

HOUSTON INDEPENDENT SCHOOL DISTRICT

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May 12, 2015

Dear Board Audit Committee Members,

The Office of Internal Audit has completed a formal enterprise risk assessment for the Houston Independent School District (HISD) with the assistance of Bridgepoint Consulting, LLC. Please see the final Enterprise Risk Assessment Report approved by the Audit Committee during the May 11, 2015 meeting. The report includes the Audit Universe, Summary Risk Assessment Results, and the Seven Month Audit Plan as appendices.

The risk assessment report includes all areas of responsibility for each chief officer reporting to the Superintendent, excluding the Information Technology risk assessment report provided to you in February 2015. The risk assessment results provide vital data to HISD leadership and to Internal Audit for the development of an annual audit plan. The results are important to enable an understanding of the level of risk tolerance acceptable by HISD leadership and the Board of Education.

I appreciate the level of passion and cooperation from all the Chiefs and many of their direct reports

Regards,

Richard Patton

Chief Audit Executive, Office of Internal Audit

cc. (Attachment 1 Available Upon Request)
Terry B. Grier, Superintendent of Schools
Leo Bobadilla, Chief Operating Officer
Gloria Cavazos, Chief Human Resource Officer
Daniel Gohl, Chief Academic Officer (previous)
Don Hare, Chief Major Projects
Andrew Houlihan, Chief Academic Officer (current)
Shonda Huery Hardman, Chief School Support Officer
Kenneth Huewitt, Chief Financial Officer
Elneita Hutchins-Taylor, General Counsel
Mark Smith, Chief Student Support

Helen Spencer, Chief Communications Officer
Jason Spencer, Chief of Staff
Ross Johnson, Deloitte Partner



OFFICE OF INTERNAL AUDIT

Enterprise Risk Assessment Report

Houston Independent School District
Board Audit Committee

Issue Date:
5/11/2015

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Introduction

Bridgepoint Consulting was engaged by the Houston Independent School District to perform an enterprise wide risk assessment as a basis for developing a District wide, multi-year internal audit plan. Information Technology was excluded from this assessment because a separate analysis was issued in February 2015. The plan is intended to prioritize and allocate the resources of the Internal Audit Department consistent with the District's strategic direction.

The audit plan was developed in accordance with the Institute of Internal Auditors (IIA) Standards as established by the Institute of Internal Auditors. The IIA Standards maintains that the Chief Audit Executive establish a risk-based plan with the input from senior management to determine Internal Audit's priorities, consistent with the District's goals. Risk-based auditing effectively serves three primary roles of internal auditing: 1) to provide feedback on the adequacy of internal control, 2) to provide a source of information for monitoring risks, and 3) to provide identification and communication of best practices among industries and operating lines of business.

The annual enterprise risk assessment and audit plan is an effort by the Office of Internal Audit to assist the District in mitigating risks. The purpose of the risk assessment is two-fold.

- Identify business risks that could adversely affect the District.
- Identify the audit universe, examine the auditable units and select areas with the greatest risk exposures to review and include in the multi-year internal audit plan.

Project Approach



Key Steps

The following key steps were performed in completion of the annual risk assessment and audit plan:

Conduct Interviews

Interviews were conducted with the following key district personnel to identify and gain an understanding of areas of perceived inherent risk in their department and a perspective on the overall environment:

Person	Responsibilities
Terry Grier	Superintendent
Andrew Houlihan	Chief Human Resources Officer/Chief Academic Officer
Donald Hare	Chief Major Projects Officer
Helen Spencer	Chief Communications Officer
Jason Spencer	Chief of Staff
Robert Mock	Chief Police Officer
Ken Huewitt	Chief Financial Officer
Elneita Hutchins-Taylor	General Counsel
Shonda Huery	Chief School Support Officer
Mark Smith	Chief Student Support Officer
Rick Cruise	College Readiness Assistant Superintendent
Annvi Utter	Student Support Officer
Leo Bobadilla	Chief Operations Officer
Sherrie Robinson	Controller
Dan Gohl	Chief Academic Officer
Leng Fritsche	Student Assessment Assistant Superintendent
Altagracia Guerrero	Multi-lingual Programs Assistant Superintendent
Sowyma Kumar	Special Education Assistant Superintendent
Mark Miranda	Director of Business Operations
Carla Stevens	Assistant Superintendent Research and Accountability
Rick Fairman	Treasurer
Susan Kaler	School Services Officer

The project team received valuable input from various HISD management level personnel in order to gain a better understanding of the strategic objectives of the District and individual departments. Their input contributed to the development of the summary risk assessment results provided in this report.

Create Audit Universe

After assessing risks and developing a risk inventory based on the interviews, it was necessary to identify all the areas and specific activities that could be selected for an audit. The audit universe served as a starting point for selecting auditable areas and it included all departments, programs, activities and systems of the District. The creation of an audit universe has an added benefit of providing knowledge about the different functions the District performs. The knowledge gained during this process was instrumental in assessing risk.

The audit universe will be constantly evolving to reflect the creation or deletion of District programs. The universe is included in Appendix A and is current as of March 31, 2015. The following items were reviewed and evaluated in order to compile the audit universe along with the information gathered as a result of the interviews listed above:

- District's Public Internet Site
- District's Organizational Charts
- District's Departmental Missions and Objectives Documentation

- District's Policies and Procedures

The IIA standards suggest the use of an Audit Universe to develop the risk based audit plan. The Audit Universe is meant to be a list of all possible audits that could be performed and serves as a tool to assess the risks affecting the District. The Audit Universe elements identified as having a significant potential impact will be considered for inclusion in the next annual audit plan. A risk is a set of circumstances that can hinder an objective. Throughout the risk assessment process, the Office of Internal Audit was aware of certain risks and circumstances that contributed to the final risk assessment and audit plan.

Risk Considerations

Bridgepoint along with Chief Audit Executive identified and defined risks and areas of concern potentially preventing the District from achieving its business objectives and strategic vision. The below lists of risk factors is not intended to be all inclusive, but it is intended to illustrate the numerous considerations that have gone into this risk assessment.

