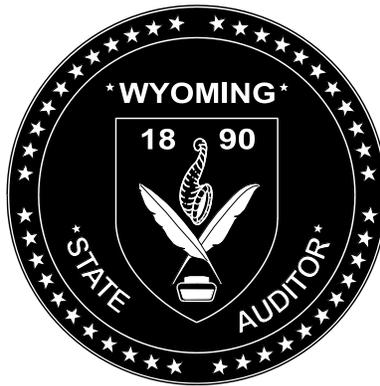


STATE OF WYOMING

STATE AUDITOR'S OFFICE

Agency 003



STRATEGIC PLAN

FY 2023-2024

Prepared August 2021

KRISTI J. RACINES

STATE AUDITOR

WYOMING STATE AUDITOR'S STRATEGIC PLAN

FY 2023-2024

(July 1, 2022 through June 30, 2024)

The Wyoming State Auditor's Office (SAO) submits the following strategic plan for fiscal years 2023 through 2024. This plan outlines the goals and objectives of the SAO through June 30, 2024.

Agency

State Auditor (003)

Contribution to Wyoming Quality of Life

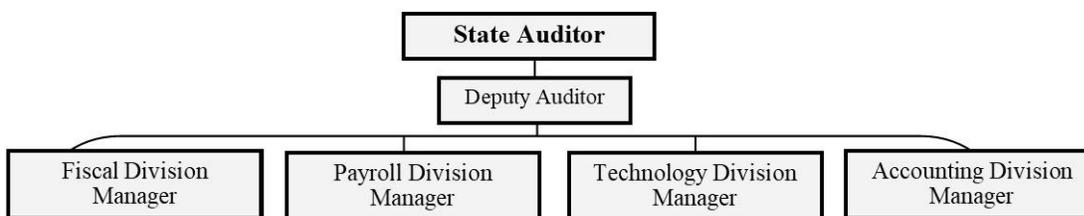
The State Auditor (Auditor) is an elected official and is Wyoming's comptroller, chief accountant, official custodian of accounting records and accounts, chief fiscal control officer and state payroll officer. Design and maintenance of the state's accounting system, which tracks the state's revenue, budget and expenditure transactions, is the Auditor's responsibility. Additionally, the SAO prepares the state's annual comprehensive financial report (ACFR).

The SAO contributes to Wyoming's quality of life by accounting for and tracking state monies, ensuring the state's financial obligations are paid and preparing the state's financial records. The auditor is statutorily required to implement internal controls necessary to assure assets are properly safeguarded, accounting entries are accurate and reliable, and assets and resources are being utilized consistent with the requirements of law. The SAO helps ensure Wyoming state government is a responsible steward of state assets and that the government effectively responds to the needs of residents and guests.

Agency Overview

The SAO has 24 authorized full-time positions. The current SAO budget for the 2021-2022 biennium budget is \$15,244,322 and is 100% general fund. Five divisions support the SAO: (1) Administration, (2) Fiscal, (3) Payroll, (4) Accounting and (5) Technology.

Wyoming State Auditor's Office Organizational Chart



Administration: The administration division is responsible for monitoring contracts that support the state's electronic accounting system, coordinating training for state agencies, responding to public records requests and supporting the state auditor in her statutorily required duties (e.g. participation on the State Loan and Investment Board).

Fiscal: The fiscal division is responsible for vendor management and supporting major components of the state's electronic accounting system, specifically the Wyoming Online Financial System (WOLFS). This division enrolls and maintains vendors in the electronic accounting system (so vendors can receive payment through WOLFS for goods and services provided to the state) and reconciles all warrants and electronic funds transfer (EFT) transactions made to vendors. Additionally, this division maintains and supports the development of reports within the system. The reporting component of the system is called infoAdvantage®. Reports generated in infoAdvantage® are used by state agencies to review and analyze

financial data. The fiscal division is responsible for supporting the state's purchasing card (P-Card) program, delivering fiscal trainings, performing federal tax reporting functions (e.g. issuing 1099s to vendors) and operating a helpdesk.

Payroll: The payroll division is responsible for supporting major components of the state's electronic accounting system, specifically Human Resource Management (HRM). HRM supports and processes the state's payroll, tracks employee time and attendance and provides state employees access to self-service resources. Additionally, the payroll division completes payroll reporting, provides payroll support to state agencies, reports and deposits federal taxes (941s and 945s), issues federal tax reports (W-2s and 1095s) and processes child support, garnishments and employee benefit provider payments. This division also supports payroll reporting in infoAdvantage®, develops and delivers payroll trainings and operates a helpdesk.

