



Copiague Union Free School District
Risk Assessment Update Report
for the Period Ending
March 31, 2021

**Copiague Union Free School District
Risk Assessment Update Report
For the Period Ending March 31, 2021**

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Board of Education
Copiague Union Free School District
2650 Great Neck Road
Copiague, NY 11726

We have completed our risk assessment update of the Copiague Union Free School District (the "District") for the period ending March 31, 2021. The objectives of the engagement were to assist the Board of Education (the "Board") in ensuring that the District's risks are identified and that appropriate internal controls are in place to mitigate those risks.

In connection with the development of the risk assessment, we have performed the following procedures:

- Gained an understanding of the internal controls for the following key business processes:
 - Governance and Planning
 - Accounting and Reporting
 - Cash Receipts
 - Cash Management
 - Revenue and Billings
 - Grants
 - Payroll
 - Human Resources
 - Benefits
 - Purchasing and Related Expenditures
 - Facilities and Capital Projects
 - Capital Assets
 - Food Service Operations
 - Extraclassroom Activity Fund
 - Information Technology
 - Student Related Data and Services
 - Transportation Services
 - Student Services
- Identified the risks that could inhibit the District in achieving its goals;
- Identified the internal controls that the District has in place that are designated to mitigate identified risks; and
- Identified key areas where the District can strengthen existing internal controls and/or create additional internal controls.

The results of our procedures are presented on the following pages.

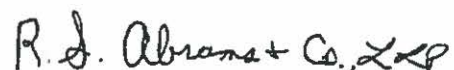
As noted, the purpose of our engagement was to assist you in improving the process by which you monitor and manage the risks that face your District. However, it is ultimately your responsibility to assess the adequacy of your risk management system.

In performing our engagement, we relied on the accuracy and reliability of information provided by District personnel. We have not audited, examined, or reviewed the information, and express no assurance on it.

We would like to acknowledge the courtesy and assistance extended to us by personnel of the District. We are available to discuss this report with the Board or others within the District as your convenience.

This report is intended solely for the information and use of the Board, the Audit Committee and the management of the District and is not intended to be and should not be used by anyone other than those specified parties.

Very truly yours,

A handwritten signature in cursive script that reads "R.S. Abrams & Co., LLP".

R.S. Abrams & Co., LLP
April 29, 2021

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Executive Summary

This report serves to address the second requirement of Chapter 263 of the laws of New York, 2005, which requires all school districts to establish an internal audit function. The internal audit function requirement includes the engagement of a qualified audit firm or individual to make an initial assessment of risk surrounding the design of the District's internal controls, annual updates of the initial risk assessment and testing of these controls on a periodic basis for operational effectiveness.

This risk assessment update is intended to provide management with information to enhance and strengthen the District's controls and to reduce the District's risk relating to its financial processing and reporting operations.

We determined the status for the current year's risk assessment update through various methods, including inquiry of appropriate District personnel involved in these processes, observation of the controls in place, results of internal control questionnaires related to the various business units and testing the controls where necessary to determine if they have been put in place and are functioning as intended.

Additionally, we have reviewed the results of the reports issued by our firm during the prior year, including reports on grants and benefits to determine if relevant controls have been put in place based on those reports.

The risk assessment requires an internal auditor to obtain an understanding of the risks associated with the various business processes within the District. This requirement involved two categories of risk as follows:

- **Inherent Risk** - the risk associated with the nature and type of transactions processed due to complexity, materiality and quantity of the transactions.
- **Control Risk** – the risk that the internal control system is not adequately designed to prevent or detect errors or irregularities on a timely basis that could be material individually or when aggregated with misstatement in other balances or account classes.

The risk areas have been identified and appropriate risk levels have been determined. The risk levels are defined as follows:

- **High Risk** – these are areas identified as posing the greatest potential risk for the school district and which carry the highest priority. Any outstanding items will be carried over and re-evaluated in the following year's risk assessment.
- **Moderate Risk** – these are areas identified as to be of second level priority and will be addressed after the high-risk items are completed. Any outstanding items will be carried over and re-evaluated in the following year's risk assessment.
- **Low Risk** – these areas are considered lowest priority and will be addressed after the high and moderate risk items are completed.

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We have summarized our assessment of inherent risk and control risk for the current and prior year, as well as our testing plan, in our *Assessment of Risk and Testing Plan* (See Appendix A).