The following areas identify some of the risk considerations that are taken into account when assessing business risks:

- Control Environment – The attitudes, values, actions, philosophies, and policies that set the culture for an organization.
- Inherent Risk – The risk that would exist even if no internal controls or mitigating factors were put in place.
- Control Risk – The risk that an internal control procedure will not be effective in mitigating risk. Simply having a control in place does not ensure that it will be effective.
- Reputational Risk – Risk that key customers and stakeholders will lose confidence in the organization. This could have a negative impact on the District's enrollment numbers and its chances of passing future levies.
- Compliance Risk – The risk of sanctions, financial loss, or loss of reputation resulting from failure to comply with laws, regulations, codes of conduct, or standards. The District has a significant amount of compliance requirements applicable to K-12 districts, and resulting from Federal, State and independent grant funding.
- Financial Risk – The risk of losing funding or cash flow. There are a wide variety of circumstances that could cause the District to lose public funds or property.
- Operational Risk – The risk of loss resulting from a breakdown in internal controls, operations, or procedures.
- Strategic Risk – The risk of loss for whole District resulting from poor execution of a strategic business plan or pursuit of an unsuccessful strategic business plan.
- Fraud Risk – The risk of intentional manipulation of financials, misappropriation of assets, and/or corruption

The following areas identify some of the risk considerations that are taken into account when assessing audit risks. Each of the following situations would result in a higher risk ranking:

- Prior Audit Findings and Exceptions – areas prone to audit findings or opportunities for improvement
- Changes (Major/Minor) – Impact of planned or unplanned changes

HISD Enterprise Risk Assessment Report

- Time Since Last Audit – Used to understand when or if the risk area was last audited
- Cash – Areas that handle cash or have billing and collection funding
- Turnover – Areas that have recently experienced significant turnover
- Policies and Procedures – Areas without clearly defined and available written policies and procedures

The following considerations are specific to information risks and were considered for consistency with IT Risk Assessment:

- Availability – Considered the impact and importance of the availability of systems
- Integrity – Considered maintaining and assuring the accuracy and consistency of HISD data over its entire life cycle
- Confidentiality – Considered measures were undertaken to ensure confidentiality are designed to prevent sensitive information from reaching the wrong people, while making sure the right people can in fact get it

Rank Auditable Areas by Risk

With all the above risk considerations taken into account, the Audit Universe was ranked based on the following risk considerations:

- Reputational Risk
- Compliance Risk
- Financial Risk
- Operational Risk
- Strategic Risk
- Prior Audit Findings and Exceptions
- Changes (Major/Minor)
- Time Since Last Audit
- Availability
- Integrity
- Confidentiality

A score was assigned from zero to three (with zero representing the lowest risk and three representing the highest risk) for each risk factor assessing the relative likelihood and potential impact of the identified risk factor for each audit universe element. The rating definitions for each score are as follows:

Likelihood Scale		
H	3	High probability that the risk will occur.
M	2	Medium probability that the risk will occur.
L	1	Low probability that the risk will occur.
L	0	Not applicable, or no probability that the risk will occur.

Impact Scale		
H	3	The potential for material impact on the organization's earnings, assets, reputation, or stakeholders is high.
M	2	The potential for material impact on the organization's earnings, assets, reputation, or stakeholders may be significant to the audit unit, but moderate in terms of the total organization.
L	1	The potential impact on the organization is minor in size or limited in scope.
L	0	Not applicable, or the potential impact on the organization is non-existent.

The scores were based on historical and current information and interviews with management and staff. A score was assigned for each of the risk factors and a total combined risk score was calculated for each potential audit area. A total combined risk score of 71 or greater was considered to be high risk and a total combined risk score of 38 or less was considered to be low risk.

Validate Risks and Auditable Areas with District Personnel

After a score for each auditable universe was compiled, discussions were held with management to review and validate the results. Adjustments to total combined risk scores were applied, as necessary, based on any management or outside input. Internal Audit and each respective Chief Officer reviewed the final rankings of the potential audit areas within their responsibility. Subsequently, Internal Audit considered other available inputs to identify high risk auditable areas to be included in the Audit Plan.

Internal Audit will perform audits of high risk District activities and operations to evaluate:

- The reliability, integrity, and timeliness of significant financial, managerial, and operating information and the adequacy of the internal controls employed over the compilation and reporting of such information;
- Compliance with policies, procedures, standards, laws, and regulations;
- Measures taken to safeguard assets;
- The adequacy and cost-effectiveness of accounting, financial, and other controls throughout the District;
- Whether District resources/programs are managed in an economical, efficient, and effective manner to achieve the desired results; and
- Whether best practices methodologies are incorporated into District operations.

The appendices below specify the audit universe created, a heat map summarizing the risk assessment results of the top 15 risks areas and the areas to be audited for seven months remaining in calendar year 2015.

Appendices

[Audit Universe](#)

See Attachment 1.

[Summary Risk Assessment Results](#)

See Attachment 2.

[Audit Plan](#)

See Attachment 3.

#	Office	Major Audit Universe (Key programs, processes, activities, functions, or departments)	Detailed Audit Universe	Broad Audit Objective
1	Academics	Elementary Curriculum & Development and Innovative Curriculum & Instruction	Literacy by 3 Program	<ul style="list-style-type: none"> • Review and assess efficiency and effectiveness of the management of Literacy by 3 program to achieve goals put in place and comply with any laws, regulations, policies, and procedures and determine whether funds were allocated and spent in accordance with requirements
2	Academics	Elementary, Secondary, and Innovative Curriculum & Instruction	Curriculum Development	<ul style="list-style-type: none"> • Review and assess curriculum compliance with the missions, objectives and charter of District and adheres to standards and conditions set forth by district and state • Assess student performance, student preparation and proper enrollment of students in curriculum • Review and assess curriculum development process and ensure process follows district policy
3	Academics	Multilingual Special Programs	Bilingual/Dual Language, English as a Second Language (ESL), Migrant and Refugee	<ul style="list-style-type: none"> • Review and assess district controls, implementation procedures, and compliance with state and federal regulations that impact services for limited english proficiency, immigrant, migrant and refugee students with a focus on the ESL program and English Language Learners (ELL)
4	Academics	Multilingual Special Programs	Funding Controls & Compliance	<ul style="list-style-type: none"> • Assess effectiveness of application process and effectiveness of information provided to community • Review and assess policies, procedures and controls for compliance with state and federal regulations