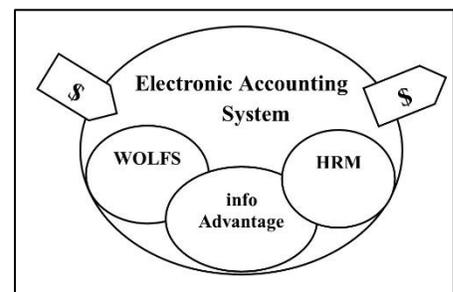
Technology: The technology division (or technical division) is responsible for the technical support of the state's electronic accounting system. This division creates and maintains custom code for specific jobs and procedures, monitors batch processing, prints paper warrants, generates electronic payments and tax reporting, monitors system operations, tests and certifies interfaces and loads payment request files and time card files. Additionally, this division is responsible for the development and maintenance of websites and support of the transparency platform, *WyOpen*.

Accounting: The accounting division is responsible for compilation and publication of the annual comprehensive annual financial report (ACFR) and serves as the main contact for the annual external state audit. This division maintains the state's fiscal accounts along with the legal appropriation budget (authority to spend) within the state's electronic accounting system. Additionally, the accounting division tracks all non-obligated general fund reversions, maintains fixed asset reporting and monitors state agency internal controls through the administration of a pre-audit process.

Performance Measures

The SAO's primary responsibilities include (1) accounting for and tracking state monies, (2) ensuring the state's financial obligations are paid and (3) preparing the state's financial records.

In order to account for and track state monies and prepare records, the SAO must maintain an electronic accounting system, ensure state agency users know how to use the system, and provide public access to non-confidential transactions made in the system. The electronic accounting system consists of three major components: WOLFS, HRM, and infoAdvantage®. There are approximately 800 WOLFS users, 215 HRM users and 950 infoAdvantage® users. The SAO maintains the security and workflow for user access into all three components of the system.



The following performance measures support the responsibilities listed above:

1. Availability and reliability of the electronic accounting system

- a. *Sub-measure:* Percentage of time the electronic accounting system applications (WOLFS, HRM and infoAdvantage®) are available to users.
- b. *Sub-measure:* The number and dollar amount of vendor payments processed annually.
- c. *Sub-measure:* The number and dollar amount of payroll records processed annually.

- d. *Sub-measure:* The number of electronic accounting system enhancements deployed to improve system functionality.
 - e. *Sub-measure:* The number of interfaces developed and successfully operating to automatically process payment documents received from agencies.
2. **A well-informed, trained, and supported user base of the electronic accounting system**
 - a. *Sub-measure:* The number of attendees at each training.
 - b. *Sub-measure:* The number and variety of trainings developed and delivered to users.
 - c. *Sub-measure:* The number of superior ratings on training surveys completed by training attendees.
 3. **Timely and accurate vendor and payroll payments**
 - a. *Sub-measure:* The number of days between the time when an agency requests a new vendor be added and becomes eligible to receive a payment in the WOLFS system.
 - b. *Sub-measure:* The number and dollar amount of vendor payments processed timely.
 - c. *Sub-measure:* The number and dollar amount of payroll records processed timely.
 4. **Timely issuance of the ACFR with a clean audit opinion**
 - a. *Sub-measure:* The submission of the ACFR by December 31st of each calendar year.
 - b. *Sub-measure:* The attainment of a certificate of achievement from the Government Finance Officers Association.
 - c. *Sub-measure:* The successful implementation of Governmental Accounting Standards Boards (GASB) requirements.
 5. **Issuance of, and adherence to, strong internal controls and policies in order to protect state assets and records**
 - a. *Sub-measure:* The number and dollar amount of transactions reviewed as part of the pre-audit process.
 - b. *Sub-measure:* The number of agencies using cost accounting to monitor and leverage the expenditure of federal funds.
 6. **Promotion of transparency through readily available access to the state’s financial information**
 7. **Support and assistance in the expenditure and reporting of federal stimulus funds, specifically Coronavirus Aid, Relief, and Economic Security (CARES) Act, American Rescue Plan Act (ARPA), Emergency Rental Assistance Program (ERAP) and others.**

Prioritization of Objectives

The SAO prioritizes the operation of the electronic accounting system, payment of state obligations, and preparation of the ACFR as essential objectives. While trainings, electronic accounting system enhancements, cost accounting, pre-audit processes, and operation of a transparency website are also very important, they are not mission critical in the short-term. The SAO is a service agency, thus prioritization of customer service and support to state agencies is also a key objective.

