

Internal Audit Department
Summary of Business Process Follow-Up Reviews
School Year Spring 2017-2018



Savannah-Chatham County Public School System

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Executive Summary

The Internal Audit Department has completed Business Process Follow-Up Reviews at 13 schools. The scope for the Business Process Review Follow-Up Reports were from September 1, 2017 – February 15, 2018.

Area of Findings – Percent of Transactions

School Name	Total Findings (All Areas)	Purchasing/ AP Error Rate	SAF Error Rate	Student Data Error Rate	Purchase Cards Error Rate
Beach High School	4	10%	NT	3%	0%
Gadsden Elementary School	1	NT	NT	3%	NT
Gould Elementary School	19	27%	NT	37%	NT
Groves High School	5	16%	NT	0%	NT
Heard Elementary School	17	15%	46%	NT	0%
Hesse K-8 School	2	7%	NT	NT	NT
Hubert Middle School	8	0%	13%	13%	NT
Islands High School	23	NT	76%	NT	NT
Johnson High School	11	29%	NT	6%	NT
May Howard Elementary School	22	50%	40%	NT	NT
Pooler Elementary School	7	NT	3%	42%	NT
Southwest Middle School	2	NT	7%	NT	NT
Windsor Forest High School	0	NT	NT	0	NT

NT = Not Tested

A Summary of Review Findings for the current period for all schools in this report can be located on page 5. Responses to these findings can be located in the Appendix section (pages 11-61).

Objectives, Scope and Methodology

- The objectives of the reviews were to test internal controls for the business processes at designated schools, and to provide the principal with feedback on how to strengthen controls based on findings (initial review) or on changes implemented as a result of the original review.
- The scope of the reviews was dependent on the type of report conducted. For an initial report, the previous year data was tested to identify weaknesses in the internal controls from the previous leadership. A follow-up review is completed approximately 90-120 days after the initial review; it includes transactions completed after the initial review. The purpose of the follow-up review is to determine if changes were made to strengthen the internal control weaknesses originally identified.
- Additional follow-up reviews are conducted when the internal control environment at a school/site merits a “needs improvement” or “inadequate” rating (see page 6). Follow-up reviews are conducted periodically until the internal control environment is rated “satisfactory.”
- The procedures for the reviews included a review of written policies and procedures, and sampling transactions for compliance by reviewing supporting documentation and electronic records.

Internal Audit conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that the audit be planned and performed to obtain sufficient, appropriate evidence to provide reasonable basis for findings and conclusions based on the audit objectives. Internal Audit believes the evidence obtained provides a reasonable basis for the findings and conclusions based on the audit objectives.

Background

Business Process Reviews are conducted each time a principal is assigned to a different school. Selected business processes at the school are reviewed to assist the principal in determining if internal controls are functioning properly or if additional assistance is needed.

Internal Audit may schedule Business Process Reviews at schools when the leadership has not changed. The goal is to review each school at least once every five years. This assures principals and Central Office administrators that internal controls continue to work as designed for new and established principals.

Internal Control Questionnaire

Internal controls help establish accountability and provide feedback to managers on whether operations are working as expected. Controls are not meant to be a trap to catch someone not following procedures, but rather a quick check to enable everyone to do the job right. Because internal controls involve specific procedures for tasks, a system of internal controls should be a part of making the work smoother for everyone. Although some employees may feel that internal controls are restrictive, controls are actually tools to help ensure that organizational objectives are met. When internal controls are not functioning as intended, there is an increase in the risk of not meeting organizational objectives. Resources may be wasted as a result.

Internal control failures often result in employees having to spend unnecessary time in order to correct a problem; they may also result in violations of law or regulations that jeopardize State, Federal, or other funds. Most importantly, they may undermine the District's ability to serve its students.

Everyone in an organization has some responsibility for internal controls, but an organization's leaders are ultimately responsible and must assume "ownership" of the internal controls for their area of responsibility.

Internal Audit has developed a list of questions to assess the internal control environment in a school. When there is a change in principal at a school, it is particularly important to assess whether the internal controls for key business processes function as they should, and whether the internal control environment – the attitude about internal controls – at the school site is as strong as it should be. This assessment will help the leadership at the school site determine whether changes are needed in order to effectively manage the business processes. The Internal Control Questionnaire (ICQ) is completed jointly by the Internal Auditor and the principal at the beginning of each initial Business Process Review.

Purchasing and Accounts Payable

Board Policy DJE, Purchasing, controls the District purchasing process. The District's Purchasing Manual provides detailed procedures. The purchasing process is a combined effort from both the Central Office and the schools/sites. Items are requested or ordered by a school site; electronic approvals are obtained based on the dollar amount and funding source. Once all approvals are applied, the purchase order is generated and sent to the vendor. The items are then shipped to the school site, where the order is received and verified by the secretary. Electronic verification of the items received is to be entered in the District's Financial System (LEAFS) within 72 hours. Once an invoice is received and reviewed by the Accounts Payable Department, it is matched to the electronic receiving information and payment is made to the vendor.

Student Activity Funds

Student Activity Funds provide a school or site with the ability to collect funds and purchase items for school related functions. Student Activity Fund (SAF) procedures are outlined in the Student Activity Fund Handbook. The work processes are conducted at the school site by the administrative secretary. The Student Activity Fund Coordinator, in the Division of Finance, supports and monitors the schools or sites to ensure compliance with the District's policies and procedures. Funds may be collected by designated sponsors at each school and then given to the secretary. Each transaction is documented in the District's SAF computer program called SchoolCash.net; funds are then deposited into the bank. Check Request Forms are used to document each disbursement from the account.

Student Data

The Disciplinary Referral process is documented in the District's Student Data Accountability Procedures Manual. The process requires a teacher or administrator to complete the Disciplinary Referral Form. The completed form is given to the information specialist, who enters the information into the District's Student Information System, PowerSchool. The student's attendance is entered by the teacher into PowerSchool's teacher component, PowerTeacher. The information specialist is required to adjust the attendance in PowerSchool of any student who is absent from class due to a disciplinary action, such as in-school suspension, out of school suspension, etc. This information is reported annually to the Georgia

Department of Education; it is also the basis for ad hoc reports used by the District and requested by community members throughout the year.

Purchasing Cards

The District's Purchasing Card Manual provides instructions for small purchases with a District-issued credit card, known as Purchasing Cards. Purchasing Cards may be issued to principals; each card is connected to a specific account line in a school's non-salary budget. The principal may request cards for more than one budget line. All transactions are recorded on a transaction log, with supporting documentation attached. On a monthly basis, the transaction log is reconciled with the bank statement at the school/site by the secretary. The Division of Finance is notified that the reconciliation is complete; the supporting documentation is maintained at the school/site.

Summary of Findings

School	Total Per School	Area of Findings
Beach High School	4	<ul style="list-style-type: none"> • Purchasing and Accounts Payable • Student Data
Gadsden Elementary School	1	<ul style="list-style-type: none"> • Student Data
Gould Elementary School	19	<ul style="list-style-type: none"> • Purchasing and Accounts Payable • Student Data
Groves High School	5	<ul style="list-style-type: none"> • Purchasing and Accounts Payable
Heard Elementary School	17	<ul style="list-style-type: none"> • Purchasing and Accounts Payable • Student Activity Funds
Hesse K-8 School	2	<ul style="list-style-type: none"> • Purchasing and Accounts Payable
Hubert Middle School	8	<ul style="list-style-type: none"> • Student Activity Funds • Student Data
Islands High School	23	<ul style="list-style-type: none"> • Student Activity Funds
Johnson High School	11	<ul style="list-style-type: none"> • Purchasing and Accounts Payable • Student Data
May Howard Elementary School	22	<ul style="list-style-type: none"> • Purchasing and Accounts Payable • Student Activity Funds
Pooler Elementary School	7	<ul style="list-style-type: none"> • Student Activity Funds • Student Data
Southwest Middle School	2	<ul style="list-style-type: none"> • Student Activity Funds
Windsor Forest High School	0	
Total	121	

Internal Control Review Results by Area

Internal Control Legend

CRITERIA	SATISFACTORY (0% - 19% Findings)	NEEDS IMPROVEMENT (20% - 39%)	INADEQUATE (40% and Higher)
Policy & Procedures Compliance	In compliance	Non-compliance issues exist	Non-compliance issues are significant or have severe consequences
Information Risk (Student Data Only)	Data is reliable	Data is mostly accurate but can be improved	Data is incomplete or inaccurate
Purchase Cards	Not likely to impact operations or program outcomes	Moderate impact on operations or program outcomes	Negative impact on operations or program outcomes

Purchasing and Accounts Payable

Policy & Procedures Compliance

School/Site Sample Size	SATISFACTORY (0 – 19% Findings)	NEEDS IMPROVEMENT (20% - 39%)	INADEQUATE (40% and Higher)	Effect
Beach High School 30 transactions	10%	-	-	In compliance
Gould Elementary School 30 transactions	-	27%	-	Non-compliance issues exist
Groves High School 30 transactions	16%	-	-	In compliance
Heard Elementary School 20 transactions	15%	-	-	In compliance
Hesse K8 School 29 transactions	7%	-	-	In compliance
Hubert Middle School 17 transactions	0%	-	-	In compliance
Johnson High School 30 transactions	-	29%	-	Non-compliance issues exist
May Howard Elementary School 20 transactions	-	-	50%	Non-compliance issues are significant or have severe consequences

The most common findings included:

- *The receiver date in LEAFS did not agree with the receiver date on packing slip (30 findings).*
- *The receiver was not entered within 72 hours of receipt of the goods onsite (10 findings).*

Student Activity Funds

Policy & Procedures Compliance

School/Site Sample Size	SATISFACTORY (0 – 19% Findings)	NEEDS IMPROVEMENT (20% - 39%)	INADEQUATE (40% and Higher)	Effect
Heard Elementary School 30 transactions	-	-	46%	Non-compliance issues are significant or have severe consequences
Hubert Middle School 30 transactions	13%	-	-	In compliance
Islands High School 30 transactions	-	-	76%	Non-compliance issues are significant or have severe consequences
May Howard Elementary School 30 transactions	-	-	40%	Non-compliance issues are significant or have severe consequences
Pooler Elementary School 30 transactions	3%	-	-	In compliance
Southwest Middle School 30 transactions	7%	-	-	In compliance

The most common findings included:

- *Sponsor reports were missing and/or not signed and dated (10 findings)*
- *Entry into SchoolCash.net was not made the same day as the date on the Report of Monies Collected Form (10 findings).*

Student Data
Information Risk

School/Site Sample Size	SATISFACTORY (0 – 19% Findings)	NEEDS IMPROVEMENT (20% - 39%)	INADEQUATE (40% and Higher)	Effect
Beach High School 30 incidents	3%	-	-	Data is reliable
Gadsden Elementary School 30 incidents	3%	-	-	Data is reliable
Gould Elementary School 30 incidents	--	37%	-	Data is mostly accurate but can be improved
Groves High School 30 incidents	0%	-	-	Data is reliable
Hubert Middle School 30 incidents	13%	-	-	Data is reliable
Johnson High School 30 incidents	6%	-	-	Data is reliable
Pooler Elementary School 14 incidents	-	-	42%	Data is incomplete or inaccurate
Windsor Forest High School 30 incidents	0%	-	-	Data is reliable

The most common findings included:

- *Disciplinary Referral Form did not have a code on the form for data entry (6 incidents).*
- *Disciplinary Referral Forms were not signed by the person entering the data (6 incidents).*

Purchase Cards

Policy & Procedures Compliance

School/Site Sample Size	SATISFACTORY (0 – 19% Findings)	NEEDS IMPROVEMENT (20% - 39%)	INADEQUATE (40% and Higher)	Effect
Beach High School 8 transactions	0%	-	-	Not likely to impact operations or program outcomes
Heard Elementary School 15 transactions	0%	-	-	Not likely to impact operations or program outcomes



SAVANNAH-CHATHAM COUNTY BOARD OF EDUCATION
Internal Audit Department
208 Bull Street, Room 310
Savannah, GA 31401

Ms. Lisa Linton, Principal
Beach High School
3001 Hopkins Street
Savannah, GA 31405

Dear Ms. Linton,

Internal Audit has completed a Business Process Follow-Up Review for Beach High School. The purpose of this letter is to document the results of that review and to identify actions that have already been taken or that will be taken in the future.