#	Office	Major Audit Universe (Key programs, processes, activities, functions, or departments)	Detailed Audit Universe	Broad Audit Objective
5	Academics	Research & Accountability	Academic Performance Analysis and Data Integrity	<ul style="list-style-type: none"> • Quality Assurance over Reporting, Aspire controls, EVAAS controls, Quality over the identification of gift and talented FERPA controls
6	Academics	Resources & Operations	Grants (general review)	<ul style="list-style-type: none"> • Review and assess proper compliance with grant requirements, formal procedures related to program implementation, policies, guidelines and utilization of funds
7	Academics	Resources and Operations	Library Services	<ul style="list-style-type: none"> • Review and assess the effectiveness (and proper funding) of additional school services such as library services for compliance with state and federal requirements
8	Academics	Secondary Curriculum and Development	Power Up Program	<ul style="list-style-type: none"> • Review program compliance and performance with original objectives, goals, timeline and policies and procedures
9	Academics	Special Education	Individualized Education Plan (IEP) and Administrative Review and Dismissal (ARD)	<ul style="list-style-type: none"> • Review and assess district controls and compliance with the IEP and ARD documentation and standard requirements • Review Development, Approval and Administration processes of IEP and ARD
10	Academics	Special Education	Special Education Programs	<ul style="list-style-type: none"> • Review special education enrollment and expenditures • Review and asses the controls, policies, procedures and processes for providing services to Special Education students

#	Office	Major Audit Universe (Key programs, processes, activities, functions, or departments)	Detailed Audit Universe	Broad Audit Objective
11	Academics	Special Education	Special Education Compliance	<ul style="list-style-type: none"> • Review and assess whether District staff that were funded by Special Education funds at schools were performing special education allowable activities and appropriate services were delivered to students • Review and asses the controls, policies, procedures and processes for Special Education funding (including review of breakdown of funding areas) and providing services to Special Education students
12	Academics	Special Education	Special Education Occupational Therapy, Physical Therapy, and Assistive Technology	<ul style="list-style-type: none"> • Review the use and proper compliance with regulations for Occupational Therapists, Physical Therapists and Assistive Technology within Special Education
13	Academics	Special Education	Child Studies	<ul style="list-style-type: none"> • Review and assess controls and compliance with federal guidelines covering student disabilities
14	Academics	Student Assessment	Testing Integrity	<ul style="list-style-type: none"> • Review testing integrity, testing storage and testing environment controls, policies and procedures for compliance with district and state mandated requirements
15	Academics	Student Assessment	New Testing Vendor "Iowa"	<ul style="list-style-type: none"> • Post Iowa implementation review for new standardize test in K-8 to evaluate whether the program was implemented in line with best practices and meets the needs of the district
16	Academics	Student Assessment	Formative Assessments	<ul style="list-style-type: none"> • Review how schools monitor and measure student progress towards state standards and other District goals and ensure schools are following requirements and regulations

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17	Academics	Student Assessment	Summative Assessments	<ul style="list-style-type: none"> • Review how schools monitor and measure student progress towards state standards and other District goals and ensure schools are following requirements and regulations
18	Business Operations	Business Assistance	Risk Management	<ul style="list-style-type: none"> • Review and assess policies, procedures and adequacy of controls over bonding, environmental and safety compliance processes
19	Business Operations	Business Assistance	Warehouse Operations	<ul style="list-style-type: none"> • Review and assess internal controls over all warehouse operations (vehicle parts, food, books, textbook ordering etc) to ensure District policies and procedures are being followed • Assess the efficiency and effectiveness of the textbook ordering process (review, approval, purchasing) and warehouse operations processes
20	Business Operations	Business Assistance	MWBE/Supplier Diversity	<ul style="list-style-type: none"> • Review controls and procedures to ensure supplier diversity in accordance with Board policy
21	Business Operations	Construction and Facilities Services	Bond Program - 2007 and 2012	<ul style="list-style-type: none"> • Review and assess the overall management and oversight of bond program • Review bond proceeds spending to determine if money spent was in accordance with the specific project list within the bond measure
22	Business Operations	Construction and Facilities Services	Project Management and Planning	<ul style="list-style-type: none"> • Review and assess project management controls and compliance with policies and procedures • Review and assess performance standards used to measure productivity and effectiveness of service delivery
23	Business Operations	Construction and Facilities Services	Utilities & Energy Management Program	<ul style="list-style-type: none"> • Review past performance of utilities, contracts, and invoices to ensure accuracy of billings (Controllers Dept) • Review and assess district compliance with Energy Management Program (CFS Dept)

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24	Business Operations	Construction and Facilities Services	Facilities Maintenance	<ul style="list-style-type: none"> • Review facilities management process and program compliance with district policies and procedures • Review and assess whether internal controls are properly designed to ensure proper recording of electric, plumbing and A/C services billed • Review work and supporting documentation to ensure District is receiving services paid for
25	Business Operations	Construction and Facilities Services	Facilities to Standard Program	<ul style="list-style-type: none"> • Review and assess compliance with facilities to standard program and overall maintenance compliance with policies • Review facilities compliance as it relates to the Office of Civil Rights and US Dept of Education
26	Business Operations	Food Services	Aramark Contract	<ul style="list-style-type: none"> • Assess compliance with contract terms and conditions, ensure Aramark is complying with requirements, confirm that contract management policies and procedures are being followed and that District was provided service it paid for
27	Business Operations	Food Services	Free and Reduced Lunch	<ul style="list-style-type: none"> • Ensure district is following appropriate federal policies and procedures as it relates to the Free and Reduced Lunch Program
28	Business Operations	Food Services	Breakfast in the Classroom	<ul style="list-style-type: none"> • Determine whether breakfasts were provided properly and timely to students in the classrooms and whether classrooms were kept in safe and sanitary conditions
29	Business Operations	Food Services	Cafeteria and Food Quality Management	<ul style="list-style-type: none"> • Review and assess processes and controls over data capture, reimbursement claims, menu planning, food quality and nutritional analysis, procurement, production and inventory

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30	Business Operations	HISD Police Department	School Safety & Gang Concerns	<ul style="list-style-type: none"> • Review and assess whether internal controls were working as intended and policies and procedures are being followed to ensure adequate safety and security of teachers, students, parents and staff
31	Business Operations	HISD Police Department	Property Room(s)	<ul style="list-style-type: none"> • Review and assess property/equipment records and assess controls to safeguard property
32	Business Operations	HISD Police Department	Patrol Officers and Crossing Guards	<ul style="list-style-type: none"> • Review and assess whether patrol officers and crossing guards are in compliance with district policies and procedures and state laws
33	Business Operations	Transportation	Fleet Management - Inventory and Preventive Maintenance	<ul style="list-style-type: none"> • Review compliance with maintenance requirements • Determine whether cost effectiveness is achieved in maintaining older trucks, vans and cars and evaluate adequacy of replacement plan for these vehicles • Review compliance with inventory policies and procedures
34	Business Operations	Transportation	Fleet Management - Vehicle and Gas usage and Fuel Facility	<ul style="list-style-type: none"> • Review and assess controls and compliance with vehicle and gas usage policies and fuel management • Review documentation to ensure appropriate record keeping and environmental compliance
35	Business Operations	Transportation	Bus Routing and Scheduling	<ul style="list-style-type: none"> • Review and assess controls and compliance with district policies for bus routing and scheduling
36	CFO	Benefits	Employee Benefits	<ul style="list-style-type: none"> • Review and assess employee benefits internal controls, policies and procedures for compliance with regulations and effectiveness, pricing and related expenditures • Review and assess eligibility of employee dependents for benefits coverage