Strategic Approach

In order to continue to support the objectives listed above, the SAO has developed the following strategic approach:

1. Focus resources on the continued operation of the state’s electronic accounting system, with the deployment of enhancements and an upgrade to the system (to Advantage 4, or “ADV4”) in FY2022.

2. Develop and maintain a training program that offers a variety of relevant, effective training opportunities to state agency users leveraging a variety of educational approaches.
3. Dedicate staff and resources to expand the number of transactions reviewed as part of pre-audit processes to ensure appropriate expenditure codes are used and internal controls are in place at all agency levels, including increasing the pre-audit sample of federal stimulus expenditures related to CARES Act and ARPA.
4. Create a process to thoroughly and routinely review and update the state's expenditure and revenue coding to ensure the data in the electronic accounting system is accurate and relevant.
5. Dedicate staff and resources to assist agencies in the use of cost accounting and cost allocation tools to track and leverage federal and other funds.
6. Conduct a routine review of manual state agency payment processes to determine which processes could be streamlined through the development of automatic interfaces.
7. Dedicate staff and resources to ensure the timely and accurate submission of the ACFR and timely and successful implementation of GASBs.
8. Identify internal resources to continue to support and improve the SAO's transparency platform, *WyOpen* (wyopen.gov) and release updated versions of the website based on user feedback.
9. Dedicate resources to continue the operation of an electronic ticketing system and develop customer service related metrics that can be tracked and monitored (through the ticketing system) to better manage payroll and fiscal helpdesk requests received by the SAO from state agencies.
10. Execute a robust communication plan to include a comprehensive website and targeted messaging.
11. Dedicate resources to continue to support and assist in the expenditure and reporting of federal stimulus funds, specifically CARES Act, ARPA, ERAP and others.

Evaluation Information

1. Functions and activities and public benefit:
The SAO does not have specific programs, but performs a variety of functions and activities supporting three key responsibilities: (1) accounting for and tracking state monies, (2) ensuring the state's financial obligations are paid, and (3) preparing the state's financial records.

As described above, the electronic accounting system and each division within the office support these key responsibilities. The fiscal and payroll divisions ensure the state's financial obligations are paid. The fiscal division enrolls vendors, processes payments, and supports WOLFS and infoAdvantage®. The payroll division ensures state employees are paid, manages HRM, and supports payroll reporting in infoAdvantage®. The technology division provides technical support to ensure all three components of the electronic accounting system operate in an accurate and efficient manner. The accounting division prepares and submits the state's financial records using information from the electronic accounting system. These functions and activities result in the responsible stewardship of state assets. The public benefits when money is accounted for, obligations are paid, and financial reports are available to decision makers.

2. Alternatives:

There are no alternatives to a robust electronic accounting system that would result in administration of SAO functions in a more efficient or effective manner. As mentioned above, the SAO is conducting a review of direct payment processes conducted by state agencies to identify processes that could be automated. The development of automatic interfaces has resulted in more efficient and effective processes.

3. Discontinuation consequences

The consequences of discontinuing activities supporting the key responsibilities listed above could be devastating to the state and could result in a loss of state assets, financial penalties, and litigation.

4. Efficiencies

The SAO believes the methods employed by our office to implement the key activities listed above are cost effective, efficient, and consistent with law while imposing a minimum regulatory burden. The SAO has implemented an automatic interface process, ticketing system and is planning a system upgrade which demonstrate the SAO's continued focus on identification and implementation of efficiencies.