Process Review Summary and Proposed Business Processes

The following represents the business processes where we have provided internal audit services and the business processes, we are proposing for period ending June 30, 2021:

Extensive System Reviews:

- 2020 – 2021: STAC and Fund Balance Management and Reserves
- 2019 – 2020: Grants and Benefits
- 2018 – 2019: Payroll Processing and Human Resources
- 2017 – 2018: Cash Receipts Processes and Capital Projects
- 2016 – 2017: Information Technology and Food Service Operations
- 2015 – 2016: Cash Management and Procurement and Claims Processing
- 2014 – 2015: Capital Assets and Extraclassroom Activity Fund
- 2013 – 2014: Human Resources and Payroll
- 2012 – 2013: System to Track and Account for Children (STAC) and Student Related Data Services
- 2011 – 2012: Transportation Services and Information Technology
- 2010 – 2011: Food Service Operations and Extraclassroom Activity Fund
- 2009 – 2010: Grants and Information Technology
- 2008 – 2009: Cash Receipt and Capital Assets
- 2007 – 2008: Personnel and Payroll Processing and Procurement and Claims Processing

Extensive Systems Proposed:

- 2021 – 2022: Transportation Services and Capital Assets

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Status of Prior Year

Moderate Risk Items

BENEFITS

MEDICAL BENEFITS

Previous Control Risk Level: Moderate (M)

Reason for Previous Control Risk Level: Based on our prior year internal audit report on medical and dental benefits, retiree health insurance and administrator fringe benefits, we have assessed the level of control risk as moderate for the District's medical benefits based on the following reasons:

- Six out of twenty-five individuals selected for testing did not have documentation on file to support dependent coverage.
- The health insurance declination forms utilized by the District are required to be completed only once, when health insurance was initially declined. The form specified an effective date range of one year. However, a new form was not required after the date range on the form has elapsed. In addition, employees were not required to provide proof of alternate health insurance on an annual basis.

Current Year Status: During our risk assessment update, we noted the following:

- Three out of ten individuals selected for testing did not have documentation such as birth certificates on file. We noted that these three individuals were hired prior to 2010, which is before the District required supporting documentation for dependents.
- Based on discussions with business office personnel, we noted the District implemented a procedure to require employees who decline health insurance during the year to complete a health declination form and provide proof of alternate insurance annually, set to commence in June of 2021.

As such we continue to assess the level of control risk as moderate.

Updated Control Risk Level: Moderate (M)

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Current Year Review

Moderate Risk Items

ACCOUNTING AND REPORTING

FINANCIAL ACCOUNTING, REPORTING AND OVERSIGHT

Control Risk Level: Moderate (M)

Reason for Risk Level: Based on our internal audit report on Fund Balance Management and Reserves, we have assessed the level of control risk as moderate for the District's financial accounting, reporting, and oversight processes based on the following reason:

- The Board of Education is provided with the revenue and appropriations status for the general fund and an operating report for the school lunch fund, but is not provided revenue and appropriation status reports for the District's other funds as required by section 170.2(o) of the Commissioner's Regulation.

RESERVES AND FISCAL HEALTH

Control Risk Level: Moderate (M)

Reason for Control Risk Level: Based on our internal audit report on Fund Balance Management and Reserves, we have assessed the control risk for the District's reserves and fiscal health as moderate based on the following reason:

- Due to the uncertainty in operations caused by COVID-19 during the fiscal year ended June 30, 2020, the District allowed the unassigned fund balance to exceed the 4% limit in case of any unforeseen expenses related to COVID-19. We noted the total unassigned fund balance exceeded the 4% limit, as promulgated by Real Property Law §1318, by 8.09% of the 20/21 budget.

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Status of Prior Year

Low Risk Items

GRANTS

GENERAL PROCESSING AND MONITORING

Previous Control Risk Level: **Moderate (M)**

Reason for Previous Control Risk Level: We had assessed the level of control risk as moderate for the general processing and monitoring of grants based on our prior year's internal audit report on grants administration for the following reasons:

- The District had not adopted a legally required Board policy relating to the requirement to provide a public report on revisions to District policies, practices, and procedures upon a finding of a significant disproportionality as required by 8 NYCRR §200.2(b)(15).
- The District had not developed written standards regarding student performance standards and eligibility for academic intervention services as required by the New York State Education Department.
- The District had not developed a federal funds manual which addresses the District's internal controls surrounding the applicable compliance requirements for each federal grant, as required by the Uniform Guidance.
- The District's purchasing policy had not been revised to comply with Uniform Guidance requirements, and the District had not established written standards for conflicts of interest as required by the Uniform Guidance.