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37	CFO	Benefits	Worker's Compensation - administration and disability	<ul style="list-style-type: none"> • Review projected payroll costs against actual payroll costs and ensure class codes quoted from inception are properly reflected during the year • Review existence of sub contractor coverage and compliance of sub contractors coverage with requirements
38	CFO	Budgeting & Financial Planning	Departmental and District Wide Budgets	<ul style="list-style-type: none"> • Review and assess process for planning and completing budgets, to determine the effectiveness of compliance with policies and procedures, and to ensure the budget process is operating as planned
39	CFO	Budgeting & Financial Planning	School Based Budgeting	<ul style="list-style-type: none"> • Review and assess process for planning and completing budgets, to determine the effectiveness of compliance with policies and procedures, and to ensure the budget process is operating as planned
40	CFO	Budgeting & Financial Planning	Special Revenue Budgeting	<ul style="list-style-type: none"> • Review and assess process for planning and completing budgets, to determine the effectiveness of compliance with policies and procedures, and to ensure the budget process is operating as planned
41	CFO	Controller	Payroll Process Operations	<ul style="list-style-type: none"> • Review payroll process focusing on compliance with policies and procedures, the overall efficiency and effectiveness of the processes, and the adequacy of the internal control infrastructure • Review and assess the reliability, timeliness and consistency of the employee attendance reporting data and compliance with policies and procedures

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42	CFO	Controller	Fixed Asset Accounting - Inventory Asset Management	• Evaluate effectiveness of policies and procedures used to oversee the inventory management process, i.e., identification of inventory needs, requisition, receipt, and restocking of inventory for fixed assets, food, fleet and parts
43	CFO	Controller	Treasury - Investment Management and Investment Funds	• Review and assess investment fund management processes (including bond/investment sales), controls, policies, and adequacy of segregation of duties
44	CFO	Controller	Treasury - Public Funds Investment Act	• Review current processes, policies, procedures and additional documentation for compliance with the Public Funds Investment Act
45	CFO	Controller	Treasury - Debt Management	• Review and assess debt management processes, controls, policies, and adequacy of segregation of duties
46	CFO	Controller	Checks & Cash Handling - Activity Funds	• Review and assess cash handling controls, reconciliations, policies and procedures and effectiveness of cash handling segregation of duties throughout district to ensure proper appropriation of funds, proper recording, and proper cash reconciliations
47	CFO	Controller	Treasury - Cash and Liquidity	• Review and assess cash and liquidity
48	CFO	Controller	Critical Spreadsheets	• Review each critical spreadsheets to evaluate potential impact to the business if an error were to occur within the critical spreadsheet and evaluate the likelihood of error

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49	CFO	Controller	Enterprise and Internal Service Funds	<ul style="list-style-type: none"> • Review and assess processes, policies and procedures and controls for enterprise and internal service funds
50	CFO	Controller	A/P - Disbursements and Duplicate Payments	<ul style="list-style-type: none"> • Review and assess the internal controls within district's processes impacting the processing of disbursements (checks, electronic funds transfers – EFT, automated clearing house payments – ACH) and processing of receipts • Review and assess payment history for duplicate payments to identical vendor
51	CFO	Controller	Professional Service Contracts	<ul style="list-style-type: none"> • Assess compliance with contract terms and conditions, ensure providers are complying with requirements, confirm that contract management policies and procedures are being followed and that District was provided service it paid for
52	CFO	Controller	SAP Configurable Controls	<ul style="list-style-type: none"> • Assess whether there were adequate SAP configurable controls included within select accounting and procurement processes through review of transactions processed
53	CFO	Controller	Account Reconciliations	<ul style="list-style-type: none"> • Review and assess account reconciliations, policies and procedures to ensure proper reconciliations and account balances
54	CFO	Controller	Bond Fund Accounting	<ul style="list-style-type: none"> • Review controls, fund accounting process, policies and procedures to ensure proper oversight and reporting of financial data for funds • Review and assess record keeping and reporting requirements
55	CFO	Controller	General Fund Accounting	<ul style="list-style-type: none"> • Review controls, fund accounting process, policies and procedures to ensure proper oversight and reporting of financial data for funds • Review and assess record keeping and reporting requirements

#	Office	Major Audit Universe (Key programs, processes, activities, functions, or departments)	Detailed Audit Universe	Broad Audit Objective
56	CFO	Controller	Special Revenue Fund Accounting	<ul style="list-style-type: none"> • Review controls, fund accounting process, policies and procedures to ensure proper oversight and reporting of financial data for funds • Review and assess record keeping and reporting requirements
57	CFO	Controller	Treasury - Disbursement Processing	<ul style="list-style-type: none"> • Review and assess adequacy of internal controls, processes, and compliance with policies (including ACH, Positive Pay and SOD)
58	CFO	Controller	Treasury - Cash Receipts and Deposits	<ul style="list-style-type: none"> • Review and assess adequacy of internal controls, processes and compliance with policies
59	CFO	Controller	A/P -Travel Expenditures/Expense Reporting	<ul style="list-style-type: none"> • Review and assess travel expenditures and expense reporting for compliance with district policies (e g proper approval, necessity, consistency of funding)
60	CFO	Controller	Intercompany transactions	<ul style="list-style-type: none"> • Review reconciliations of intercompany transactions and ensure they are performed timely and in accordance with policy
61	CFO	External Funding	Review of Title III Funds	<ul style="list-style-type: none"> • Review and assess proper use and allocation of Title III funds • Assess effectiveness of application process and effectiveness of information provided to community
62	CFO	External Funding	Review of Title I Funds	<ul style="list-style-type: none"> • Review and assess proper use and allocation of Title I funds • Assess effectiveness of application process and effectiveness of information provided to community