Review Objectives

The objectives of the review were to test internal controls for the business processes at Beach High School, and to provide the principal with feedback on changes implemented as a result of the original internal control review to ensure that internal controls are working as expected.

Scope of Review

To complete the review, Internal Audit tested a sample of transactions covering the following business processes at Beach High School:

- Purchasing and Accounts Payable,
- Student Data,
- Purchase Cards

Some transaction testing was performed during February 2018 using data available from the District's mainframe computer systems. This review was completed with a site visit to the school on March 23, 2018.

Internal Audit conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that the audit be planned and performed to obtain sufficient, appropriate evidence to provide a reasonable basis for findings and conclusions based on the audit objectives. Internal Audit believes the evidence obtained provides a reasonable basis for the findings and conclusions based on the audit objectives.

Background

Ms. Linton was appointed as principal at Beach High School in July 2017. Ms. Linton has been employed by the District for 23 years.

Beach High School has multiple secretaries. The secretary at Beach High school who is responsible for the area of Purchasing and Accounts Payable has been assigned to this school for two years and employed by SCCPSS for 10 years. The secretary at Beach High school who is responsible for the area of Purchase Cards has been assigned to this school for eight years and employed by SCCPSS for 22 years.

The information specialist is responsible for the area of Student Data. The information specialist has been assigned to this school for eight years. She has been employed by SCCPSS for 17 years.

Comparison of Reviews

Internal Audit completed reviews of business processes at Beach High School on the dates shown in the table. The number of errors found in each area during this review is shown in this list. While some errors may be attributable to human error, the number of errors is expected to decrease over time.

Area/Finding	Aug. 17, 2016 Review	Mar. 23, 2018 Review
Purchasing and Accounts Payable	n=30	n=30
• Packing slip(s) missing	27%	0%
• Receiver date in LEAFS did not agree with date on packing slip	0%	10%
• Packing slip was not signed and/or dated	3%	0%
Student Data	n=30	n=30
• Data in PowerSchool did not match data on Disciplinary Referral Form	10%	3%
• Attendance data in PowerSchool did not match the Disciplinary Referral Form	40%	0%
• Disciplinary Referral Form was not signed by the person entering the data into PowerSchool	3%	0%
Purchase Cards	n=14	n=8
• Reconciliations were not completed on a timely basis	43%	0%

Results of Review and Opinion

The results of this review are listed for each of the business processes on the attachment to this letter. These results show emerging improvements in the areas of Purchasing and Accounts Payable; show proficiency in the area of Student Data; exemplary improvements in the area of Purchase Cards. A 50% reduction in the number of comments in any single area is considered emerging improvements. Areas with all significant comments resolved are considered proficient, while exemplary improvements are shown when all comments are resolved and/or best practices are in use.

Internal Audit has also included information that the administration provided regarding the actions taken or to be taken to strengthen internal controls in each area. These actions should provide the necessary internal control improvements.

Internal Audit appreciates the assistance and support provided by the principal and the staff at Beach High School in completing this Business Process Follow-Up Review.

Sincerely, Senior Director, Internal Audit

Beach High School
Business Process Follow-Up Review
March 2018

RESULTS OF REVIEW

The results of the Business Process Follow-Up Review at Beach High School are described below for each area reviewed. Information that the principal provided describing the actions that have been taken or will be taken are included in italics at the end of each section.

PURCHASING AND ACCOUNTS PAYABLE

Internal Audit selected 30 purchase orders for review. Internal Audit compared the documentation at the school site to the information in LEAFS, the District's financial accounting system. Internal Audit found the following issues:

- The receiver date in LEAFS did not agree with the receiver date on three packing slips.

Payments to vendors are triggered in part by entering the date the items are received into LEAFS. Prompt entry of receiving information, as required by the District's Purchasing Manual, allows prompt payment to vendors.

Recommendation(s):

- Receiving information in LEAFS should reflect the date the goods are received onsite to provide assurance they were received within 72 hours, as required by the Purchasing Manual.

Management's Actions

The date items are received at the site will be entered in LEAFS on the same date.

STUDENT DATA

Internal Audit selected 30 student discipline incidents for review. Internal Audit compared the Disciplinary Referral Form to the information in PowerSchool, the District's student information system. If the student was assigned in-school or out-of-school suspension, we also checked the student's attendance data for those days. Internal Audit found the following issues:

- The incident date on one Disciplinary Referral Form did not match the data entry in PowerSchool.

Disciplinary Referral Forms are the basis for mandatory state reporting on disciplinary issues. Fully completing this form, including the referral code, signature of the person entering the information, and disposition of the incident, improves the reliability of the data entered into PowerSchool. Reliable data in the system is essential for effective use of student information, and for reliable reporting to the state.

Recommendation(s):

- The data included on the Disciplinary Referral Form should be entered in PowerSchool accurately for the discipline incident to provide complete and reliable information for state and local reporting.

Management's Actions

Data entered in PowerSchool will match the data on the Disciplinary Referral Form.

PURCHASE CARDS

Internal Audit selected 8 purchase card transactions for review. The monthly reconciliations and supporting documentation were reviewed. Internal Audit found all transactions followed District guidelines.

Internal controls in this area appear to be functioning appropriately; therefore, we have no recommendations.



SAVANNAH-CHATHAM COUNTY BOARD OF EDUCATION
Internal Audit Department
208 Bull Street, Room 310
Savannah, GA 31401

Renee Bryant-Evans, Interim Principal
Gadsden Elementary
919 May Street
Savannah, GA 31415

Dear Ms. Bryant-Evans,

Internal Audit has completed a Business Process Follow-Up Review for Gadsden Elementary. The purpose of this letter is to document the results of that review and to identify actions that have already been taken or that will be taken in the future.

Review Objectives

The objectives of the review were to test internal controls for the business processes at Gadsden Elementary School, and to provide the principal with feedback on changes implemented as a result of the original internal control review to ensure that internal controls are working as expected.

Scope of Review

To complete the review, Internal Audit tested a sample of transactions covering the following business process at Gadsden Elementary School:

- Student Data

Some transaction testing was performed during February 2018 using data available from the District's mainframe computer systems. This review was completed with a site visit to the school on February 27, 2018.

Internal Audit conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that the audit be planned and performed to obtain sufficient, appropriate evidence to provide a reasonable basis for findings and conclusions based on the audit objectives. Internal Audit believes the evidence obtained provides a reasonable basis for the findings and conclusions based on the audit objectives.

Background

Renee Bryant-Evans was appointed as principal at Gadsden Elementary School in July 2017. Renee Bryant-Evans has been employed by the District for seven months.

The information specialist is responsible for the area of Student Data. The information specialist has been assigned to this school for 21 years. She has been employed by SCCPSS for 21 years. Special Note: last year the Assistant Principal entered the discipline data into PowerSchool. This is the first year for the information specialist to be assigned the task of entering discipline for the school.

Comparison of Reviews

Internal Audit completed reviews of business processes at Gadsden Elementary School on the dates shown in the table. The number of errors found in each area during this review is shown in this list. While some errors may be attributable to human error, the number of errors is expected to decrease over time.

Area/Finding	Jul.19, 2017 Review	Feb. 27, 2018 Review
Student Data	n=4	n=30
• Data entry in PowerSchool did not match does not match information on Disciplinary Referral Form	75%	3%
• Disciplinary Referral Form was not signed by the person entering the data	100%	0%

Results of Review and Opinion

The results of this review are listed for each of the business processes on the attachment to this letter. These results show proficiency in the area of Student Data.

A 50% reduction in the number of comments in any single area is considered emerging improvements. Areas with all significant comments resolved are considered proficient, while exemplary improvements are shown when all comments are resolved and/or best practices are in use.

Internal Audit has also included information that the administration provided regarding the actions taken or to be taken to strengthen internal controls in each area. These actions should provide the necessary internal control improvements.

Internal Audit appreciates the assistance and support provided by the principal and the staff at Gadsden Elementary in completing this Business Process Follow-Up Review.

Sincerely,

Senior Director, Internal Audit

Gadsden Elementary School
Business Process Follow-Up Review
February 2018

RESULTS OF REVIEW

The results of the Business Process Follow-Up Review at Gadsden Elementary School are described below for each area reviewed. Information that the principal provided describing the actions that have been taken or will be taken are included in italics at the end of each section.

STUDENT DATA

Internal Audit selected 30 student discipline incidents for review. Internal Audit compared the Disciplinary Referral Form to the information in PowerSchool, the District's student information system. If the student was assigned in-school or out-of-school suspension, we also checked the student's attendance data for those days. Internal Audit found the following issues:

- The consequence code on one Disciplinary Referral Form did not match the data entry in PowerSchool.

Disciplinary Referral Forms are the basis for mandatory state reporting on disciplinary issues. Fully completing this form, including the referral code, signature of the person entering the information, and disposition of the incident, improves the reliability of the data entered into PowerSchool. Reliable data in the system is essential for effective use of student information, and for reliable reporting to the state.

Recommendation(s):

- The data included on the Disciplinary Referral Form should be entered in PowerSchool accurately for the discipline incident to provide complete and reliable information for state and local reporting.

Management's Actions

I have collaborated with my Assistant Principal and Information Specialist to re-evaluate the work process. In the future, the information specialist will check to make sure the codes on the referrals match the codes that are entered into PowerSchool.



SAVANNAH-CHATHAM COUNTY BOARD OF EDUCATION
Internal Audit Department
208 Bull Street, Room 310
Savannah, GA 31401

Jim Roszkowiak, Principal
Gould Elementary
1910 Pineland Drive
Savannah, GA 31405

Dear Mr. Roszkowiak,

Internal Audit has completed a Business Process Follow-Up Review for Gould Elementary School. The purpose of this letter is to document the results of that review and to identify actions that have already been taken or that will be taken in the future.

Review Objectives

The objectives of the review were to test internal controls for the business processes at Gould Elementary School, and to provide the principal with feedback on changes implemented as a result of the original internal control review to ensure that internal controls are working as expected.