Current Year Status: During our risk assessment update, we noted the following:

- The District adopted a legally required Board policy relating to the requirement to provide a public report on revisions to District policies, practices, and procedures as required by 8 NYCRR §200.2(b)(15).
- The District developed written standards regarding student performance standards and eligibility for academic intervention services as required by the New York State Education Department.
- The District developed a federal funds manual which addresses the District's internal controls surrounding the applicable compliance requirements for each federal grant, as required by the Uniform Guidance.
- The District's purchasing policy has been revised to comply with Uniform Guidance requirements, and the District has established written standards for conflicts of interest as required by the Uniform Guidance.

As such we updated the level of control risk to low.

Updated Control Risk Level: **Low (L)**

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ALLOWABLE COSTS AND COMPLIANCE

Previous Control Risk Level: Moderate (M)

Reason for Previous Control Risk Level: We had assessed the level of control risk as moderate for the allowable costs and compliance of grants based on our prior year's internal audit report on grants administration for the following reasons:

- The District did not require payroll certifications for teaching assistants to substantiate the portion of their salaries charged to grants.
- The District did not maintain supporting documentation to substantiate the total enrollment numbers on the Title I Consolidated Application for the 2019-2020 school year.
- The District operates a school-wide program at the elementary level, and allocated funds to elementary schools within the District on the basis of total enrollment, as opposed to low-income enrollment as required.
- Due to limited building access as a result of COVID-19, the District was unable to provide supporting documentation for students that left the District as requested prior to issuance of our report. We will perform this test during our risk assessment update procedures for the 2020-2021 fiscal year.
- We noted one private school initially elected to participate in the District's Title I program, but subsequently elected not to participate. The District did not maintain documentation of the private school's decision not to participate on file.

Current Year Status: During our risk assessment update, we noted the following:

- The District maintains supporting documentation to substantiate the total enrollment numbers on the Title I Consolidated Application for the 2020-2021 school year.
- The District operates a school-wide program at the elementary level, and allocated funds to elementary schools within the District on the basis of low-income enrollment as required.
- The District was able to provide supporting documentation for students that left the District during the 19-20 and 20-21 school year.
- The District maintained supporting documentation of consultation with private schools regarding the use of the District's Title I funds.

As such we updated the level of control risk to low.

Updated Control Risk Level: Low (L)

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INFORMATION TECHNOLOGY

FINANCIAL APPLICATION SECURITY

Previous Control Risk Level: **Moderate (M)**

Reason for Previous Control Risk Level: During our prior year risk assessment update, we had assessed the District's financial application security as moderate for the following reasons:

- The accounting information system ("*nVision*") system administrator was not notified by the human resources department when employees separated from the District. The system administrator was notified of separations via the Board agendas.
- *nVision* passwords were not held to complexity requirements, and the minimum password length was six characters. The minimum password length as recommended by the Office of the State Comptroller is eight characters.

Current Year Status: During our risk assessment update, we noted the following:

- The District has updated the password complexity requirements and length to comply with the recommendation by the Office of the State Comptroller.
- The accounting information system ("*nVision*") system administrator is notified by the human resources department when employees separated from the District.

As such we updated the level of control risk to low.

Updated Control Risk Level: **Low (L)**

BENEFITS

RETIREE HEALTH INSURANCE

Control Risk Level: **Moderate (M)**

Reason for Previous Control Risk Level: We had assessed the level of control risk as moderate based on our prior year's internal audit report on benefits procedures for the following reasons:

- The District's collective bargaining agreement with the United Public Service Employees Union on behalf of the District's maintenance workers, groundskeepers, and custodial workers, did not indicate whether these employees will be eligible for health benefits in retirement, or specify the terms. The District defaulted to terms of coverage for retirees per NYSHIP's General Information Book for these employees.
- We noted a lack of segregation of duties between invoicing retirees for health insurance premiums, opening the mail that contains cash receipts for health insurance premiums, and tracking outstanding balances.