#	Office	Major Audit Universe (Key programs, processes, activities, functions, or departments)	Detailed Audit Universe	Broad Audit Objective
63	CFO	External Funding	Review of Title II Funds	<ul style="list-style-type: none"> • Review and assess proper use and allocation of Title II funds for preparation, training, recruiting high quality teachers and principals • Assess effectiveness of application process and effectiveness of information provided to community
64	CFO	Finance Attorney	Property Taxes	<ul style="list-style-type: none"> • Review and assess adequacy of controls, processes, policies and procedures for appraisal, calculation, and collection of property taxes, appropriateness of refunds reviewed and approved and property value assessment and tax recording
65	CFO	Finance Attorney	Finance Contracts	<ul style="list-style-type: none"> • Assess compliance with contract terms and conditions, ensure providers are complying with requirements, confirm that contract management policies and procedures are being followed and that District was provided service it paid for
66	CFO	Government Relations	Government Relations	<ul style="list-style-type: none"> • Determine whether specific program goals have been met and propose recommendations on improvement of relations • Determine whether relations communication is helping the District work towards its mission
67	CFO	Medicaid	Medicaid Reimbursement Services & SHARS Reporting	<ul style="list-style-type: none"> • Review and assess policies, procedures and adequacy of controls over insurance and Medicaid compliance and reimbursement processes

#	Office	Major Audit Universe (Key programs, processes, activities, functions, or departments)	Detailed Audit Universe	Broad Audit Objective
68	CFO	Procurement/Materials Management	Vendor Contracts	<ul style="list-style-type: none"> • Assess vendor compliance with contract terms and conditions and confirm that contract management policies and procedures are being followed and quality control is being managed and inspections are being performed timely • Review and assess construction contracts for compliance • Determine contractor completed construction as required and contingency and allowance disbursements are drawn down in accordance with requirements of contract
69	CFO	Procurement/Materials Management	Public Solicitation Bidding Process	<ul style="list-style-type: none"> • Review the design and effectiveness of public solicitation processes, including compliance with state law and HISD policy
70	CFO	Procurement/Materials Management	Strategic Sourcing	<ul style="list-style-type: none"> • Review and assess sourcing processes and procedures, internal controls, and compliance with district policies
71	CFO	Procurement/Materials Management	PO Process	<ul style="list-style-type: none"> • Review and assess PO approval controls and compliance with PO process requirements to ensure transactions were legitimate and properly supported
72	CFO	Procurement/Materials Management	Change Orders	<ul style="list-style-type: none"> • Review and assess controls over change order process and justification for cause, estimates of costs, and review of agreed upon costs • Determine whether costs billed on the change orders are reasonable and allowable under the terms of the contract • Determine whether the work performed for the change order was within the original scope of work
73	CFO	Procurement/Materials Management	Vendor Master File Review	<ul style="list-style-type: none"> • Review and assess policies and procedures over the vendor master file control and maintenance to ensure adequate protection of the District against creation and activation of unauthorized vendors and ensure that payments were made to authorized and approved vendors

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74	CFO	Procurement/Materials Management	Vendor Set up	<ul style="list-style-type: none"> • Review and assess controls, policies and procedures and historical expense reimbursements against policy • Assess the internal controls within district's processes impacting the setup and maintenance of vendors
75	CFO	Procurement/Materials Management	ProCard Program	<ul style="list-style-type: none"> • Review and assess ProCard processes, controls and compliance with the District policy and procedures
76	Chief of Staff	Media Relations	Local, State and National Media Relations	<ul style="list-style-type: none"> • Review and assess processes, policies and procedures and controls for securing, managing, monitoring and supporting different media outlets
77	Communications	Business Operations & Bond Communication	Outreach and Strategic Communication on Bond Program	<ul style="list-style-type: none"> • Determine whether specific program goals have been met and propose recommendations on improvement of relations and message • Determine whether communication is helping the District work towards its mission
78	Communications	Communications - Productions, Publications, HISD Website, TV	Website and TV Control and Standards	<ul style="list-style-type: none"> • Review and assess processes, policies and procedures and controls for securing, managing, monitoring and supporting HISD website
79	Communications	Family and Community Engagement (FACE)	Professional Development for FACE	<ul style="list-style-type: none"> • Review and assess compliance with professional development requirements around FACE and personnel training requirements to ensure leaders are continuously maintaining and enhancing professional capabilities • Review and assess the effectiveness of delivery of services and the related expenses
80	Communications	HISD Foundation	Donations	<ul style="list-style-type: none"> • Review and assess if donations (cash and non-cash) were appropriately accounted for and recorded, controls were adequate, and donation was spent properly
81	Communications	Strategic Partnerships	District wide corporate and non-profit partnerships	<ul style="list-style-type: none"> • Review and assess any contractual terms to determine whether monetary or non-monetary obligations were met

#	Office	Major Audit Universe (Key programs, processes, activities, functions, or departments)	Detailed Audit Universe	Broad Audit Objective
82	Communications	Strategic Partnerships	Special Events	<ul style="list-style-type: none"> • Review and assess internal controls over special events and ensure compliance with policies and procedures
83	Communications	Translation Services	Written and Oral Interpretation Services	<ul style="list-style-type: none"> • Review and assess controls and compliance with translation service requirements and contracts associated with translators • Compare translation services used in special education department to translation services used in multi-lingual and communications departments
84	Human Resources	Business Services	HR Operations - Personnel Records	<ul style="list-style-type: none"> • Review the Human Resources function focusing on completeness of personnel files, adequacy of supporting documentation for changes to employee profiles, and timely recording and reporting of employee information (new hires, merit increases, etc) to Payroll • Review and assess procedures and accuracy of manual data entry of PS and Applitrack data against actual data • Review and assess records management controls and compliance with records management policies and procedures
85	Human Resources	Business Services	Certification	<ul style="list-style-type: none"> • Review certification and training compliance for staff against state, federal and district requirements • Review compliance with employee training requirements against state and federal law
86	Human Resources	Comp & Rewards	Compensation Program and Aspire Award Program	<ul style="list-style-type: none"> • Review teacher and principal incentive compensation criteria, process and calculations within Aspire program • Review program and awards for compliance with policies and procedures and alignment with performance
87	Human Resources	Comp and Rewards	Compensation	<ul style="list-style-type: none"> • Compensation review and benchmark

