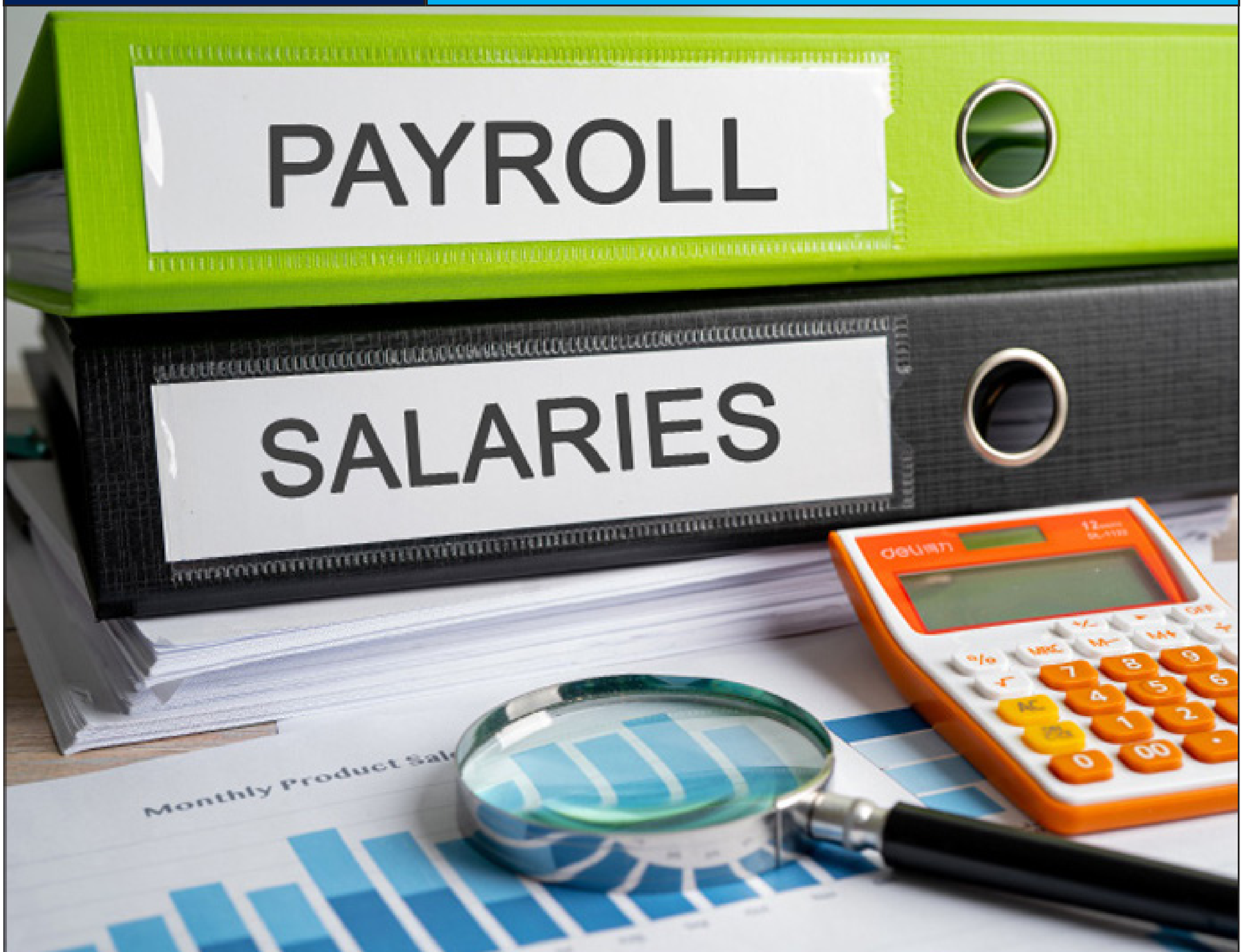
Secondary FOLLOW-UP REPORT

An Audit of Salt Lake County
ARTS & CULTURE PAYROLL

SEPTEMBER 2026



Chris Harding, CPA, CFE, CIA
County Auditor

Office of the Auditor
Salt Lake County

Audit Team

Audra Bylund, CIA, Audit Manager
Tammy Brakey, CFE, Senior Internal Auditor
Pete Busche, CIA, Senior Internal Auditor
Paige Hernandez, MBA, Internal Auditor
Anthony Kournianos, CFE, Internal Auditor

Audit Management

Chris Harding, CPA, CFE, CIA, Auditor
Richard Jaussi, MBA, Chief Deputy Auditor
Kirk Parks, MBA, Senior Advisor
Shawna Ahlborn, Audit Division Director