5. Prior results and outcomes

The information listed below summarizes results and outcomes achieved by the SAO primarily between July 1, 2020 and June 30, 2021. The summarization lists SAO performance measures, highlighting accomplishments achieved under each measure. This information is also included in the SAO's 2021 Annual Report.

a. **Availability and reliability of the electronic accounting system** (Performance Measure #1)

- i. *Electronic accounting system stabilization and expansion.* In August 2018, the electronic accounting system applications went through a major upgrade to version 3.11.1, a project that began in January 2017. The SAO has worked to ensure all functionality within the current 3.11 version is now operating as designed, which included stabilization of the HRM timekeeping functionality (ESS and MSS). In FY2021, the payroll division implemented HMR ESS timesheets (time keeping system) with two new divisions (Military and Enterprise Technology Services). The total number of agencies using ESS timesheets is now 47 and approximately 3,500 users now utilize ESS. The SAO is planning to upgrade the current system from version 3.11 to ADV4 in 2022.
- ii. *Availability and reliability of the electronic accounting system.* The WOLFS system was available to users from 6:30 a.m. to 6:30 p.m. Monday through Friday and on weekends from 6:30 a.m. to 10:00 p.m., except for monthly cycle work and system maintenance. The system was down three days during July 2020 for routine annual fiscal year end close processing. Accessibility to WOLFS was available to users 99.69% of the planned schedule during FY2021. The HRM system was available from 6:30 a.m. to 8:00 p.m. Monday through Friday and on weekends for the same time. When the monthly HRM pay cycle is processing, the system is unavailable to users for three working days each month. The HRM system was available 99.69% of the planned schedule during the FY2021. The infoAdvantage® system was available twenty-four hours, seven days a week except for database refreshment cycles, during system maintenance weekends and for each monthly HRM pay cycle. The

infoAdvantage® system was available 99.81% of the planned schedule during the FY2021.

- iii. *System enhancements deployed to improve system functionality, user experience, and transparency.* In May 2021, the SAO launched the recently developed "New Interface Process" that allows for files to be processed automatically once they are uploaded by state agencies. This process loads pertinent information online in the payroll and financial systems so the agency can approve or reject online without any intervention from SAO staff through an online page named Interface Summary Page (INTFSUMM). The implementation of the new interface process has saved both SAO technology staff members and agency interfacing personnel considerable time, as the need for email correspondence and manual processing of interface files has been eliminated.
- iv. *Future upgrades and enhancements to the electronic accounting system.* The SAO is currently considering a system upgrade from 3.11 to ADV4 and is working with the vendor (CGI) to research and evaluate the new version and discuss a potential timeline. The upgrade is being considered at no additional cost to the State. An upgrade will continue to ensure the state's system is user friendly and that the state's data is secure.

b. A well-informed, trained, and supported user base of the electronic accounting system (Performance Measure #2)

- i. *Comprehensive training suite:* In August 2019, the SAO launched a new comprehensive training program and has continued to expand and develop trainings through June, 2021. The SAO found it necessary to cancel many in-person trainings due to the COVID-19 pandemic. The SAO conducted all trainings remotely between June 2020 and July 2021. Participation was better than expected and employees from outside the Cheyenne area were able to participate without having to travel. The feedback received indicates that employees would like the SAO to continue to offer remote trainings indefinitely. As a result, in August 2021 the SAO plans to offer a mix of small in-person trainings and remote trainings. In FY21, the SAO conducted a total of 181 training classes to over 30 agencies and 250 unique individuals. The fiscal division conducted a total of 39 classes that included WOLFS Navigation, General Expenditures, Vendor Management, Introduction to Cost Accounting, WOLFS infoAdvantage® Navigation, Procurement Documents, Refunds and Revenue, UMB Portal Navigation, Advanced infoAdvantage, and Do This, Not That. The accounting division conducted 54 classes on Budget, three levels of Cost Accounting, Fixed Assets, SEFA, Write-Offs, Object Sub/Object Training and Internal Exchange Transactions. The accounting division held eight Agency Year End Reporting classes to help prepare agencies for what will be reported for the ACFR. The payroll division conducted 40 varying classes from Payroll Navigation, five levels of training from Introduction to Advanced Payroll, infoAdvantage® for Payroll, Payroll Survival, and ESS/MSS Training.

c. Timely and accurate vendor and payroll payments (Performance Measure #3)

- i. *Vendor management.* In March 2019, the SAO modified internal procedures to significantly expedite the vendor application process into WOLFS. The SAO continues to monitor vendor management timeframes with a focus on reducing vendor

enrollment timeframes while still maintaining critical controls to protect against vendor fraud.