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Current Year Status: During our risk assessment update, we noted the District has instituted new procedures in the business office whereby an individual independent of the retiree health insurance billing process opens the mail, logs the cash receipt and forwards a copy of the payment to the health benefits administrator.

The District is still in negotiations with the United Public Service Employees Union. Based on the above factors this alone does not warrant the level of risk to be raised above low.

As such we updated the level of control risk to low.

Updated Control Risk Level: **Low (L)**

FRINGE BENEFITS

Control Risk Level: **Moderate (M)**

Reason for Previous Control Risk Level: Our assessment of control risk is based on the prior year's internal audit on benefits procedures, we noted non-elective tax-sheltered annuity payment amounts were properly calculated, but they were reported as taxable wages on the administrator's IRS W-2 form, as opposed to being paid and reported as an employer provided non-elective tax deferred annuity.

Current Year Status: During our risk assessment update, we noted the administrator tax-shelter annuity payments are being paid as non-elective tax deferred employer contributions. Employment agreements will be updated by the District counsel to reflect the proper treatment.

As such we updated the level of control risk to low.

Updated Control Risk Level: **Low (L)**

Current Year Review

Low Risk Items

REVENUE AND BILLINGS

TUITION/HEALTH SERVICES

Control Risk Level: **Low (L)**

Reason for Risk Level: We have assessed the level of control risk as low for the District's tuition/health services processes based on the following reasons:

- The Senior Account Clerk prepares the invoices non-resident students attending private schools within the District.
- The non-resident tuition invoices are reviewed by the Assistant Business Administrator prior to mailing.

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- Unpaid invoices are tracked by the District and they periodically contact the vendor to determine the amount receivable.
- The per pupil rate utilized by the District is the standard non-resident tuition rate.

HUMAN RESOURCES

EMPLOYMENT REQUISITION AND HIRING

Current Control Risk Level: **Low (L)**

Reason for Risk Level: We have assessed the control risk for the District's employment requisition and hiring as low based on the following reasons:

- The District has written agreements outlining compensation and benefits for all employees, including those who are not covered by collective bargaining agreements.
- The District has written procedures describing the hiring process, including advertising/posting of positions, the interview process, reference and credential checks, and offers.
- The District verifies the credentials for all newly hired employees, which includes obtaining proof of previous experience, certifications, civil service eligibility, and relevant transcripts.
- Background and reference checks are performed on all newly hired employees, including the obtainment of fingerprint clearance as required by state education laws.
- The Board of Education approves all new hires, which is documented in the minutes of the Board of Education meetings.
- Personnel files for all employees are kept up to date, and maintained in a secure location accessible only to authorized personnel.

EMPLOYMENT TERMINATION

Control Risk Level: **Low (L)**

Reason for Risk Level: We have assessed the control risk for the District's employment termination processes as low based on the following reasons:

- The calculation of the final contractual paycheck is reviewed and approved by the Assistant Superintendent for Finance and Operations prior to payment being rendered.
- The Board of Education approves all employees who are terminating their employment with the District.
- The District has implemented an *Employee Resignation/Termination Form* which will be utilized by the human resources department to notify the business office, technology department, payroll department, and any relevant departments for employee separations.
- After the employee receives their final contractual paycheck, the Senior Account Clerk in the payroll department inactivates the employee in the accounting information system to ensure that no further payments will be made to the employee.

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EMPLOYEE ATTENDANCE

Control Risk Level: Low (L)

Reason for Risk Level: We have assessed the control risk for the District's employee attendance processes as low based on the following reasons:

- After the year-end rollover of attendance data has been performed the data is reviewed by the Assistant Business Administrator to verify that the attendance balances are accurate.
- Attendance records are tracked and maintained within the District's accounting information system *nVision*.
- Daily absence reports are prepared by each building location and are entered into the District's accounting information system on a weekly basis.
- After the daily attendance records have been reviewed and approved by the building principal or other responsible administrator, the daily attendance data is entered into the accounting information system by the Senior Account Clerk.
- Employees are provided with their attendance balances annually, and must sign the form to indicate they agree with the balances. The signed reports are returned to the Senior Account Clerk in the business office.