Audit Committee

Marty Van Wagoner, CPA, MBA

SALT LAKE COUNTY

Office of the Auditor
Salt Lake County
2001 S State Street, Ste N3-300
Salt Lake City, UT 84190-1100
Phone: (385) 468-7200

www.saltlakecounty.gov/auditor/

Salt Lake County Auditor

SALT LAKE COUNTY

Chris Harding, CPA, CFE, CIA
County Auditor

2001 S State Street, Ste N3-300, Salt Lake City, UT 84190
Phone: (385) 468-7200 www.saltlakecounty.gov/auditor/

AUDITOR'S LETTER

September 16, 2026

This is the final follow-up report for *An Audit of Salt Lake County Arts & Culture Payroll*, originally issued in July 2024. This report concludes the audit cycle for the recommendations included within the audit scope.

The original audit identified nine findings with 26 recommendations. The preliminary follow-up report, issued in October 2025, verified that 16 recommendations were implemented, with 10 remaining in progress.

This final follow-up reviewed the 10 recommendations previously reported as in progress. Arts & Culture implemented eight recommendations addressing payroll reconciliation, timecard approvals, segregation of duties, termination-related network access, retroactive pay and final payout procedures, overtime and compensatory time controls, and payroll documentation. The remaining two recommendations were closed.

Recommendation 2.3 was closed after Arts & Culture established documented procedures. Although certain documentation required by internal procedures was not retained, additional testing confirmed that time entries and modifications were appropriately authorized and supported.

Recommendation 5.2 was closed based on the partial implementation confirmed during the preliminary follow-up and the absence of applicable retroactive pay or final payout transactions during the secondary follow-up audit period. As a result, no further audit work was warranted.
The final status of the 26 original recommendations is 24 implemented and two closed. Because the Auditor's Office has completed two follow-up reviews, no additional follow-up work is planned on the remaining recommendations.

We conducted this secondary follow-up review under the Auditor's Office's authority to perform audit services as provided in Utah Code Title 17, Chapter 69. The original audit was conducted in accordance with Generally Accepted Government Auditing Standards (GAGAS). This follow-up review was performed to assess the implementation status of the recommendations issued in the original audit. Our findings and conclusions are based on the follow-up procedures performed and the evidence obtained during this review.

We extend our appreciation to Arts & Culture management and staff for their cooperation during this process. Should you have any questions, please contact me at 385-468-7200.

Chris Harding, CPA, CFE, CIA
Salt Lake County Auditor

September 2026

Action Since Audit Report

An Audit of Salt Lake County Arts & Culture Payroll

Original Audit: Report Issued July 2024

The original audit identified nine findings with 26 recommendations issued.

Preliminary Follow-up: Report Issued October 2025

Arts & Culture management implemented 16 recommendations and 10 were in progress following the preliminary follow-up.

Secondary Follow-up

Of the 10 recommendations previously reported as in progress, eight were implemented and two were closed. The audit period for this secondary follow-up audit was January 1, 2026, through June 20, 2026.

Final Implementation Status (After Two Follow-Up Audits)

FULLY IMPLEMENTED	24
IMPLEMENTATION IN PROGRESS	0
NOT IMPLEMENTED	0
CLOSED	2

Remaining Risks

Overall, Arts & Culture management fully implemented 24 recommendations from the original audit, and two were closed.

This secondary follow-up concludes the Auditor's Office's review of the recommendations related to *An Audit of Salt Lake County Arts & Culture Payroll* issued in July 2024. Ongoing responsibility for addressing these recommendations now rests with agency management and those charged with governance.

FINDING 1. NO RECONCILIATION OF DATA TRANSFERRED TO THE PAYROLL SYSTEM

Risk Rating: Significant Risk Finding

Recommendation 1.2 - We recommend that Arts & Culture Management implement a documented reconciliation of time entries transferred from external timekeeping applications to PeopleSoft each pay period to ensure accuracy and completeness. Procedures should include an independent review and approval of the reconciliation performed.

Agency Action – Implemented our recommendation.

FINDING 2. TIMECARDS NOT APPROVED BY A SUPERVISOR AND INADEQUATE SEGREGATION OF DUTIES

Risk Rating: Significant Risk Finding

Recommendation 2.3 - We recommend that Arts & Culture Management establish and document procedures regarding time edits made by supervisors and other staff and the communication of those time edits to the employee affected by them. These procedures should include documentation requirements to ensure proper oversight and accountability.

