Board of Directors and Executive Director. The CPA shall make suggestions and comments to the Executive Director.