SEPARATION PAYMENTS

Control Risk Level: Low (L)

Reason for Risk Level: We have assessed the control risk for the District's separation payments processes as low based on the following reasons:

- The calculation of separation payments is performed by Senior Account Clerk in the business office utilizing information from the accounting information system.
- The calculation and all supporting documentation are provided to the Assistant Superintendent for Finance and Operations for review and approval prior to payment being rendered.
- Any payment to be made to an employee's 403(b) plan is processed as a wire transfer. The District Treasurer then provides the principal account clerk his calculation and all applicable correspondence, and the principal account clerk processes the wire transfer for the appropriate amount. Any remaining payments in excess of the annual contribution limit will be processed through payroll by the Senior Account Clerk in the payroll department.

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PURCHASING AND RELATED EXPENDITURES

PURCHASING PROCESS AND PURCHASE ORDER SYSTEM

Control Risk Level: Low (L)

Reason for Risk Level: We have assessed the level of control risk as low for the District's purchasing processes and purchase order system based on the following reasons:

- The District has procedures in place to perform a comparison of the vendor master file to the payroll master file to assist in monitoring potential conflicts of interest and the proper classification of vendor versus employee.
- The District has implemented procedures to annually review the vendor master file for duplicate and/or inactive vendors.
- The District's policy No. 6710, *Purchasing Authority*, includes the names of the individuals who are responsible for purchasing as required by Chapter 402 of the Laws of New York, 2007.
- The District's Assistant Business Administrator verifies that quotations were obtained by the originator of the purchase requisition.
- The District procures goods and/or services from time to time utilizing other governmental agencies contracts and BOCES cooperative bids to help reduce the costs of bidding.

PAYMENT PROCESSING

Control Risk Level: Low (L)

Reason for Risk Level: We have assessed the level of control risk as low for the District's payment processing procedures based on the following reasons:

- The District requires that the receiving copy of the purchase order be signed and forwarded to accounts payable with the related packing slips (if applicable) before payment is processed.
- The District utilizes *nVision* check printing technology, which is used to convert blank check stock into negotiable checks for payment to vendors.
- The District maintains the check signature discs in a secure location which are password protected and only accessible by authorized employees.
- The District's claims auditor reviews all checks before they are mailed to the vendors.
- The District requires that all vendors submit IRS Form W-9 to verify the vendor's tax status.
- The District requires all invoices and/or receipts to be properly cancelled after payment.

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TRAVEL AND CONFERENCES

Control Risk Level: Low (L)

Reason for Risk Level: We have assessed the level of control risk as low for the District's travel and conferences process based on the following reasons:

- The District has adopted policy No. 2521, *School Board Conferences, Conventions, and Workshops*, surrounding the procedures that are to be followed when attending conferences and requesting travel reimbursements.
- Employees are required to complete a *Professional Conference/Travel Request* form prior to attending conferences which is to include an estimate of the related expenses that are to be incurred.
- The District generates purchase orders prior to employees attending conferences.
- The District has adopted policy No. 6830, *Board of Education Reimbursement Expense*, surrounding meals and refreshments at meetings/trainings/conferences that are sponsored by the District as recommended by the State Comptroller.
- The District has delegated the responsibility of conference approvals to the Board by majority vote.
- Reimbursements require original itemized receipts as supporting documentation for reimbursement.

FACILITIES AND CAPITAL PROJECTS
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FACILITIES MAINTENANCE

Control Risk Level: Low (L)

Reason for Risk Level: We have assessed the level of control risk for the facilities maintenance processing as low based on the following reasons:

- The District has adopted policy No. 8200, *Building and Grounds Management* and No. 8220, *Buildings and Grounds Maintenance and Inspection* that consist of broad provisions and guidelines that outline the Board of Education's priorities, responsibilities and expectations of the operations and maintenance program as recommended by the State Comptroller.
- All District buildings were issued certificates of occupancy from the New York State Education Department.
- The District utilizes an outside architect to conduct the building surveys after every five years and an annual visual inspection conducted by a team including a local code enforcement official, Facilities Director and a member of the Health and Safety Committee to be in compliance with Commissioners Regulation §155.4.
- The District utilizes Master Library, a work order system, and schedules regular maintenance activities on the District's major building systems, including such systems as HVAC.

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The District is in the process of developing a long-term plan regarding its educational facilities to be in compliance with Commissioners Regulation §155.1. We did not increase our assessment of control risk as we understand the length of time necessary to develop a long-term plan.