#	Office	Major Audit Universe (Key programs, processes, activities, functions, or departments)	Detailed Audit Universe	Broad Audit Objective
88	Human Resources	Human Capital Accountability	Employee Relations - Complaints, Investigations, and Resolutions	<ul style="list-style-type: none"> • Review and assess processes, policies and procedures and controls surrounding the grievance process • Review and assess that employees work in an environment that is free from illegal discrimination and harassment, including sexual harassment • Review HR investigations practices and protocols for compliance with current policies
89	Human Resources	Human Capital Accountability	Performance Management	<ul style="list-style-type: none"> • Review and assess processes, policies and procedures and controls surrounding performance management
90	Human Resources	Leadership Development	Professional Development	<ul style="list-style-type: none"> • Review and assess compliance with professional development requirements and personnel training requirements to ensure leaders are continuously maintaining and enhancing professional capabilities
91	Human Resources	School Leadership and Leadership Development	Retention	<ul style="list-style-type: none"> • Review and assess current strategies to retain employees and current lifecycle of human resource practices from onboarding to termination
92	Human Resources	Talent Acquisition	Recruitment	<ul style="list-style-type: none"> • Review and assess processes, policies and procedures and controls surrounding recruitment • Review teacher and leadership recruitment and selection process, policies and procedures
93	Human Resources	Talent Acquisition	Onboarding	<ul style="list-style-type: none"> • Review and assess processes, policies and procedures and controls for onboarding
94	Internal Audit	Ethics and Compliance	E-Rate Program	<ul style="list-style-type: none"> • Review and assess controls, processes, policies and procedures for compliance with the USAC E-Rate Program, state law, and HISD policies
95	Internal Audit	Ethics and Compliance	Ethics and Compliance Program	<ul style="list-style-type: none"> • Review of the design and effectiveness of the district's ethics and compliance program
96	Legal Services	Board Services	Board Services	<ul style="list-style-type: none"> • Evaluate the effectiveness of board services and ensure adherence to the standards and procedures outlined in policies and procedures

#	Office	Major Audit Universe (Key programs, processes, activities, functions, or departments)	Detailed Audit Universe	Broad Audit Objective
97	Legal Services	Policy Administration	Policy Administration	<ul style="list-style-type: none"> • Review and assess policy administration compliance with district, state and federal requirements
98	Legal Services	Public Information Office	Public Information Requests	<ul style="list-style-type: none"> • Review and assess whether public information requests were managed efficiently and effectively, objectives were met, and all matters were in compliance with guidelines and regulations, and controls were adequate
99	Major Projects	College Readiness	Emerge / College Readiness	<ul style="list-style-type: none"> • Review and assess efficiency and effectiveness of the management of EmERGE/College Readiness to achieve goals and comply with any laws, regulations, policies, and procedures and determine whether funds were allocated and spent in accordance with requirements
100	Major Projects	Counseling and Guidance	HB5 Compliance	<ul style="list-style-type: none"> • Review and assess HB5 compliance with state and federal regulations including Fine Arts, wellness and physical education, community and parent involvement, 21st century work program, second language acquisition, digital learning environment, dropout prevention, educational programs for gifted and talented, record of district and each campus regarding, compliance with statutory reporting requirements
101	Major Projects	Counseling and Guidance	Counseling and Guidance	<ul style="list-style-type: none"> • Review and assess the effectiveness (and proper funding) of additional school services such as counseling services for compliance with state and federal requirements
102	Major Projects	Futures Academy	Futures Academy	<ul style="list-style-type: none"> • Review effectiveness of the Futures Academy • Review compliance of the 8 Futures Academy Programs with the policies and procedures of the Futures Academy

#	Office	Major Audit Universe (Key programs, processes, activities, functions, or departments)	Detailed Audit Universe	Broad Audit Objective
103	Major Projects	Linked Learning	Linked Learning	<ul style="list-style-type: none"> • Review effectiveness of the Linked Learning Program Review that all requirements have been properly identified and are being followed
104	Major Projects	Resources & Operations	Race to Top Grant - Counseling Positions	<ul style="list-style-type: none"> • Review and assess Race to the Top compliance with the appropriate number of counseling positions per grant guidelines • Review and assess proper compliance with grant requirements, formal procedures related to program implementation, guidelines and utilization of funds
105	Major Projects	Scholarships	Scholarship Programs	<ul style="list-style-type: none"> • Review and assess internal controls to ensure they provide reasonable assurance that federal/state/district student financial assistance programs were administered in compliance with applicable statutes and rules • Review and assess certification of student eligibility, maintenance of supporting documentation, appropriate accounting, and general administration of student financial assistance programs has been performed in substantial compliance with applicable statutes and rules • Review district's record of awards made and awards refunded are in agreement with the state's or federal's Student Financial Assistance record of awards made and refunded
106	Major Projects	Career Readiness	Career and Technical Education (CTE)	<ul style="list-style-type: none"> • Review and assess record keeping controls and compliance with district and state requirements • Review and assess quality and equity compliance of CTE course offerings in against District policy

#	Office	Major Audit Universe (Key programs, processes, activities, functions, or departments)	Detailed Audit Universe	Broad Audit Objective
107	School Support	Campus Compliance	Activity Funds	<ul style="list-style-type: none"> • Review and assess processes, policies and procedures and controls for activity funds
108	School Support	Campus Compliance	Campus Audits	<ul style="list-style-type: none"> • Perform accounting, financial and other operations on specific campuses in HISD to ensure safeguarding of assets, effective controls, and compliance with policies • Determine whether internal controls were working as intended in maintaining the safety and security of visitors, students, teachers, parents, and staff on and around school premises
109	School Support	Elementary School Office, Middle School Office and High School Office	Principal School Fund Management	<ul style="list-style-type: none"> • Review and assess principal school fund management and ensure compliance with controls, policies and procedures including floor plan decisions (providing nurses, counselors, librarians)
110	School Support	Leadership Development	Consistency and Quality of Teacher Evaluations	<ul style="list-style-type: none"> • Inspect and assess teacher evaluation process
111	Student Support	Athletics	Athletic Facilities & Usage	<ul style="list-style-type: none"> • Review and assess controls and compliance for usage of facilities with policies and procedures • Review and assess whether athletic facilities were adequately controlled, equipment and supplies were properly safeguarded and whether there were adequate processes for monitoring safety
112	Student Support	Athletics	Athletic Programs	<ul style="list-style-type: none"> • Review and assess controls, funds and donations received • Review and assess that funds and donations received were properly accounted for and programs are in compliance with District policy and/or state and federal policy