Agency Action – Closed

During the preliminary follow-up audit, Arts & Culture established and documented procedures governing time-entry edits made by supervisors and other staff. However, testing identified four time-entry edits for which documentation showing that the affected employees had been notified was not retained. Therefore, the recommendation remained in progress.

During the secondary follow-up audit, Arts & Culture provided documented procedures governing Payroll Coordinator time approvals and time-entry edits made by individuals other than employees. Although documentation required by internal policy was not retained for certain Payroll Coordinator approvals, additional audit procedures verified that the related time entries had been approved by supervisors in TimeClock Plus (TCP) before the Payroll Coordinator approval in PeopleSoft. Testing also determined that time-entry modifications made by individuals other than employees were authorized and either did not affect employee pay or time worked or were otherwise adequately supported. Based on the documented procedures and the results of additional testing, Recommendation 2.3 is closed.

FINDING 4. TERMINATION REQUESTS SUBMITTED AFTER EMPLOYEES' LAST WORKING DATE

Risk Rating: Significant Risk Finding

Recommendation 4.3 - We recommend that Arts & Culture Management work with Information Technology to ensure the timely removal of employees from network access upon termination of employment.

Agency Action – Implemented our recommendation.

FINDING 5. AGENCY DID NOT UNDERSTAND RETRO PAY AND FINAL PAYOUT RESPONSIBILITIES

Risk Rating: Moderate Risk Finding

Recommendation 5.1 - We recommend that Arts & Culture Management establish and implement clear written policies and procedures for calculating and verifying retroactive payments and leave payouts.

Agency Action – Implemented our recommendation.

Recommendation 5.2 - We recommend that Arts & Culture Management work with Payroll Administration to establish and implement a documentation retention system to ensure that documentation supporting payroll payments is maintained on file.

Agency Action – Closed

During the preliminary follow-up audit, Arts & Culture had partially implemented the recommendation by retaining documentation for the retroactive pay and final payout transactions reviewed. However, the documentation did not consistently include the level of detail or payroll template required by Mayor's Financial Administration Payroll, as communicated to all Payroll Coordinators in March 2023.

During the secondary follow-up audit, no applicable retroactive pay or final payout transactions occurred during the audit scope period. Therefore, we could not perform additional testing to determine whether Arts & Culture had fully implemented the documentation requirements. Based on the partial implementation previously confirmed and the absence of subsequent applicable transactions available for testing, no further audit work was warranted, and the recommendation is closed.

FINDING 8. INSUFFICIENT OVERTIME AND COMPENSATORY TIME APPROVALS, NO INTERNAL POLICY, AND MISSING OR CONFLICTING COMPENSATION AGREEMENT FORMS

Risk Rating: Moderate Risk Finding

Recommendation 8.1 - We recommend that Arts & Culture Management establish and implement controls to ensure overtime and compensatory time earned during each pay period are consistent with each employee's election.

Agency Action – Implemented our recommendation.

Recommendation 8.2 - We recommend that Arts & Culture Management establish and implement procedures that include supervisors and the payroll coordinator reviewing time for unexpected changes in time reporting.

Agency Action – Implemented our recommendation.

Recommendation 8.4 - We recommend that Arts & Culture Management establish and implement written internal policies and procedures addressing retention of Overtime Compensation Agreement Forms as well as overtime pre-approval authorizations. All support documentation should be retained in a central location or electronic file that is accessible to management, and not in an email account.

Agency Action – Implemented our recommendation.

FINDING 9. DOCUMENTATION OF AN EMPLOYEE BONUS AWARD NOT RETAINED

Risk Rating: Moderate Risk Finding

Recommendation 9.1 - We recommend that Arts & Culture Management develop and implement document management procedures to ensure that all relevant support documentation is systematically organized, filed, and easily retrievable.

Agency Action – Implemented our recommendation.

Recommendation 9.2 - We recommend that Arts & Culture Management establish standardized documentation formats and templates to ensure consistency and completeness. This will facilitate easy review and verification of support documentation.

Agency Action – Implemented our recommendation.

APPENDIX A: AUDIT RECOMMENDATION IMPLEMENTATION STATUS

Audit Recommendation Implementation Status			
Fully Implemented	Implementation in Progress	Not Implemented	Closed
The audit recommendation has been implemented, and the corrective actions effectively address the original issue or finding, as verified by the follow-up audit. No further action is required currently.	The agency has begun taking corrective actions to address the audit recommendation. However, full implementation has not yet been achieved.	The agency has not taken corrective action to address the audit recommendation.	Circumstances have changed surrounding the original finding or recommendation that make it no longer applicable, or the agency will only implement a portion of the recommendation as verified by the follow-up audit. No further follow-up is required.