

September 14, 2018

Craig Wheeler  
Town Manager  
Town of Raymond  
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Raymond, New Hampshire 03077

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Additional Offices:  
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Dear Mr. Wheeler:

During the course of our 2017 audit, we identified certain areas where improvements and/or efficiencies could be made that were not included in the formal management letter. The following summarizes these issues very briefly:

- All vendor invoices should include documented department head approval prior to inclusion on the manifest.
- All employee mileage reimbursements should be supported by a clear documented calculation of the miles times the rate.
- All disbursements from escrow accounts should be supported by a documented authorization.
- Detailed accounting records, or a spreadsheet, should be maintained to support the general ledger impact fees, and to track expiration dates.
- Detailed accounting records, or a spreadsheet, should be maintained to support the general ledger escrow balances.
- Old general ledger balances in the “due from/to other funds” accounts should be researched or closed out in situations where accounts do not offset each other.
- Old general ledger miscellaneous liability accounts should be researched and/or closed out.
- Additions to the general ledger “tax deeded properties” should include appreciable interest and penalties incurred to date.
- Care should be exercised to help assure that all end of year vendor bills are charged to the appropriate year.
- Budgets for Roadway (fund 19) and Water Well (fund 43) should be imported into the general ledger software.
- Highway Block Grant funds should not be budgeted as general fund revenues when setting the tax rate, since these are actually reported as separate special revenue funds.
- All adjusting journal entries that are posted to the general ledger should be signed by the preparer and a reviewer.
- All general ledger tax receivables should be reconciled to the Tax Collector’s detail records.

- All employee timecards should be approved by the appropriate department head.
- Various miscellaneous general ledger cash accounts that reflect negative balances should be researched and adjusted if necessary.

We encourage the Town to implement these recommendations in order to improve controls and efficiencies. I will be available to discuss these with you in more detail at your convenience.

Sincerely,

A handwritten signature in black ink, appearing to read "Scott C. McIntire". The signature is stylized with a large, sweeping flourish at the end.

Scott McIntire, CPA  
Vice President