d. Timely issuance of the ACFR with a clean audit opinion (Performance Measure #4)

i. *Excellence in financial reporting.* The preliminary FY2020 ACFR was completed by December 15, 2020. The FY2020 ACFR was dated February 26, 2021 and released on March 25, 2021. The influx of federal funds through the CARES Act and delayed federal audit guidance contributed to a later ACFR release date in 2021. The SAO received their 24th achievement award for excellence in financial reporting, which is given by the Government Finance Officers Association (GFOA), for its FY2019 ACFR. The GFOA Certificate of Achievement is the highest form of recognition in the area of governmental accounting and financial reporting and receipt of this award represents a significant accomplishment for the State of Wyoming. The State has submitted its FY2020 ACFR for consideration as well.

e. Issuance of, and adherence to, strong internal controls and policies in order to protect state assets and records (Performance Measure #5)

- i. *Pre-audit processes.* In FY2021, the accounting division requested and reviewed 1,626 individual transactions from 61 unique agencies, totaling \$10,968,350. Additionally, in an attempt to ensure the state will receive maximum COVID-19 related federal funding, the accounting division added COVID related expenses to their pre-audit process. The division reviewed 1,046 CARES Act transactions between July 1, 2020 through June 30, 2021 totaling \$73,566,004. The payroll division also began piloting a payroll pre-audit process in 2021. The process involves an examination of pay and leave events as well as verification of several payroll entries and processes entered by agencies.
- ii. *Cost accounting.* There were 27 agencies that filed a federal Schedule of Expenditure of Federal Awards (SEFA) report in FY21. Of those 27 agencies, 16, or 59%, are using cost accounting to track federal funds. An additional three agencies are using cost accounting to track various funding specific to their agency needs. The SAO continues to work closely with additional agencies in an effort to expand cost accounting throughout the State.
- iii. *Purchasing card (P-Card).* The SAO manages the state's purchasing card program, which provides state agencies access to credit cards to make various purchases. In FY2021, the fiscal and technology divisions implemented an automated interface process for P-Card purchases, saving the SAO and agencies time and resources each month.

f. Promotion of transparency through readily available access to the state's financial information (Performance Measure #6)

i. *WyOpen:* In July 2019, the technical division launched the transparency platform, WyOpen. The goal of the site is to post non-confidential payments online, i.e. the "checkbook". The site has seen increased traffic and received over 107,000 visits between July 1, 2020 and June 30, 2021 averaging approximately 16,000 hits per month. SAO technology staff created special sections on the website to provide additional transparency related to CARES Act and ARPA expenditures. The SAO launched an updated version of WyOpen on July 15, 2021. This new version provides

additional expenditure information including invoice numbers and allowed SAO to discontinue the duplicative “vendor payment” portal.

- ii. *Expenditure and revenue code review.* As part of the development of *WyOpen*, the SAO conducted a review of object and sub-object expenditure codes in WOLFS. These codes are used by agencies to classify and describe each expenditure. In order to redact confidential information from *WyOpen*, the SAO must make sure expenditure coding in WOLFS is up-to-date and is being used correctly. The SAO has worked hard to continually evaluate, clean up and modernize expenditure coding within the chart of accounts. In July 2021, the SAO published a new listing of expenditure codes and created a new listing of revenue codes.

g. Support and assistance in the expenditure and reporting of federal stimulus funds (Performance Measure #7).

The SAO has assisted multiple agencies, like the Wyoming Business Council and Department of Family Services, in developing CARES and ARPA programs, specifically assisting with vendor enrollment, adding additional expenditure codes (for reporting), developing interfaces and making payments. The SAO experienced an increase in helpdesk calls and the number of 1099s issued as a direct result of CARES Act program payments. The SAO is currently supporting DFS in their operation of ERAP and expects that several additional federal programs will be developed in the fall. The SAO staffed the CARES Business Taskforce which was formed in March 2020 and discontinued in September 2020. This taskforce and subcommittees met approximately 40 times during FY21. The SAO assisted with the federal reporting of CARES Act funds, submitting reports in July 2020, October 2020, January 2021, April 2021 and July 2021. The SAO is assisting with a preliminary financial review of CARES Act funds which is currently being conducted by an external auditing firm.

Conclusion

The SAO has developed an aggressive but practical strategic approach to the 2023-2024 biennium. The most significant projects anticipated for 2023-2024 include the ADV4 system upgrade and the continued support and assistance related to federal stimulus funds like CARES Act, ARPA and ERAP. The SAO looks forward to continuing to ensure Wyoming state government is a responsible steward of state assets and that the government effectively responds to the needs of residents and guests.