Scope of Review

To complete the review, Internal Audit tested a sample of transactions covering the following business processes at Gould Elementary School:

- Purchasing and Accounts Payable,
- Student Data

Some transaction testing was performed during February 2018 using data available from the District's mainframe computer systems. This review was completed with a site visit to the school on March 8, 2018.

Internal Audit conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that the audit be planned and performed to obtain sufficient, appropriate evidence to provide a reasonable basis for findings and conclusions based on the audit objectives. Internal Audit believes the evidence obtained provides a reasonable basis for the findings and conclusions based on the audit objectives.

Background

Mr. Roszkowiak was appointed as principal at Gould Elementary on July 1, 2016. Mr. Roszkowiak has been employed by the District for 20 years.

The secretary at Gould Elementary is responsible for the areas of Purchasing and Accounts Payable and Student Activity Funds. The secretary has been assigned to this school for one year and employed by SCCPSS for two years.

The information assistant principal is responsible for the area of discipline student data. The assistant principal has been assigned to this school for one year. She has been employed by SCCPSS for 11 years.

Comparison of Reviews

Internal Audit completed reviews of business processes at Gould Elementary School on the dates shown in the table. The number of errors found in each area during this review is shown in this list. While some errors may be attributable to human error, the number of errors is expected to decrease over time.

Area/Finding	Feb. 21, 2017 Review	Feb. 8, 2018 Review
Purchasing and Accounts Payable	n=30	n=30
• Packing slip(s) missing	0%	10%
• Receiver date in LEAFS did not agree with date on packing slip	10%	10%
• Purchase Order was not received within 72 hours of receipt of the items	3%	0%
• Packing slip is not signed or dated to show whom and when the items were received	37%	7%
Student Data	n=23	n=30
• Attendance data in PowerSchool did not match the Disciplinary Referral Form	22%	0%
• Disciplinary Referral Form was not signed by the person entering the data in PowerSchool	30%	7%
• Incident and/or consequence code on Disciplinary Referral Form did not match the data in PowerSchool	13%	3%
• Disciplinary Referral Forms were outdated	9%	0%
• Disciplinary Referral Form was incomplete	0%	17%
• Disciplinary Referral Form could not be located	0%	10%

Results of Review and Opinion

The results of this review are listed for each of the business processes on the attachment to this letter. These results show emerging improvements in the areas of Student Data and no changes in the area of Purchasing and Accounts Payable.

A 50% reduction in the number of comments in any single area is considered emerging improvements. Areas with all significant comments resolved are considered proficient, while exemplary improvements are shown when all comments are resolved and/or best practices are in use.

Internal Audit has also included information that the administration provided regarding the actions taken or to be taken to strengthen internal controls in each area. These actions should provide the necessary internal control improvements.

Internal Audit appreciates the assistance and support provided by the principal and the staff at Gould Elementary School in completing this Business Process Follow-Up Review.

Sincerely,

Senior Director, Internal Audit

Gould Elementary School
Business Process Follow-Up Review
March 2018

RESULTS OF REVIEW

The results of the Business Process Follow-Up Review at Gould Elementary School are described below for each area reviewed. Information that the principal provided describing the actions that have been taken or will be taken are included in italics at the end of each section.

PURCHASING AND ACCOUNTS PAYABLE

Internal Audit selected 30 purchase orders for review. Internal Audit compared the documentation at the school site to the information in LEAFS, the District's financial accounting system. Internal Audit found the following issues:

- Three packing slips could not be located onsite for review.
- Two purchase orders did not have a receiver document with a signature and/or date to show the items were received.
- The receiver date in LEAFS did not agree with the receiver date on three packing slips.

Packing lists or similar documentation that include dates and signatures are an essential part of internal control because they provide evidence that the items were received, who had custody of the items, and that receivers were entered in the LEAFS system within the required time period.

Payments to vendors are triggered in part by entering the date the items are received into LEAFS. Prompt entry of receiving information, as required by the District's Purchasing Manual, allows prompt payment to vendors.

Recommendation(s):

- All packages should be routed to a single person for receiving purposes. This person should open the package, compare the contents to the packing list, then sign, and date the packing list to create accountability for all items received. After the packing list or similar documentation is signed, the contents of the package can be distributed as necessary, while the packing list is maintained with the purchasing documents.
- Receiving information in LEAFS should reflect the date the goods are received onsite to provide assurance they were received within 72 hours, as required by the Purchasing Manual.

Management's Actions

- *All packages that are delivered are routed to the Administrative Secretary in the office with the exception of the orders for the Media Center. These orders are routed to the Media Specialist and the receivers are completed at that time.*
- *The Administrative Secretary and the Media Specialist reviewed the policies of the district and of the timelines. Each were asked to review their handling of PO's, packing slips and receivers. Additional support was requested and received at Gould for SAF and PO's from Accounts Payable and Purchasing prior to the audit.*
- *Prior to the start of the 18-19 school year all persons receiving goods will receive an updated review of the Purchasing Manual. The Gould Media Specialist will be retiring at the end of this school year, the new Media Special will receive this training.*

STUDENT DATA

Internal Audit selected 30 student discipline incidents for review. Internal Audit compared the Disciplinary Referral Form to the information in PowerSchool, the District's student information system. If the student was assigned in-school or out-of-school suspension, we also checked the student's attendance data for those days. Internal Audit found the following issues:

- Two Disciplinary Referral Forms were not signed by the person entering the data in PowerSchool.

- The incident date on one Disciplinary Referral Form did not match the data entry in PowerSchool.
- No entry of incident code was noted on five Disciplinary Referral Forms.
- Three Disciplinary Referral Form could not be located on site.

Disciplinary Referral Forms are the basis for mandatory state reporting on disciplinary issues. Fully completing this form, including the referral code, signature of the person entering the information, and disposition of the incident, improves the reliability of the data entered into PowerSchool. Reliable data in the system is essential for effective use of student information, and for reliable reporting to the state.

Recommendation(s):

- Disciplinary Referral Forms should be fully completed, including the referral code, name of person making the referral, parent/guardian information, disposition of the incident, signature of the person entering the information, and signature of the person entering the data in order to provide complete and reliable information for state and local reporting.
- The data included on the Disciplinary Referral Form should be entered in PowerSchool accurately for the discipline incident to provide complete and reliable information for state and local reporting.
- Disciplinary Referral Forms should be signed by the person entering the incident in PowerSchool.

Management's Actions

Gould has a policy that all Discipline Referrals are to be checked and reviewed by two persons, an administrator and the IS for accuracy before being entered. The person entering the data is required to sign off on the Discipline Referral form. This will need to be reviewed and reiterated to insure compliance.



SAVANNAH-CHATHAM COUNTY BOARD OF EDUCATION
Internal Audit Department
208 Bull Street, Room 310
Savannah, GA 31401

Mr. Timothy Cox, Principal
Groves High School
100 Priscilla D. Thomas Way
Savannah, GA 31408

Dear Mr. Cox,

Internal Audit has completed a Business Process Follow-Up Review for Groves High School. The purpose of this letter is to document the results of that review and to identify actions that have already been taken or that will be taken in the future.

Review Objectives

The objectives of the review were to test internal controls for the business processes at Groves High School, and to provide the principal with feedback on changes implemented as a result of the original internal control review to ensure that internal controls are working as expected.

Scope of Review

To complete the review, Internal Audit tested a sample of transactions covering the following business processes Groves High School:

- Purchasing and Accounts Payable
- Student Data.

Some transaction testing was performed during March 2018 using data available from the District's mainframe computer systems. This review was completed with a site visit to the school on March 21, 2018.

Internal Audit conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that the audit be planned and performed to obtain sufficient, appropriate evidence to provide a reasonable basis for findings and conclusions based on the audit objectives. Internal Audit believes the evidence obtained provides a reasonable basis for the findings and conclusions based on the audit objectives.

Background

Mr. Cox was appointed as principal at Groves High School on July 1, 2016. Mr. Cox has been employed by the District for 19 years.

The secretary at Groves High School is responsible for the areas of Purchasing and Accounts Payable. The secretary is no longer with the District. She was assigned to the school for 20 years and employed by SCCPSS for 38 years.

The information specialist is responsible for the area of Student Data. The information specialist has been assigned to this school for three years. She has been employed by SCCPSS for nine years.

Comparison of Reviews

Internal Audit completed reviews of business processes at Groves High School on the dates shown in the table. The number of errors found in each area during this review is shown in this list. While some errors may be attributable to human error, the number of errors is expected to decrease over time.

Area/Finding	July 2016 Review	March 2018 Review
Purchasing and Accounts Payable	n=29	n=30
• Purchase order did not have a receiver document with a signature and/or date to show the items received	7%	0%
• Purchase order was entered after the goods were received	0%	3%
• Purchase order was not entered in LEAFS within 72 hours, as required by the Purchasing Manual	28%	10%
• Receiver date in LEAFS did not agree with date on packing slip	0%	3%
Student Data	n=30	n=30
• Attendance data in PowerSchool did not match the Disciplinary Referral Form	3%	0%
• Incident date and/or consequence code on Disciplinary Referral Form did not match the data in PowerSchool	17%	0%
• Incident was not reported to the State as documented on the Disciplinary Referral Form	3%	0%

Results of Review and Opinion

The results of this review are listed for each of the business processes on the attachment to this letter. These results show emerging improvements in the area of Purchasing and Accounts Payable and exemplary improvements in the area of Student Data.

A 50% reduction in the number of comments in any single area is considered emerging improvements. Areas with all significant comments resolved are considered proficient, while exemplary improvements are shown when all comments are resolved and/or best practices are in use.

Internal Audit has also included information that the administration provided regarding the actions taken or to be taken to strengthen internal controls in each area. These actions should provide the necessary internal control improvements.

Internal Audit appreciates the assistance and support provided by the principal and the staff at Groves High School in completing this Business Process Follow-Up Review.

Sincerely,

Senior Director, Internal Audit

Groves High School
Business Process Follow-Up Review
March 2018

RESULTS OF REVIEW

The results of the Business Process Follow-Up Review at Groves High School are described below for each area reviewed. Information that the principal provided describing the actions that have been taken or will be taken are included in italics at the end of each section.

PURCHASING AND ACCOUNTS PAYABLE

Internal Audit selected 30 purchase orders for review. Internal Audit compared the documentation at the school site to the information in LEAFS, the District's financial accounting system. Internal Audit found the following issues:

- One purchase order was not entered until after the goods were received by the school site.
- Three purchase orders were not received in LEAFS within 72 hours, as required by the Purchasing Manual.
- The receiver date in LEAFS did not agree with the receiver date on one packing slip.

Purchase orders use a standard approval process, creating an effective internal control. Ordering items/goods prior to completing a purchase order weakens the established controls.

Payments to vendors are triggered in part by entering the date the items are received into LEAFS. Prompt entry of receiving information, as required by the District's Purchasing Manual, allows prompt payment to vendors.

Payments to vendors are triggered in part by entering the date the items are received into LEAFS. Prompt entry of receiving information, as required by the District's Purchasing Manual, allows prompt payment to vendors.