#	Office	Major Audit Universe (Key programs, processes, activities, functions, or departments)	Detailed Audit Universe	Broad Audit Objective
113	Student Support	Athletics	Sporting Events - Cash and receipt Handling	<ul style="list-style-type: none"> • Review cash handling policies, transactions and procedures of athletic sporting events regarding cash receipts and cash disbursements from district accounts, travel disbursements, purchasing card disbursements and issuance of complimentary tickets
114	Student Support	Athletics	UIL Academic Program	<ul style="list-style-type: none"> • Review and assess athletics departmental compliance with district, state and federal requirements and regulations • Review and assess whether athletic programs were adequately controlled and processes were in place for monitoring eligibility
115	Student Support	Federal & State Compliance	Data Quality - Student Coding	<ul style="list-style-type: none"> • Review and assess student coding data entry controls, procedures and accuracy of manual data entry of student coding against actual data
116	Student Support	Federal & State Compliance	Discipline Reporting	<ul style="list-style-type: none"> • Review and assess controls and compliance with discipline recording and reporting with a focus on student suspensions • Review that the recorded data in the reporting system is supported by student records
117	Student Support	Federal & State Compliance	Attendance - Per Unit Allocation (PUA)	<ul style="list-style-type: none"> • Review and assess controls and compliance with proper attendance reporting and requirements of class size • Review and assess campus enrollment, attendance processes, funding and controls and compliance with state and federal law
118	Student Support	Federal and State Compliance	Student Attendance & Enrollment Reporting	<ul style="list-style-type: none"> • Review and assess campus enrollment and attendance recording and reporting processes and controls and compliance with state and federal law

#	Office	Major Audit Universe (Key programs, processes, activities, functions, or departments)	Detailed Audit Universe	Broad Audit Objective
119	Student Support	Intervention Programs	After School Programs and Outside Organizations	<ul style="list-style-type: none"> • Assess and confirm adequate controls and compliance with requirements for approval of school usage and collection of fees
120	Student Support	Parent / Community Assistance	Parent / Community Assistance	<ul style="list-style-type: none"> • Review and assess that school district concerns are communicated effectively and in a timely manner • Ensure District policies and procedures are followed
121	Student Support	School Choice	Magnet Programs	<ul style="list-style-type: none"> • Review and assess the magnet program application process, policies and procedures to ensure they were properly applied to each eligible student • Review and assess proper documentation for compliance with regulations
122	Student Support	School Choice	Student Transfers	<ul style="list-style-type: none"> • Review and assess compliance with documentation requirements for student transfers
123	Student Support	School Choice	Recruitment Events	<ul style="list-style-type: none"> • Review and assess whether recruitment events and program was managed efficiently and effectively , objectives were met, event was in compliance with guidelines and regulations, funds were properly used and controls were adequate
124	Student Support	School Services	Student Records - Data Integrity and Reporting	<ul style="list-style-type: none"> • Review and assess policies, procedures and adequacy of controls for federal and state compliance with handling student information including graduation requirements and handling student information
125	Student Support	School Services	Student Support Performance Analysis and Data Integrity	<ul style="list-style-type: none"> • Review and assess controls, policies, and procedures for data warehouse reliability, query control, performance analysis, and access rights to Cognos

#	Office	Major Audit Universe (Key programs, processes, activities, functions, or departments)	Detailed Audit Universe	Broad Audit Objective
126	Student Support	School Services	NCUST and Harvard Ed Labs Contracts	• Assess compliance with contract terms and conditions, ensure providers are complying with requirements, confirm that contract management policies and procedures are being followed and that District was provided service it paid for
127	Student Support	School Services	School Improvement Plan	• Review and assess compliance and controls with requirements for student improvement plan
128	Student Support	School Services	School Waivers - General and Class Size	• Review and assess compliance and controls with requirements for student class size
129	Student Support	School Services	Demographic Services	• Review and assess the delivery of services, re-zoning processes and the use and effectiveness of funds for the services
130	Student Support	School Services	Summer School Programs	• Review and assess the delivery of services and the use and effectiveness of funds for the programs
131	Student Support	School Services	State Accountability Indices - Closing Performance Gaps, College and Career Readiness, Student Achievement and Student Growth Index	• Review and assess all applicable compliance requirements as it relates to closing performance gap, college and career readiness, student achievement and student growth indices to ensure requirements were properly identified and followed
132	Student Support	Student Services	Drop Out Prevention Program	• Review and assess processes, policies and procedures and controls for the drop out prevention, drop out recovery and truancy programs
133	Student Support	Student Services	Health and Medical Services	• Review and assess the effectiveness (and proper funding) of additional school services such as health and medical services for compliance with state and federal requirements
134	Student Support	Student Services	Psychological Services	• Review the use and proper compliance with regulations for Psychological Services

#	Office	Major Audit Universe (Key programs, processes, activities, functions, or departments)	Detailed Audit Universe	Broad Audit Objective
135	Student Support	Student Services	Homeless/State Comp Ed Program	<ul style="list-style-type: none">• Review and assess whether homeless program was managed efficiently and effectively , objectives were met, and all matters were in compliance with guidelines and regulations, funds were properly used and controls were adequate

Chart Data Top 15 District Wide

#	Office	Major Audit Universe (Key programs, processes, activities, functions, or departments)	Detailed Audit Universe	Impact	Likelihood	Risk Total	Rank	Audit Objective
1	Student Support	Federal & State Compliance	Data Quality - Student Coding	21	21	57	1	<ul style="list-style-type: none"> • Review and assess student coding data entry controls, procedures and accuracy of manual data entry of student coding against actual data
2	Academics	Special Education	Individualized Education Plan (IEP) and Administrative Review and Dismissal (ARD)	21	20	56	2	<ul style="list-style-type: none"> • Review and assess district controls and compliance with the IEP and ARD documentation and standard requirements • Review Development, Approval and Administration processes of IEP and ARD
3	Student Support	School Services	Student Records - Data Integrity and Reporting	22	19	53	3	<ul style="list-style-type: none"> • Review and assess policies, procedures and adequacy of controls for federal and state compliance with handling student information including graduation requirements and handling student information
4	Student Support	School Services	Student Support Performance Analysis and Data Integrity	22	19	53	3	<ul style="list-style-type: none"> • Review and assess controls, policies, and procedures for data warehouse reliability, query control, performance analysis, and access rights to Cognos
5	CFO	Procurement/Materials Management	Vendor Contracts	19	19	51	5	<ul style="list-style-type: none"> • Assess vendor compliance with contract terms and conditions and confirm that contract management policies and procedures are being followed and quality control is being managed and inspections are being performed timely • Review and assess construction contracts for compliance • Determine contractor completed construction as required and contingency and allowance disbursements are drawn down in accordance with requirements of contract