CONSTRUCTION PLANNING AND MONITORING

Control Risk Level: Low (L)

Reason for Risk Level: We have assessed the control risk for the District's construction planning and monitoring processes as low based on the following reasons:

- The Assistant Business Administrator verifies all documents related to capital project expenditures before payment is made. This includes a review of costs, certified payrolls and the related American Institute of Architects ("AIA") documents from the District's architect, which is then signed off by the Assistant Business Administrator.
- There are proper controls in place surrounding the monitoring of budgets for the District's capital projects, which include setting up and monitoring budgets by project in the District's accounting information system.
- The District's expenses related to capital projects are approved by the District's architect and then forwarded to the Assistant Business Administrator before being sent to the District's accounts payable department.
- Appropriate professionals are utilized in the District's facilities and capital construction projects to assist the District in the monitoring of construction projects.

FINAL BUILDING PROJECTS REPORTS

Control Risk Level: Low (L)

Reason for Risk Level: We have assessed the control risk for the District's final building projects reports processes as low based on the following reasons:

- The District's accounting software has the ability to track expenses by SED project number.
- The District receives a substantial completion form from the architect which signifies that the capital project is completed.
- The Assistant Business Administrator is responsible for reviewing and/or filing the *SA-139, Request for Building Project Data, FP-F1, Request for Revision of Financial Information and Final Building Projects Reports*.
- The Assistant Business Administrator is aware of the deadlines for filing the *Final Building Project Reports*.

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EXTRA CLASSROOM ACTIVITY FUND

GENERAL CONTROLS

Control Risk Level: Low (L)

Reason for Risk Level: We have assessed the level of control risk as low for the District's extra classroom activity fund general controls based on the following reasons:

- The District's policy No. 5252, *Student Activities Funds Management*, states the rules and regulations governing the management of student activity funds will adhere to the procedures outlined in "The Safeguarding, Accounting, and Auditing of Extraclassroom Activity Funds", latest edition.
- The District adopted administrative regulation No. 5200, *Cocurricular and Extracurricular Programs*, stating the Board recognizes the educational values inherent in student participation in the extracurricular life of the school, and supports the concept of the formation of student groups for such purposes as building sound social relationships, developing interests in an academic area, and gaining an understanding of the elements and responsibilities of good citizenship.
- The District formally appointed a central treasurer for each building location who is responsible for having custody of all funds.
- Profit and loss statements are prepared for the District's extra classroom activity fundraising activities.
- The District maintains formal club charters for all extra classroom activity accounts that list, at a minimum, the name of the club and the names of the student officers and faculty club advisors.
- The extra classroom activity accounts and faculty advisors are reviewed and approved by the Board of Education on an annual basis.

CASH, CASH RECEIPTS, AND DISBURSEMENTS

Control Risk Level: Low (L)

Reason for Risk Level: We have assessed the level of control risk as low for the District's extra classroom activities cash, cash receipts and disbursements processes based on the following reasons:

- The District's extra classroom activity fund issues pre-numbered pre-printed duplicate copy cash receipts or activity treasurer receipts when collecting funds as suggested by Finance Pamphlet 2.
- The District's extra classroom activity funds maintain sufficient documentation, such as photocopies of checks, to support cash receipts.
- The District's extra classroom activity fund utilizes pre-numbered pre-printed triplicate copy payment orders when requesting a disbursement check to be issued as suggested by Finance Pamphlet 2.
- The District's extra classroom activity fund bank accounts are reconciled on a monthly basis.

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We did note that seven out of ten receipts did not include a student or central treasurer signature. Additionally, we noted that nine out of ten disbursements were not properly canceled after payment and we noted that five out of ten clubs did not have a renewed charter.

Normally, the above comments would institute a control risk higher than low but due to the uncertainty surrounding the COVID-19 pandemic and if District operations were to continue or not, we understand that the testing performed is not an accurate indicator of the internal control surrounding the extra classroom cash, cash receipts, and disbursements.