Recommendation(s):

- Items should not be ordered prior to the completion of a purchase order. Following the established purchase order process helps to ensure the application of internal controls to purchasing transactions.
- Receiving information should be entered in LEAFS within 72 hours, as required by the District's Purchasing Manual.
- Receiving information in LEAFS should reflect the date the goods are received onsite to provide assurance they were received within 72 hours, as required by the Purchasing Manual.

Management's Actions

Groves has procedures in place but we will monitor our processes closer to ensure the procedures are being followed. Administration will also document any individual who violates our procedures as it relates to purchasing and accounts payable procedures. We have made improvements from the previous audit and we will work to continue that trend.

STUDENT DATA

Internal Audit selected 30 student discipline incidents for review. Internal Audit compared the Disciplinary Referral Form to the information in PowerSchool, the District's student information system. If the student was assigned in-school or out-of-school suspension, we also checked the student's attendance data for those days. Internal Audit found all transactions followed District guidelines.

Internal controls in this area appear to be functioning appropriately; therefore, we have no recommendations.



SAVANNAH-CHATHAM COUNTY BOARD OF EDUCATION
Internal Audit Department
208 Bull Street, Room 310
Savannah, GA 31401

Ms. Sylvia Wallis, Principal
Heard Elementary School
414 Lee Blvd.
Savannah, GA 31405

Dear Ms. Wallis,

Internal Audit has completed a Business Process Follow-Up Review for Heard Elementary School. The purpose of this letter is to document the results of that review and to identify actions that have already been taken or that will be taken in the future.

Review Objectives

The objectives of the review were to test internal controls for the business processes at Heard Elementary School and to provide the principal with feedback on changes implemented as a result of the original internal control review to ensure that internal controls are working as expected.

Scope of Review

To complete the review, Internal Audit tested a sample of transactions covering the following business processes at Heard Elementary School:

- Purchasing and Accounts Payable,
- Student Activity Funds,
- Purchase Cards

Some transaction testing was performed during February 2018 using data available from the District's mainframe computer systems. This review was completed with a site visit to the school on February 28, 2018.

Internal Audit conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that the audit be planned and performed to obtain sufficient, appropriate evidence to provide a reasonable basis for findings and conclusions based on the audit objectives. Internal Audit believes the evidence obtained provides a reasonable basis for the findings and conclusions based on the audit objectives.

Background

Ms. Wallis was appointed as principal at Heard Elementary School in July 2011. Ms. Wallis has been employed by the District for 43 years.

The secretary at Heard Elementary School is responsible for the areas of Purchasing and Accounts Payable, Student Activity Funds, and Purchase Cards. The secretary has been assigned to this school for three years and employed by SCCPSS for three years.

Comparison of Reviews

Internal Audit completed reviews of business processes at Heard Elementary School on the dates shown in the table. The number of errors found in each area during this review is shown in this list. While some errors may be attributable to human error, the number of errors is expected to decrease over time.

Area/Finding	Aug. 29, 2017 Review	Feb. 28, 2018 Review
Purchasing and Accounts Payable	n=30	n=20
• Packing slip(s) missing	30%	0%
• Packing slip was not signed and/or dated	13%	0%
• Receiver date in LEAFS did not match date on Packing slip	0%	15%
Student Activity Funds	n=30	n=30
• Report of Monies Collected Forms missing	20%	10%
• Incomplete Report of Monies Collected Form	27%	0%
• SchoolCash.net receipt missing	10%	7%
• Receipts from sponsors missing	0%	7%
• Receipt from sponsor was not dated within 24 hours of the Report of Monies Collected Form	0%	3%
• Entry into SchoolCash.net was not dated the same day as Report of Monies Collected Form	0%	3%
• Check Request Form missing	10%	3%
• Incomplete Report of Monies Collected Form	37%	13%
• Check request was requested and approved by the same person	10%	0%
Purchase Cards	n=15	n=15
• Monthly reconciliations were not completed within the timeframe allowed by the Purchasing Card Handbook	100%	0%

Results of Review and Opinion

The results of this review are listed for each of the business processes on the attachment to this letter. These results show emerging improvements in the area of Purchasing and Accounts Payable and Student Activity Funds; exemplary improvements in the area of Purchase Cards.

A 50% reduction in the number of comments in any single area is considered emerging improvements. Areas with all significant comments resolved are considered proficient, while exemplary improvements are shown when all comments are resolved and/or best practices are in use.

Internal Audit has also included information that the administration provided regarding the actions taken or to be taken to strengthen internal controls in each area. These actions should provide the necessary internal control improvements.

Internal Audit appreciates the assistance and support provided by the principal and the staff at Heard Elementary School in completing this Business Process Follow-Up Review.

Sincerely,

Senior Director, Internal Audit

Heard Elementary School
Business Process Follow-Up Review
February 2018

RESULTS OF REVIEW

The results of the Business Process Follow-up Review at Heard Elementary School are described below for each area reviewed. Information that the principal provided describing the actions that have been taken or will be taken are included in italics at the end of each section.

PURCHASING AND ACCOUNTS PAYABLE

Internal Audit selected 20 purchase orders for review (all transactions within our scope). Internal Audit compared the documentation at the school site to the information in LEAFS, the District's financial accounting system. Internal Audit found the following issues:

- The receiver date in LEAFS did not agree with the receiver date on three packing slips.

Payments to vendors are triggered in part by entering the date the items are received into LEAFS. Prompt entry of receiving information, as required by the District's Purchasing Manual, allows prompt payment to vendors.

Recommendation(s):

- Receiving information in LEAFS should reflect the date the goods are received onsite to provide assurance they were received within 72 hours, as required by the Purchasing Manual.

Management's Response

We will make certain that the date the goods are received matches the date received in LEAFS.

STUDENT ACTIVITY FUNDS

Receipts

Internal Audit selected 15 receipt transactions for review. The supporting documentation was reviewed for accuracy and completeness. Internal Audit found the following issues:

- One entry into SchoolCash.net, the District's SAF accounting system, was not dated the same day as the Report of Monies Collected Form, as required by the Student Activity Fund Handbook.
- The receipts supporting two Report of Monies Collected Forms were missing.
- The receipts supporting one Report of Monies Collected Form was not dated within 24 hours of the Report of Monies Collected Form.
- Three Report of Monies Collected Forms could not be located onsite.
- Two Report of Monies Collected Forms did not have SchoolCash.net receipt to support entry into SchoolCash.net.

Disbursements

Internal Audit selected 15 disbursement transactions for review. The supporting documentation was reviewed for accuracy and completeness. Internal Audit found the following issues:

- Four Check Request Forms were incomplete. The forms were missing either the name of the person requesting the check or the account name.
- One Check Request Form could not be located onsite for review.

Receipts validate the amount transferred from one person to another in the Student Activity Fund process, i.e. from a teacher or sponsor to the bookkeeper or the bookkeeper to the bank. These receipts establish accountability for the funds. The Student Activity Fund Handbook procedures state that receipts from SchoolCash.net must be issued for all monies collected from all sources when the money is collected. This process ensures that all transactions are recorded promptly and provides a tracking mechanism to ensure that all deposits are recorded in the bank.

Complete documentation of receipts, including a Report of Monies Collected Form, supports the deposit of money into a specific fund. Completing the account (fund) name/number helps to ensure that money is deposited in the correct fund. Signatures on the Report of Monies Collected Forms establish accountability for the funds.

Check requests are an important part of internal control. By completing the entire check request (including the checklist box), the SAF bookkeeper knows how to prepare the check, which fund number to use to generate the check, and can verify that the check is being requested in accordance with the Activity Charter. The fund balance on the check request assures the person approving the request that funds are available for use. Signatures of the person requesting the check, approving the check and printing the check establish accountability for the funds.

Recommendation(s):

- SchoolCash.net receipts should be provided by the bookkeeper to the person turning in a Report of Monies Collected Form at the time the money is collected.
- Receipts from the sponsor should be presented along with the Report of Monies Collected Form to the bookkeeper to validate the funds submitted and within 24hours of receipt of the funds.
- Report of Monies Collected Forms should be completed entirely, including fund name/number, receipt numbers (or list of names and amounts collected, if under \$5 each), total amount of money collected, reason for collection, and signature of the person submitting the funds.
- All check requests should be completed prior to printing a check, including fund name/number, fund balance, checklist box, and purpose of the check. Supporting documentation, such as an invoice or a receipt, should be attached to the check request.

Management's Response

SchoolCash.net receipts will be printed out for the person turning in funds at the time of collection. Administrators will reiterate to Teachers/Sponsors the importance of filling out the Report of Monies Collected Form in its entirety and to list names of students and how much was collected (if under \$5).

PURCHASE CARDS

Internal Audit selected 15 purchase card transactions for review. The monthly reconciliations and supporting documentation were reviewed. Internal Audit found all transactions followed District guidelines.

Internal controls in this area appear to be functioning appropriately; therefore, we have no recommendations.



SAVANNAH-CHATHAM COUNTY BOARD OF EDUCATION
Internal Audit Department
208 Bull Street, Room 310
Savannah, GA 31401

Ms. Kimberly Newman, Principal
Hesse K-8 School
9116 Whitefield Avenue
Savannah, GA 31406

Dear Ms. Newman,

Internal Audit has completed a Business Process Follow-Up Review for Hesse K-8 School. The purpose of this letter is to document the results of that review and to identify actions that have already been taken or that will be taken in the future.

Review Objectives

The objectives of the review were to test internal controls for the business processes at Hesse K-8 School, and to provide the principal with feedback on changes implemented as a result of the original internal control review to ensure that internal controls are working as expected.

Scope of Review

To complete the review, Internal Audit tested a sample of transactions covering the following business processes at Hesse K-8 School:

- Purchasing and Accounts Payable

Some transaction testing was performed during February 2018 using data available from the District's mainframe computer systems. This review was completed with a site visit to the school on March 20, 2018.

Internal Audit conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that the audit be planned and performed to obtain sufficient, appropriate evidence to provide a reasonable basis for findings and conclusions based on the audit objectives. Internal Audit believes the evidence obtained provides a reasonable basis for the findings and conclusions based on the audit objectives.

Background

Ms. Newman was appointed as principal at Hesse K-8 School on July 1, 2016. Ms. Newman has been employed by the District for twenty-five years.

The secretary at Hesse K-8 School has been in the position for eight months and is responsible for the area of Purchasing and Accounts Payable. She has been assigned to this school for twenty-four years and employed by SCCPSS for twenty-seven years.

Comparison of Reviews

Internal Audit completed reviews of business processes at Hesse K-8 School on the dates shown in the table. The number of errors found in each area during this review is shown in this list. While some errors may be attributable to human error, the number of errors is expected to decrease over time.

Area/Finding	Feb. 17, 2016 Review	March 20, 2018 Review
Purchasing and Accounts Payable	n=27	n=29
• Packing slip(s) were not signed or dated	7%	7%
• Receiver date in LEAFS did not agree with date on packing slip	4%	0%
• Purchase order was entered after the goods were received	4%	0%
• Goods were not entered into LEAFS within 72 hours of receipt of goods onsite	37%	0%

Results of Review and Opinion

The results of this review are listed for each of the business processes on the attachment to this letter. These results show proficiency in the area of Purchasing and Accounts Payable.

A 50% reduction in the number of comments in any single area is considered emerging improvements. Areas with significant comments resolved are considered proficient, while exemplary improvements are shown when all comments are resolved and/or best practices are in use.

Internal Audit has also included information that the administration provided regarding the actions taken or to be taken to strengthen internal controls in each area. These actions should provide the necessary internal control improvements.

Internal Audit appreciates the assistance and support provided by the principal and the staff at Hesse K-8 School in completing this Business Process Follow-Up Review.

Sincerely,

Senior Director, Internal Audit

Hesse K-8 School
Business Process Follow-Up Review
March 2018

RESULTS OF REVIEW

The results of the Business Process Follow-Up Review at Hesse K-8 School are described below for each area reviewed. Information that the principal provided describing the actions that have been taken or will be taken are included in italics at the end of each section.

PURCHASING AND ACCOUNTS PAYABLE

Internal Audit selected 29 purchase orders for review (the total purchase orders within the scope of the audit). Internal Audit compared the documentation at the school site to the information in LEAFS, the District's financial accounting system. Internal Audit found the following issues:

- Two purchase orders did not have a receiver document with a signature and/or date to show the items were received.

Packing lists or similar documentation that include dates and signatures are an essential part of internal control because they provide evidence that the items were received, who had custody of the items, and that receivers were entered in the LEAFS system within the required time period.

Recommendation(s):

- All packages should be routed to a single person for receiving purposes. This person should open the package, compare the contents to the packing list, then sign and date the packing list to create accountability for all items received. After the packing list or similar documentation is signed, the contents of the package can be distributed as necessary, while the packing list is maintained with the purchasing documents.

Management Response

One person (media specialist) will be assigned to receive all materials, open the package and check contents, date the packing list and give to the bookkeeper. The bookkeeper will enter the receiver within 72 hours of receipt of goods. Monthly reviews of all purchase orders and receivers will be completed to ensure the process is being followed.



SAVANNAH-CHATHAM COUNTY BOARD OF EDUCATION
Internal Audit Department
208 Bull Street, Room 310
Savannah, GA 31401

Lesley Jordan, Principal
Hubert Middle School
768 Grant Street
Savannah, GA 31401

Dear Ms. Jordan,

Internal Audit has completed a Business Process Follow-Up Review for Hubert Middle School. The purpose of this letter is to document the results of that review and to identify actions that have already been taken or that will be taken in the future.

Review Objectives

The objectives of the review were to test internal controls for the business processes at Hubert Middle School and to provide the principal with feedback on changes implemented as a result of the original internal control review to ensure that internal controls are working as expected.

Scope of Review

To complete the review, Internal Audit tested a sample of transactions covering the following business processes at Hubert Middle School:

- Purchasing and Accounts Payable,
- Student Activity Funds, and
- Student Data

Some transaction testing was performed during February using data available from the District's mainframe computer systems. This review was completed with a site visit to the school on March 12, 2018.

Internal Audit conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that the audit be planned and performed to obtain sufficient, appropriate evidence to provide a reasonable basis for findings and conclusions based on the audit objectives. Internal Audit believes the evidence obtained provides a reasonable basis for the findings and conclusions based on the audit objectives.

Background

Ms. Jordan was appointed as principal at Hubert Middle School on July 1, 2017. Ms. Jordan has been employed by the District for six years.

The secretary at Hubert Middle School is responsible for the areas of Purchasing and Accounts Payable and Student Activity Funds. The secretary has been assigned to this school for half the year and employed by SCCPSS for half the year.

The information specialist is responsible for the area of Student Data. The information specialist has been assigned to this school for 17 years. She has been employed by SCCPSS for 26 years.

Comparison of Reviews

Internal Audit completed reviews of business processes at Hubert Middle School on the dates shown in the table. The number of errors found in each area during this review is shown in this list. While some errors may be attributable to human error, the number of errors is expected to decrease over time.

Area/Finding	Sept. 1, 2017 Review	Mar. 12, 2018 Review
Purchasing and Accounts Payable	n=30	n=17
• Packing slip was not signed or dated	13%	0%
• Packing slip(s) missing	3%	0%
• Purchase order was entered after the goods were received	7%	0%
• Receivers were not entered within 72 hours	17%	0%
• Receiver date in LEAFS did not agree with date on packing slip	3%	0%
Student Activity Funds	n=30	n=30
• Report of Monies Collected Forms had missing receipts	20%	7%
• Sponsor reports were not onsite for review	47%	0%
• Check Disbursements did not have supporting documentation	10%	0%
• Check Disbursement was requested and approved by the same person	7%	3%
• Check Request Form incomplete	0%	3%
Student Data	n=29	n=30
• Disciplinary Referral Form could not be located onsite for review	14%	0%
• Disciplinary Referral Form was not signed by the person entering the data	14%	0%
• Attendance data in PowerSchool did not match the Disciplinary Referral Form	3%	13%
• PowerSchool data did not match the data on Disciplinary Referral Form	10%	0%
• Disciplinary Referral Form was incomplete	7%	0%

Results of Review and Opinion

The results of this review are listed for each of the business processes on the attachment to this letter. These results show exemplary improvements in the area of Purchasing and Accounts Payable; emerging improvements in the area of Student Activity Funds and in the area of Student Data.

A 50% reduction in the number of comments in any single area is considered emerging improvements. Areas with all significant comments resolved are considered proficient, while exemplary improvements are shown when all comments are resolved and/or best practices are in use.

Internal Audit has also included information that the administration provided regarding the actions taken or to be taken to strengthen internal controls in each area. These actions should provide the necessary internal control improvements.

Internal Audit appreciates the assistance and support provided by the principal and the staff at Hubert Middle School in completing this Business Process Follow-Up Review.

Sincerely,

Senior Director, Internal Audit

Hubert Middle School
Business Process Follow-Up Review
March 2018

RESULTS OF REVIEW

The results of the Business Process Follow-Up Review at Hubert Middle School are described below for each area reviewed. Information that the principal provided describing the actions that have been taken or will be taken are included in italics at the end of each section.

PURCHASING AND ACCOUNTS PAYABLE

Internal Audit selected 17 purchase orders for review (all transactions within our scope). Internal Audit compared the documentation at the school site to the information in LEAFS, the District's financial accounting system. Internal Audit found the following all transactions followed District guidelines:

Internal controls in this area appear to be functioning appropriately; therefore, we have no recommendations.

STUDENT ACTIVITY FUNDS

Receipts

Internal Audit selected 15 receipt transactions for review. The supporting documentation was reviewed for accuracy and completeness. Internal Audit found the following issue:

- The receipts supporting two Report of Monies Collected Forms were missing.

Disbursements

Internal Audit selected 15 disbursement transactions for review. The supporting documentation was reviewed for accuracy and completeness. Internal Audit found the following issues:

- One Check Request Form was incomplete. It was missing the signature of the requestor.
- One Check Request Form was requested and authorized by the principal.

Receipts validate the amount transferred from one person to another in the Student Activity Fund process, i.e. from a teacher or sponsor to the bookkeeper or the bookkeeper to the bank. These receipts establish accountability for the funds. The Student Activity Fund Handbook procedures state that receipts from SchoolCash.net must be issued for all monies collected from all sources when the money is collected. This process ensures that all transactions are recorded promptly and provides a tracking mechanism to ensure that all deposits are recorded in the bank.

Check requests are an important part of internal control. By completing the entire check request (including the checklist box), the SAF bookkeeper knows how to prepare the check, which fund number to use to generate the check, and can verify that the check is being requested in accordance with the Activity Charter. The fund balance on the check request assures the person approving the request that funds are available for use. Signatures of the person requesting the check, approving the check and printing the check establish accountability for the funds.

When a principal requests a SAF check to be issued, the SAF check request form is signed/authorized by the assistant principal to ensure proper authorization of the disbursement.

Recommendation(s):

- Receipts from the sponsor should be presented along with the Report of Monies Collected Form to the bookkeeper to validate the funds submitted and within 24hours of receipt of the funds.
- All check requests should be completed prior to printing a check, including fund name/number, fund balance, checklist box, purpose of the check, and required signatures. Supporting documentation, such as an invoice or a receipt, should be attached to the check request.
- Check Requests should be signed/authorized by the assistant principal when a check request is requested by the principal.

Management's Actions

Provide additional training to staff on the SAF Manual for protocols and procedures for the appropriate collection and accountability to student funds. School administration will ensure that prior to approving check requests, all documentation is attached. Additionally, the principal will ensure that all check requests, even those requested by the principal for third party payments are approved by the assistant principal.

STUDENT DATA

Internal Audit selected 30 student discipline incidents for review. Internal audit compared the Disciplinary Referral Form to the information in PowerSchool, the district's student information system. If the student was assigned in-school or out-of-school suspension, we also check the student's attendance data for those days. Internal Audit found the following issues:

- Attendance data in PowerSchool for four incidents did not match the information on the Disciplinary Referral Forms.

Disciplinary Referral Forms are the basis for mandatory state reporting on disciplinary issues. Fully completing this form, including the referral code, signature of the person entering the information, and disposition of the incident, improves the reliability of the data entered into PowerSchool. Reliable data in the system is essential for effective use of student information, and for reliable reporting to the state.

Recommendation(s):

- Attendance data in PowerSchool should agree with the disposition data entered in PowerSchool as reflected on the Disciplinary Referral Form for the discipline incident.

Management's Actions

Review expectations of referrals process with administration and information specialist. Ensure that administration completes referrals accurately to reflect attendance based on OSS/ISS. Additionally, if the disposition changes, ensure that referrals are properly documented and the information specialist records the updates accurately. Administration will also perform spot checks of referral data at least once a quarter.



SAVANNAH-CHATHAM COUNTY BOARD OF EDUCATION
Internal Audit Department
208 Bull Street, Room 310
Savannah, GA 31401

Ms. Kerry Coursey, Principal
Islands High School
170 Whitmarsh Islands Road
Savannah, GA 31410

Dear Ms. Coursey,

Internal Audit has completed a Business Process Follow-Up Review for Islands High School. The purpose of this letter is to document the results of that review and to identify actions that have already been taken or that will be taken in the future.

Review Objectives

The objectives of the review were to test internal controls for the business processes at Islands High School, and to provide the principal with feedback on changes implemented as a result of the original internal control review to ensure that internal controls are working as expected.

Scope of Review

To complete the review, Internal Audit tested a sample of transactions covering the following business processes at Islands High School:

- Student Activity Funds

Some transaction testing was performed during February 2018 using data available from the District's mainframe computer systems. This review was completed with a site visit to the school on March 9, 2018.

Internal Audit conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that the audit be planned and performed to obtain sufficient, appropriate evidence to provide a reasonable basis for findings and conclusions based on the audit objectives. Internal Audit believes the evidence obtained provides a reasonable basis for the findings and conclusions based on the audit objectives.

Background

Ms. Coursey was appointed as principal at Islands High School in July 2014. She has been employed by the District for 26 years.

The secretary at Islands High School is responsible for the area of Student Activity Funds. The secretary has been assigned to this school for four years and employed by SCCPSS for 20 years.