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APPENDIX A

<i>Legend</i>	
✓	Extensive system process review completed
■	Extensive system process review proposed
•	Processes evaluated
P	Process subject to periodic duties
*	Updated control risk based on extensive system process review
H = High M = Moderate L = Low	

BUSINESS PROCESSES & SUBPROCESSES	<i>Inherent Risk</i>		<i>Control Risk</i>		<i>Audit Plan</i>		
	06/30/20	03/31/21	06/30/20	03/31/21	19/20	20-21	21-22
GOVERNANCE & PLANNING							
Governance and Control Environment	H	H	L	L			
Budget Development and Administration	H	H	L	L			
Budget Transfers	H	H	L	L			
ACCOUNTING & REPORTING							
Financial Accounting, Reporting and Oversight	M	M	L	M*		✓	
Auditing	M	M	L	L		✓	
Fund Balance Management	H	H	L	L		✓	
Reserves and Fiscal Health	H	H	L	M*		✓	
CASH/RECEIPTS							
Collection and Posting of Receipts	H	H	L	L	P	P	
CASH/MANAGEMENT							
Cash and Investment Management	H	H	L	L	P	P	
Wire Transfers and Banking Controls	H	H	L	L			
Bank Reconciliations/Treasurer Reports	H	H	L	L	P	P	
Banking Security	H	H	L	L			
REVENUE & BILLINGS							
Tuition/Health Services	M	M	L	L		•	
GRANTS							
General Processing and Monitoring	H	H	M*	L	✓		
Allowable Costs and Compliance	H	H	L	L	✓		
PAYROLL							
Payroll Distribution	H	H	L	L			
Payroll Accounting and Reporting	H	H	L	L	P	P	
Tax Filings and Reconciliation process	M	M	L	L			
HUMAN RESOURCES							
Employment Requisition and Hiring	M	M	L	L		•	
Employment/Termination	M	M	L	L		•	
Employee Attendance	H	H	L	L		•	
Separation Payments	H	H	L	L		•	
BENEFITS							
Eligibility and Benefit Calculations	H	H	L	L	✓		
Medical Benefits	H	H	M*	M	✓		
Retiree Health Insurance	H	H	M*	L	✓		
Fringe Benefits	H	H	M*	L	✓		
PURCHASING & RELATED EXPENDITURES							
Purchasing Process and Purchase Order System	H	H	L	L		•	
Payment Processing	H	H	L	L		•	
Travel and Conferences	H	H	L	L		•	

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<i>Legend</i>	
✓	Extensive system process review completed
■	Extensive system process review proposed
•	Processes evaluated
P	Process subject to periodic duties
*	Updated control risk based on extensive system process review
H = High M = Moderate L = Low	

BUSINESS PROCESSES & SUBPROCESSES	<i>Inherent Risk</i>		<i>Control Risk</i>		<i>Audit Plan</i>		
	06/30/20	03/31/21	06/30/20	03/31/21	19/20	20-21	21-22
FACILITIES & CAPITAL PROJECTS							
Facilities Maintenance	H	H	L	L		•	
Construction Planning and Monitoring	M	M	L	L		•	
Final Building Projects Reports	H	H	L	L		•	
CAPITAL ASSETS							
Acquisition, Disposal and Capitalization Policy	H	H	L	L	P	P	■
Inventory Tracking	H	H	L	L	P	P	■
FOOD SERVICE OPERATIONS							
Federal and State Reimbursement	H	H	L	L	•		
Sales Cycle	H	H	L	L	•		
Inventory and Purchasing	M	M	L	L	•		
Eligibility Verification	N/A	N/A	N/A	N/A			
Vending Machines	M	M	L	L	•		
EXTRA CLASSROOM ACTIVITY FUND							
General Controls	H	H	L	L		•	
Cash, Cash Receipts and Disbursements	H	H	L	L		•	
INFORMATION TECHNOLOGY							
Governance	M	M	L	L	•		
Network Security	H	H	L	L	•		
Financial Application Security	H	H	M	L	•		
Disaster Recovery	H	H	L	L	•		
Permissions	H	H	L	L	•		
STUDENT RELATED DATA & SERVICES							
Student Attendance	H	H	L	L	•		
Student Performance Data	M	M	L	L	•		
Student Security and Safety	H	H	L	L	•		
TRANSPORTATION SERVICES							
Student Transportation	H	H	L	L	•		■
Transportation Contracts	L	L	L	L	•		■
Transportation State Aid	H	H	L	L	•		■
STUDENT SERVICES							
STAC	H	H	L	L		✓	
Medicaid	H	H	L	L		✓	