Comparison of Reviews

Internal Audit completed reviews of business processes at Islands High School on the dates shown in the table. The number of errors found in each area during this review is shown in this list. While some errors may be attributable to human error, the number of errors is expected to decrease over time.

Area/Finding	Jun. 12, 2017 Review	Mar. 9, 2018 Review
Sample Size		
Student Activity Funds	n=30	n=30
• Report of Monies Collected Forms were missing receipts	3%	3%
• Receipt from sponsor was not dated within 24 hours of Report of Monies Collected Form	13%	3%
• Entry into SchoolCash.net was not the same date as the Report of Monies Collected Form	23%	30%
• Sponsor reports were not signed	0%	13%
• Funds were not deposited within 24 hours	13%	17%
• Disbursement did not follow SAF Handbook guidelines	0%	7%
• Check request documentation did not match payment amount	0%	3%
• Public Gifts did not follow District guidelines	7%	0%
• Check Request Form was incomplete	3%	0%

Results of Review and Opinion

The results of this review are listed for each of the business processes on the attachment to this letter. These results show no changes in the area of Student Activity Funds.

A 50% reduction in the number of comments in any single area is considered emerging improvements. Areas with all significant comments resolved are considered proficient, while exemplary improvements are shown when all comments are resolved and/or best practices are in use.

Internal Audit has also included information that the administration provided regarding the actions taken or to be taken to strengthen internal controls in each area. These actions should provide the necessary internal control improvements.

Internal Audit will schedule additional site visits to determine if progress is made toward strengthening controls in these areas.

Internal Audit appreciates the assistance and support provided by the principal and the staff at Islands High School in completing this Business Process Follow-Up Review.

Sincerely, Senior Director, Internal Audit

Islands High School
Business Process Follow-Up Review
March 2018

RESULTS OF REVIEW

The results of the Business Process Follow-Up Review at Islands High School are described below for each area reviewed. Information that the principal provided describing the actions that have been taken or will be taken are included in italics at the end of each section.

STUDENT ACTIVITY FUNDS

Receipts

Internal Audit selected 15 receipt transactions for review. The supporting documentation was reviewed for accuracy and completeness. Internal Audit found the following issues:

- Nine entries into SchoolCash.net, the District's SAF accounting system, were not dated the same day as the Report of Monies Collected Form, as required by the Student Activity Fund Handbook.
- The receipts supporting one Report of Monies Collected Form were missing.
- The receipt supporting one Report of Monies Collected Form was not dated within 24 hours of the Report of Monies Collected Form.
- Five deposits were not made within 24 hours after the funds were received by the sponsor.
- Four monthly sponsor reports were not signed by the sponsor to verify the account activity and balance as required by the SAF Handbook.

Disbursements

Internal Audit selected 15 disbursement transactions for review. The supporting documentation was reviewed for accuracy and completeness. Internal Audit found the following issues:

- Two Check Request Forms did not follow District guidelines. The check was approved by the same person who requested the check disbursement.
- One Check Request had supporting documentation that did not match the amount requested for disbursement.

Receipts validate the amount transferred from one person to another in the Student Activity Fund process, i.e. from a teacher or sponsor to the bookkeeper or the bookkeeper to the bank. These receipts establish accountability for the funds. The Student Activity Fund Handbook procedures state that receipts from SchoolCash.net must be issued for all monies collected from all sources when the money is collected. This process ensures that all transactions are recorded promptly and provides a tracking mechanism to ensure that all deposits are recorded in the bank.

Complete documentation of receipts, including a Report of Monies Collected Form, supports the deposit of money into a specific fund. Completing the account (fund) name/number helps to ensure that money is deposited in the correct fund. Signatures on the Report of Monies Collected Forms establish accountability for the funds.

Deposits should be made on a daily basis to reduce the risk of loss and/or theft. This also reduces the time between receipt of the funds and when the funds are available for use by the activity sponsor.

Monthly sponsor reports allow the sponsor to verify that all transactions have been recorded properly in accounts for which they are responsible. It serves as an internal control to ensure that possible data entry errors are recognized and corrected in a timely manner

Complete documentation of expenditures, including a Check Request Form and an invoice, supports the disbursement of money from a specific fund. Completing the account (fund) name/number helps to ensure that money is disbursed from the correct fund. Signatures on the Check Request Form establish

accountability for the funds.

When a principal requests a SAF check to be issued, the SAF check request form is signed/authorized by the assistant principal to ensure proper authorization of the disbursement.

Recommendation(s):

- SchoolCash.net receipts should be provided by the bookkeeper to the person turning in a Report of Monies Collected Form at the time the money is collected.
- Receipts from the sponsor should be presented along with the Report of Monies Collected Form to the bookkeeper to validate the funds submitted and within 24 hours of receipt of the funds.
- Report of Monies Collected Forms should be completed entirely, including fund name/number, receipt numbers (or list of names and amounts collected, if under \$5 each), total amount of money collected, reason for collection, and signature of the person submitting the funds.
- Deposits should be made within 24 hours of receipt.
- Monthly sponsor reports should be signed and dated by each activity sponsor to validate the accuracy of the transactions in the account.
- Check Requests should be signed by the assistant principal when requested by the principal.
- Disbursements should have receipts that reflect the same dollar amount as requested on the Check Request Form.

Management's Response

While some improvement has been noted in a few of the areas audited additional steps must be taken to ensure compliance with timeliness of deposits and ensuring that deposits are made within 24 hours of receipt.

All money collected must now be turned in to the bookkeeper no later than 1:00pm to ensure enough time to complete deposit and record information in SchoolCash.net.

SAF Sponsors will receive an Outlook meeting invite for the day each month that they are to sign the Monthly Sponsor report.



SAVANNAH-CHATHAM COUNTY BOARD OF EDUCATION
Internal Audit Department
208 Bull Street, Room 310
Savannah, GA 31401

Bernadette Ball-Oliver, Principal
Johnson High School
3012 Sunset Boulevard
Savannah, GA 31404

Dear Ms. Ball-Oliver,

Internal Audit has completed a Business Process Follow-Up Review for Johnson High School. The purpose of this letter is to document the results of that review and to identify actions that have already been taken or that will be taken in the future.

Review Objectives

The objectives of the review were to test internal controls for the business processes at Johnson High School, and to provide the principal with feedback on changes implemented as a result of the original internal control review to ensure that internal controls are working as expected.

Scope of Review

To complete the review, Internal Audit tested a sample of transactions covering the following business processes at Johnson High School:

- Purchasing and Accounts Payable
- Student Data

Some transaction testing was performed during February 2018 using data available from the District's mainframe computer systems. This review was completed with a site visit to the school on March 19, 2018.

Internal Audit conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that the audit be planned and performed to obtain sufficient, appropriate evidence to provide a reasonable basis for findings and conclusions based on the audit objectives. Internal Audit believes the evidence obtained provides a reasonable basis for the findings and conclusions based on the audit objectives.

Background

Ms. Ball-Oliver was appointed as principal at Johnson High School in July 2011. Ms. Ball-Oliver has been employed by the District for 29 years.

The secretary at Johnson High School is responsible for the areas of Purchasing and Accounts Payable. The secretary has been assigned to this school for three years and has been employed by SCCPSS for 4 years.

The information specialist is responsible for the area of Student Data. The information specialist has been assigned to this school for six years. She has been employed by SCCPSS for 18 years.

Comparison of Reviews

Internal Audit completed reviews of business processes at Johnson High School on the dates shown in the table. The number of errors found in each area during this review is shown in this list. While some errors may be attributable to human error, the number of errors is expected to decrease over time.

Area/Finding	Aug. 29, 2017 Review	Mar. 19, 2018 Review
Purchasing and Accounts Payable	n=29	n=30
• Packing slip(s) missing	3%	3%
• Packing slip was not signed or dated	48%	3%
• Receiver information was not entered within 72 hours	0%	3%
• Receiver date on packing slip did not match receiver date in LEAFS	0%	20%
Student Data	n=30	n=30
• Disciplinary Referral Form not located	3%	3%
• Disciplinary Referral Form does not match PowerSchool	3%	3%
• Disciplinary Referral Form was incomplete	33%	0%

Results of Review and Opinion

The results of this review are listed for each of the business processes on the attachment to this letter. These results show no changes in the area of Purchasing and Accounts Payable and emerging improvements in the area of Student Data.

A 50% reduction in the number of comments in any single area is considered emerging improvements. Areas with all significant comments resolved are considered proficient, while exemplary improvements are shown when all comments are resolved and/or best practices are in use.

Internal Audit has also included information that the administration provided regarding the actions taken or to be taken to strengthen internal controls in each area. These actions should provide the necessary internal control improvements.

Internal Audit will schedule additional site visits to determine if progress is made toward strengthening controls in these areas.

Internal Audit appreciates the assistance and support provided by the principal and the staff at Johnson High School in completing this Business Process Follow-Up Review.

Sincerely, Senior Director, Internal Audit

Johnson High School
Business Process Follow-Up Review
March 2018

RESULTS OF REVIEW

The results of the Business Process Follow-Up Review at Johnson High School are described below for each area reviewed. Information that the principal provided describing the actions that have been taken or will be taken are included in italics at the end of each section.

PURCHASING AND ACCOUNTS PAYABLE

Internal Audit selected 30 purchase orders for review. Internal Audit compared the documentation at the school site to the information in LEAFS, the District's financial accounting system. Internal Audit found the following issues:

- One purchase order did not have a receiver document with a signature and/or date to show the items were received.
- One packing slip could not be located onsite for review.
- For one purchase order, the item was not received into LEAFS within 72 hours, as required by the Purchasing Manual.
- The receiver date in LEAFS did not agree with the receiver date on six packing slips.

Packing lists or similar documentation that include dates and signatures are an essential part of internal control because they provide evidence that the items were received, who had custody of the items, and that receivers were entered in the LEAFS system within the required time period.

Payments to vendors are triggered in part by entering the date the items are received into LEAFS. Prompt entry of receiving information, as required by the District's Purchasing Manual, allows prompt payment to vendors.

Recommendation(s):

- All packages should be routed to a single person for receiving purposes. This person should open the package, compare the contents to the packing list, then sign, and date the packing list to create accountability for all items received. After the packing list or similar documentation is signed, the contents of the package can be distributed as necessary, while the packing list is maintained with the purchasing documents.
- Receiving information in LEAFS should reflect the date the goods are received onsite to provide assurance they were received within 72 hours, as required by the Purchasing Manual.

Management's Actions

- *All items will be received in the front office conference room. Additionally, we will make sure all signatures are obtained prior to distribution of the items. When packages arrive without a packing slip, it will be noted and we will contact the company.*
- *In addition, the secretary handling purchasing and accounts payable will conduct a refresher for the athletic director.*

STUDENT DATA

Internal Audit selected 30 student discipline incidents for review. Internal Audit compared the Disciplinary Referral Form to the information in PowerSchool, the District's student information system. If the student was assigned in-school or out-of-school suspension, we also checked the student's attendance data for those days. Internal Audit found the following issues:

- The incident date on one Disciplinary Referral Form did not match the data entry in PowerSchool.
- One Disciplinary Referral Form could not be located onsite.

Disciplinary Referral Forms are the basis for mandatory state reporting on disciplinary issues. Fully

completing this form, including the referral code, signature of the person entering the information, and disposition of the incident, improves the reliability of the data entered into PowerSchool. Reliable data in the system is essential for effective use of student information, and for reliable reporting to the state.

Recommendation(s):

- The data included on the Disciplinary Referral Form should be entered in PowerSchool accurately for the discipline incident to provide complete and reliable information for state and local reporting and maintained onsite.

Management's Actions

- *All referrals will be completed in their entirety. The IS will not complete entry if the referral is not completed in its entirety. She will contact the administrator immediately to correct and resolve any issue if necessary.*



SAVANNAH-CHATHAM COUNTY BOARD OF EDUCATION
Internal Audit Department
208 Bull Street, Room 310
Savannah, GA 31401

Ms. Tahisha Wright, Principal
May Howard Elementary School
115 Wilmington Island Rd.
Savannah, GA 31410

Dear Ms. Wright,

Internal Audit has completed a Business Process Follow-Up Review for May Howard Elementary School. The purpose of this letter is to document the results of that review and to identify actions that have already been taken or that will be taken in the future.

Review Objectives

The objectives of the review were to test internal controls for the business processes at May Howard Elementary School and to provide the principal with feedback on changes implemented as a result of the original internal control review to ensure that internal controls are working as expected.

Scope of Review

To complete the review, Internal Audit tested a sample of transactions covering the following business processes at May Howard Elementary School:

- Purchasing and Accounts Payable
- Student Activity Funds

Some transaction testing was performed during February 2018 using data available from the District's mainframe computer systems. This review was completed with a site visit to the school on February 16, 2018.

Internal Audit conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that the audit be planned and performed to obtain sufficient, appropriate evidence to provide a reasonable basis for findings and conclusions based on the audit objectives. Internal Audit believes the evidence obtained provides a reasonable basis for the findings and conclusions based on the audit objectives.

Background

Ms. Wright was appointed as principal at May Howard Elementary School on September 5, 2017. Ms. Wright has been employed by the District for 13 years.

The secretary at May Howard Elementary School is responsible for the areas of Purchasing and Accounts Payable and Student Activity Funds. The secretary has been assigned to this school for 34 years and employed by SCCPSS for 34 years.

Comparison of Reviews

Internal Audit completed reviews of business processes at May Howard Elementary School on the dates shown in the table. The number of errors found in each area during this review is shown in this list. While some errors may be attributable to human error, the number of errors is expected to decrease over time.

Area/Finding	Sept. 26, 2017 Review	Feb. 16, 2018 Review
Purchasing and Accounts Payable	n=30	n=20
• Packing slip(s) missing	20%	0%
• No signed packing slip on file	10%	0%
• Receiver date in LEAFS did not agree with date on packing slip	13%	35%
• Receiver was not entered into LEAFS within 72 hours	10%	15%
Student Activity Funds	n=30	n=30
• Entry date into SchoolCash.net did not match the Report of Monies Collected Form.	3%	0%
• Receipts from sponsor were not dated within 24 hours of the Report of Monies Collected Form.	3%	0%
• Receipts were not attached to the Report of Monies Collected Form as required by the SAF Handbook	0%	17%
• Deposits were not made within 24 hours	7%	0%
• Incomplete Report of Monies Collected Form	3%	0%
• Public gift did not have a Public Gift Form on file	0%	3%
• Monthly Sponsor Reports were not signed	0%	20%
• Incomplete Check Request Forms	43%	0%

Results of Review and Opinion

The results of this review are listed for each of the business processes on the attachment to this letter. These results show no changes in the areas of Purchasing and Accounts Payable and Student Activity Funds.

A 50% reduction in the number of comments in any single area is considered emerging improvements. Areas with all significant comments resolved are considered proficient, while exemplary improvements are shown when all comments are resolved and/or best practices are in use.

Internal Audit has also included information that the administration provided regarding the actions taken or

to be taken to strengthen internal controls in each area. These actions should provide the necessary internal control improvements.

Internal Audit will schedule additional site visits to determine if progress is made toward strengthening controls in these areas.

Internal Audit appreciates the assistance and support provided by the principal and the staff at May Howard Elementary School in completing this Business Process Follow-Up Review.

Sincerely,

Senior Director, Internal Audit

May Howard Elementary School
Business Process Follow-Up Review
February 2018

RESULTS OF REVIEW

The results of the Business Process Follow-Up Review at May Howard Elementary School are described below for each area reviewed. Information that the principal provided describing the actions that have been taken or will be taken are included in italics at the end of each section.

PURCHASING AND ACCOUNTS PAYABLE

Internal Audit selected 20 purchase orders for review (total number of supply expenditures within the scope of our review). Internal Audit compared the documentation at the school site to the information in LEAFS, the District's financial accounting system. Internal Audit found the following issues:

- The receiver date in LEAFS did not agree with the receiver date on seven packing slips.
- Three purchase orders was not received in LEAFS within 72 hours, as required by the Purchasing Manual.

Payments to vendors are triggered in part by entering the date the items are received into LEAFS. Prompt entry of receiving information, as required by the District's Purchasing Manual, allows prompt payment to vendors.

Recommendation(s):

- Receiving information in LEAFS should reflect the date the goods are received onsite to provide assurance they were received within 72 hours, as required by the Purchasing Manual.

Management's Response

- *Mock Audit will be conducted (June 2018) to check all packing slips and highlighted receivers for items purchased. This Mock Audit will continue into the 2018-2019 school year every quarter.*
- *Receivers will be entered into LEAFS within 48 hours of receipt. (Note: per District Manual within 72 hours)*
- *Walkthroughs will be conducted by administrators every two weeks to ensure compliance.*

STUDENT ACTIVITY FUNDS

Receipts

Internal Audit selected 15 receipt transactions for review. The supporting documentation was reviewed for accuracy and completeness. Internal Audit found the following issues:

- The receipts supporting five Report of Monies Collected Forms were not attached to the form as required by the Student Activity Fund Handbook.
- One receipt was a public gift. No public gift forms were on file as required by the Student Activity Fund Handbook.
- Six receipts did not have signed monthly sponsor reports by the sponsor in order to verify the account activity and balance as required by the SAF Handbook.

Disbursements

Internal Audit selected 15 disbursement transactions for review. The supporting documentation was reviewed for accuracy and completeness. Internal Audit found all transactions followed District guidelines.

Complete documentation of receipts, including a Report of Monies Collected Form, supports the deposit of money into a specific fund. Completing the account (fund) name/number helps to ensure that money is deposited in the correct fund. Signatures on the Report of Monies Collected Forms establish accountability for the funds.

Board Policy KH and Administrative Regulation KH-R require that all public gifts be approved by the Board

of Education, the Superintendent or his/her designee to ensure that the gifts are for purposes deemed by the Board and the administration to be suitable.

Monthly sponsor reports allow the sponsor to verify that all transactions have been recorded properly in accounts for which they are responsible. It serves as an internal control to ensure that possible data entry errors are recognized and corrected in a timely manner.

Recommendation(s):

- Receipts from the sponsor should be presented along with the Report of Monies Collected Form to the bookkeeper to validate the funds submitted and within 24 hours of receipt of the funds.
- All public gifts should be approved by the Superintendent or his/her designee prior to acceptance. A copy of the approved Public Gift Receipt Form should be maintained at the school site.
- Monthly sponsor reports should be signed and dated by each activity sponsor to validate the accuracy of the transactions in the account.

Management's Response

- *Training will be conducted with staff to ensure compliance of district collection of money procedures.*
- *All public gifts will be approved and Public Gift Receipt will be provided. This area will also be reviewed during the quarterly mock audits.*
- *After review of our student activity accounts, all sponsors will be updated to ensure that the proper sponsor signatures are obtained monthly. This area will also be reviewed during quarterly mock audits.*



SAVANNAH-CHATHAM COUNTY BOARD OF EDUCATION
Internal Audit Department
208 Bull Street, Room 310
Savannah, GA 31401

Ms. Stacey McPipkin, Principal
Pooler Elementary School
308 Holly Avenue
Pooler, GA 31322

Dear Ms. McPipkin,

Internal Audit has completed a Business Process Follow-Up Review for Pooler Elementary School. The purpose of this letter is to document the results of that review and to identify actions that have already been taken or that will be taken in the future.

Review Objectives

The objectives of the review were to test internal controls for the business processes at Pooler Elementary School, and to provide the principal with feedback on changes implemented as a result of the original internal control review to ensure that internal controls are working as expected.

Scope of Review

To complete the review, Internal Audit tested a sample of transactions covering the following business processes at Pooler Elementary School:

- Student Activity Funds,
- Student Data

Some transaction testing was performed during February 2018 using data available from the District's mainframe computer systems. This review was completed with a site visit to the school on March 15, 2018.

Internal Audit conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that the audit be planned and performed to obtain sufficient, appropriate evidence to provide a reasonable basis for findings and conclusions based on the audit objectives. Internal Audit believes the evidence obtained provides a reasonable basis for the findings and conclusions based on the audit objectives.

Background

Ms. McPipkin was appointed as principal at Pooler Elementary School in July 2015. Ms. McPipkin has been employed by the District for 17 years.

The secretary at Pooler Elementary School is responsible for the area Student Activity Funds. The secretary has been assigned to this school for two years and employed by SCCPSS for 14 years.

The information specialist is responsible for the area of Student Data. The information specialist has been assigned to this school for two years. She has been employed by SCCPSS for four years.

Comparison of Reviews

Internal Audit completed reviews of business processes at Pooler Elementary School on the dates shown in the table. The number of errors found in each area during this review is shown in this list. While some errors may be attributable to human error, the number of errors is expected to decrease over time.

Area/Finding	Mar. 30, 2016 Review	Mar. 15, 2018 Review
Student Activity Funds	n=93	n=30
• Check Request Form incomplete	NA*	3%
Student Data	n=11	n=14
• Disciplinary Referral Form did not match data entry in PowerSchool	18%	7%
• Disciplinary Referral Form not signed by person entering data into PowerSchool	27%	28%
• Incident was not reported to the State correctly	9%	0%
• Incomplete Disciplinary Referral Form	0%	7%

***Note:** Principal requested a comprehensive review of all transactions from July 1, 2015 to February 9, 2016. In our review we found the following: 37% of all receipt transactions did not follow procedures, 29% of all receipt transactions did not follow Report of Monies Collected Form procedures, and 7% of all disbursement transactions did not follow check disbursement procedures. Additionally, multiple errors were found in the receipt book procedures and sponsor report procedures.

Results of Review and Opinion

The results of this review are listed for each of the business processes on the attachment to this letter. These results show exemplary improvements in the area of Student Activity Funds and no changes in the area of Student Data. A 50% reduction in the number of comments in any single area is considered emerging improvements. Areas with all significant comments resolved are considered proficient, while exemplary improvements are shown when all comments are resolved and/or best practices are in use.

Internal Audit has also included information that the administration provided regarding the actions taken or to be taken to strengthen internal controls in each area. These actions should provide the necessary internal control improvements. Internal Audit will schedule additional site visits to determine if progress is made toward strengthening controls in these areas.

Internal Audit appreciates the assistance and support provided by the principal and the staff at Pooler Elementary School in completing this Business Process Follow-Up Review.

Sincerely,
Senior Director, Internal Audit

Pooler Elementary School
Business Process Follow-Up Review
March 2018

RESULTS OF REVIEW

The results of the Business Process Follow-Up Review at Pooler Elementary School are described below for each area reviewed. Information that the principal provided describing the actions that have been taken or will be taken are included in italics at the end of each section.

STUDENT ACTIVITY FUNDS

Receipts

Internal Audit selected 15 receipt transactions for review. The supporting documentation was reviewed for accuracy and completeness. Internal Audit found all transactions followed District guidelines.

Disbursements

Internal Audit selected 15 disbursement transactions for review. The supporting documentation was reviewed for accuracy and completeness. Internal Audit found the following issues:

- One Check Request Form was incomplete. The form was missing the category for the check request.

Check requests are an important part of internal control. By completing the entire check request (including the checklist box), the SAF bookkeeper knows how to prepare the check, which fund number to use to generate the check, and can verify that the check is being requested in accordance with the Activity Charter. The fund balance on the check request assures the person approving the request that funds are available for use. Signatures of the person requesting the check, approving the check and printing the check establish accountability for the funds.

Recommendation(s):

- All check requests should be completed prior to printing a check, including fund name/number, fund balance, checklist box, and purpose of the check. Supporting documentation, such as an invoice or a receipt, should be attached to the check request.

Management's Actions

As an administrative office we will meet to discuss this violation and all checks will be completed prior to the principal signing the check request and all supporting documentation will be attached to the check request. The principal will review the documents before signing the check request and after the check is signed, the office staff will review again to ensure all information is complete.

STUDENT DATA

Internal Audit selected 14 student discipline incidents for review (total incidents within the scope of our review). Internal Audit compared the Disciplinary Referral Form to the information in PowerSchool, the District's student information system. If the student was assigned in-school or out-of-school suspension, we also checked the student's attendance data for those days. Internal Audit found the following issues:

- Four Disciplinary Referral Forms were not signed by the person entering the data in PowerSchool.
- No entry for incident code was made on one Disciplinary Referral Form.
- The incident date on one Disciplinary Referral Form did not match the data entry in PowerSchool.

Disciplinary Referral Forms are the basis for mandatory state reporting on disciplinary issues. Fully completing this form, including the referral code, signature of the person entering the information, and disposition of the incident, improves the reliability of the data entered into PowerSchool. Reliable data in the system is essential for effective use of student information, and for reliable reporting to the state.

Recommendation(s):

- Disciplinary Referral Forms should be signed by the person entering the incident in PowerSchool.

- Disciplinary Referral Forms should be fully completed, including the referral code, name of person making the referral, parent/guardian information, disposition of the incident, signature of the person entering the information, and signature of the person entering the data in order to provide complete and reliable information for state and local reporting.
- The data included on the Disciplinary Referral Form should be entered in PowerSchool accurately for the discipline incident to provide complete and reliable information for state and local reporting.

Management's Actions

We have reviewed this report and gone over the areas that had issues. Principal created a checklist and gave the IS and the Assistant Principal a copy of the attached form. Monthly reports will be run and disciplinary data and sheets will be reviewed to check to see if all data has been entered correctly. The disciplinary reports should be reviewed before each audit.



SAVANNAH-CHATHAM COUNTY BOARD OF EDUCATION
Internal Audit Department
208 Bull Street, Room 310
Savannah, GA 31401

Mr. Craig Daughtry, Principal
Southwest Middle School
6030 Ogeechee Road
Savannah, GA 31419

Dear Mr. Daughtry,

Internal Audit has completed a Business Process Follow-Up Review for Southwest Middle School. The purpose of this letter is to document the results of that review and to identify actions that have already been taken or that will be taken in the future.

Review Objectives

The objectives of the review were to test internal controls for the business processes at Southwest Middle School, and to provide the principal with feedback on changes implemented as a result of the original internal control review to ensure that internal controls are working as expected.

Scope of Review

To complete the review, Internal Audit tested a sample of transactions covering the following business process at Southwest Middle School:

- Student Activity Funds

Some transaction testing was performed during February 2018 using data available from the District's mainframe computer systems. This review was completed with a site visit to the school on February 13, 2018.

Internal Audit conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that the audit be planned and performed to obtain sufficient, appropriate evidence to provide a reasonable basis for findings and conclusions based on the audit objectives. Internal Audit believes the evidence obtained provides a reasonable basis for the findings and conclusions based on the audit objectives.

Background

Mr. Daughtry was appointed as principal at Southwest Middle School in July 2015. Mr. Daughtry has been employed by the District for 24 years.

The secretary at Southwest Middle School is responsible for the areas of Student Activity Funds. The secretary has been assigned to this school for four years and employed by SCCPSS for 22 years.

Comparison of Reviews

Internal Audit completed reviews of business processes at Southwest Middle school on the dates shown in the table. The number of errors found in each area during this review is shown in this list. While some errors may be attributable to human error, the number of errors is expected to decrease over time.

Area/Finding	Mar. 9, 2016 Review	Feb. 13, 2018 Review
Student Activity Funds	n=60	n=30
• Incomplete Report of Monies Collected Forms	17%	0%
• Missing receipts for Report of Monies Collected Form	0%	0%
• Check Request was requested and approved by the same person	24%	0%
• Check Request Form missing supporting documentation	0%	0%
• Disbursement did not match supporting receipts	7%	0%
• Funds from sponsors were not turned into bookkeeper as required by the Student Activity Fund Handbook	0%	7%

Results of Review and Opinion

The results of this review are listed for each of the business processes on the attachment to this letter. These results show emerging improvements in the area of Student Activity Funds.

A 50% reduction in the number of comments in any single area is considered emerging improvements. Areas with all significant comments resolved are considered proficient, while exemplary improvements are shown when all comments are resolved and/or best practices are in use.

Internal Audit has also included information that the administration provided regarding the actions taken or to be taken to strengthen internal controls in each area. These actions should provide the necessary internal control improvements.

Internal Audit appreciates the assistance and support provided by the principal and the staff at Southwest Middle School in completing this Business Process Follow-Up Review.

Sincerely,

Senior Director, Internal Audit

Southwest Middle School
Business Process Follow-Up Review
February 2018

RESULTS OF REVIEW

The results of the Business Process Follow-Up Review at Southwest Middle School are described below for each area reviewed. Information that the principal provided describing the actions that have been taken or will be taken are included in italics at the end of each section.

STUDENT ACTIVITY FUNDS

Receipts

Internal Audit selected 15 receipt transactions for review. The supporting documentation was reviewed for accuracy and completeness. Internal Audit found the following issues:

- Two deposits were not turned in to the bookkeeper on the day the money was collected, as required by the SAF Handbook.

Disbursements

Internal Audit selected 15 disbursement transactions for review. The supporting documentation was reviewed for accuracy and completeness. Internal Audit found all transaction followed District guidelines.

Funds collected by sponsors should be turned in to the bookkeeper on a daily basis. This process ensures security and accountability of the funds collected.

Recommendation(s):

- Funds collected by sponsors should be turned in to the bookkeeper the same day the funds are collected.

Management's Response

1. *A mandatory training was held on January 22, 2018 for all SAF Sponsors.*
2. *A checklist was developed and shared with all SAF Sponsors*
3. *The Secretary and SAF Sponsors will ensure that all items are completed on the checklist when funds are submitted*
4. *SAF documents regarding receipt of funds will be reviewed by administration on the last Thursday of each month starting on April 26, 2018.*



SAVANNAH-CHATHAM COUNTY BOARD OF EDUCATION
Internal Audit Department
208 Bull Street, Room 310
Savannah, GA 31401

Mr. Derrick Butler, Principal
Windsor Forest High School
12419 Largo Drive
Savannah, GA 31419

Dear Mr. Butler,

Internal Audit has completed a Business Process Follow-Up Review for Windsor Forest High School. The purpose of this letter is to document the results of that review and to identify actions that have already been taken or that will be taken in the future.

Review Objectives

The objectives of the review were to test internal controls for Student Data at Windsor Forest High School, and to provide the principal with feedback on changes implemented as a result of the original internal control review to ensure that internal controls are working as expected.

Scope of Review

To complete the review, Internal Audit tested a sample of transactions covering the following business process at Windsor Forest High School:

- Student Data

Some transaction testing was performed during February 2018 using data available from the District's mainframe computer systems. This review was completed with site visits to the school on February 9, 2018.

Internal Audit conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that the audit be planned and performed to obtain sufficient, appropriate evidence to provide a reasonable basis for findings and conclusions based on the audit objectives. Internal Audit believes the evidence obtained provides a reasonable basis for the findings and conclusions based on the audit objectives.

Background

Mr. Butler was appointed as principal at Windsor Forest High School in January 2015. Mr. Butler has been employed by the District for 12 years.

The information specialist is responsible for the area of Student Data. The information specialist has been assigned to this school for 34 years. She has been employed by SCCPSS for 34 years.

Comparison of Reviews

Internal Audit completed reviews of business processes at Windsor Forest High School on the dates shown in the table. The number of errors found in each area during this review is shown in this list. While some errors may be attributable to human error, the number of errors is expected to decrease over time.

Area/Finding	Feb. 19, 2016 Review	Feb. 9, 2018 Review
Student Data	n=30	n=30
• Disciplinary Referral Form could not be located	7%	0%
• Disciplinary Referral Form did not match the data entry into PowerSchool	3%	0%
• Incident was not reported to the State as defined on the Disciplinary Referral Form	0%	0%
• Student's attendance in PowerSchool did not correspond with Disciplinary Referral Form	23%	0%

Results of Review and Opinion

The results of this review are listed for each of the business processes on the attachment to this letter. These results show exemplary improvements in Student Data.

A 50% reduction in the number of comments in any single area is considered emerging improvements. Areas with all significant comments resolved are considered proficient, while exemplary improvements are shown when all comments are resolved and/or best practices are in use.

Internal Audit has also included information that the administration provided regarding the actions taken or to be taken to strengthen internal controls in each area. These actions should provide the necessary internal control improvements.

Internal Audit appreciates the assistance and support provided by the principal and the staff at Windsor Forest High School in completing this Business Process Follow-Up Review.

Sincerely,

Senior Director, Internal Audit

Windsor Forest High School
Business Process Follow-Up Review
February 2018

RESULTS OF REVIEW

The results of the Business Process Follow-Up Review at Windsor Forest High School are described below for each area reviewed. Information that the principal provided describing the actions that have been taken or will be taken are included in italics at the end of each section.

STUDENT DATA

Internal Audit selected 30 student discipline incidents for review. Internal Audit compared the Disciplinary Referral Form to the information in PowerSchool, the District's student information system. If the student was assigned in-school or out-of-school suspension, we also checked the student's attendance data for those days. Internal Audit found all transactions followed District guidelines.

Internal controls in this area appear to be functioning appropriately; therefore, we have no recommendations.