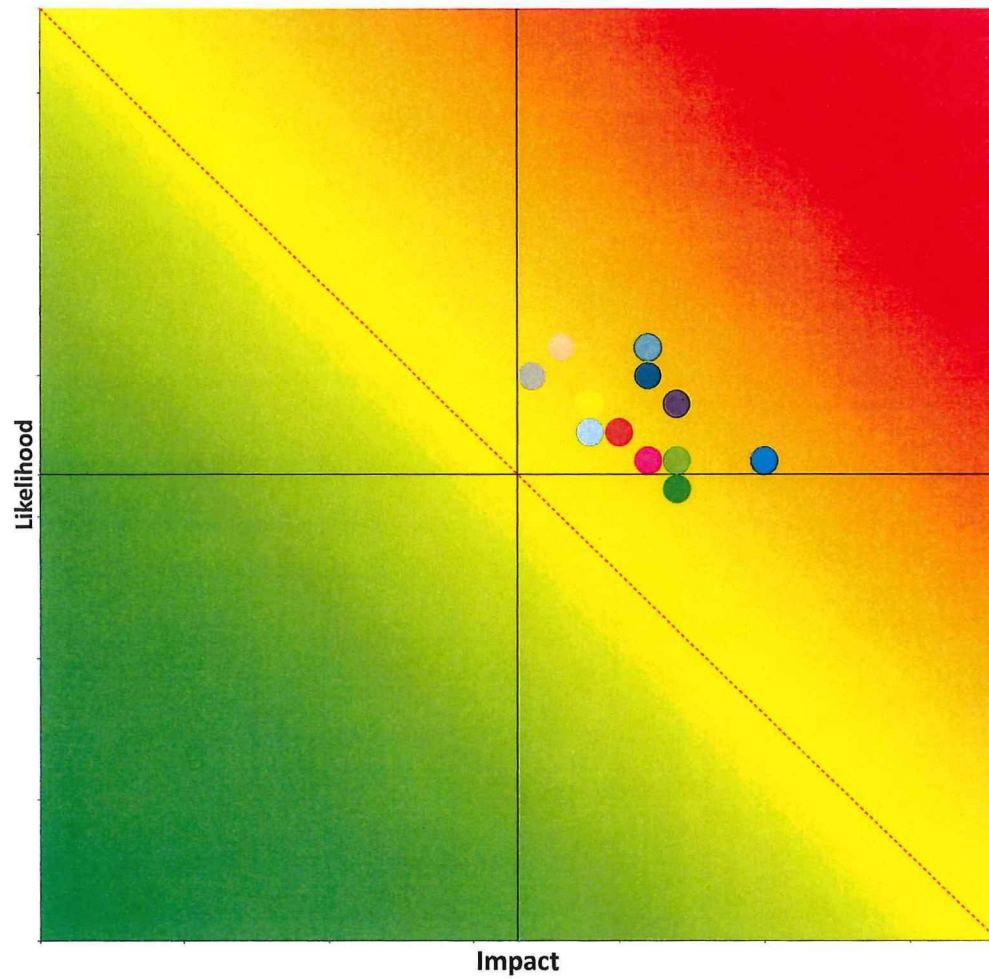
Chart Data Top 15 District Wide

#	Office	Major Audit Universe (Key programs, processes, activities, functions, or departments)	Detailed Audit Universe	Impact	Likelihood	Risk Total	Rank	Audit Objective
6	CFO	Controller	Payroll Process Operations	18	21	48	6	<ul style="list-style-type: none"> • Review payroll process focusing on compliance with policies and procedures, the overall efficiency and effectiveness of the processes, and the adequacy of the internal control infrastructure • Review and assess the reliability, timeliness and consistency of the employee attendance reporting data and compliance with policies and procedures
7	CFO	External Funding	Review of Title III Funds	20	18	48	6	<ul style="list-style-type: none"> • Review and assess proper use and allocation of Title III funds • Assess effectiveness of application process and effectiveness of information provided to community
8	Student Support	Federal & State Compliance	Discipline Reporting	21	17	47	8	<ul style="list-style-type: none"> • Review and assess controls and compliance with discipline recording and reporting with a focus on student suspensions • Review that the recorded data in the reporting system is supported by student records
9	Student Support	School Services	NCUST and Harvard Ed Labs Contracts	22	17	47	8	<ul style="list-style-type: none"> • Assess compliance with contract terms and conditions, ensure providers are complying with requirements, confirm that contract management policies and procedures are being followed and that District was provided service it paid for
10	Student Support	School Services	School Improvement Plan	21	17	47	8	<ul style="list-style-type: none"> • Review and assess compliance and controls with requirements for student improvement plan
11	Academics	Student Assessment	Testing Integrity	22	16	46	11	<ul style="list-style-type: none"> • Review testing integrity, testing storage and testing environment controls, policies and procedures for compliance with district and state mandated requirements
12	CFO	Procurement/Materials Management	Public Solicitation Bidding Process	19	18	46	11	<ul style="list-style-type: none"> • Review the design and effectiveness of public solicitation processes, including compliance with state law and HISD policy

Chart Data Top 15 District Wide

#	Office	Major Audit Universe (Key programs, processes, activities, functions, or departments)	Detailed Audit Universe	Impact	Likelihood	Risk Total	Rank	Audit Objective
13	CFO	Procurement/Materials Management	Strategic Sourcing	19	18	46	11	<ul style="list-style-type: none"> • Review and assess sourcing processes and procedures, internal controls, and compliance with district policies
14	Business Operations	Construction and Facilities Services	Bond Program - 2007 and 2012	25	17	45	14	<ul style="list-style-type: none"> • Review and assess the overall management and oversight of bond program • Review bond proceeds spending to determine if money spent was in accordance with the specific project list within the bond measure
15	Human Resources	Human Capital Accountability	Employee Relations - Complaints, Investigations, and Resolutions	17	20	45	14	<ul style="list-style-type: none"> • Review and assess processes, policies and procedures and controls surrounding the grievance process • Review and assess that employees work in an environment that is free from illegal discrimination and harassment, including sexual harassment • Review HR investigations practices and protocols for compliance with current policies
16	School Support	Leadership Development	Consistency and Quality of Teacher Evaluations	17	20	45	14	<ul style="list-style-type: none"> • Inspect and assess teacher evaluation process
17	Student Support	Federal and State Compliance	Student Attendance & Enrollment Reporting	21	17	45	14	<ul style="list-style-type: none"> • Review and assess campus enrollment and attendance recording and reporting processes and controls and compliance with state and federal law

Top 15 Risk Prioritization Map



- Data Quality - Student Coding
- Individualized Education Plan (IEP) and Administrative Review and Dismissal (ARD)
- Student Records - Data Integrity and Reporting
- Student Support Performance Analysis and Data Integrity
- Vendor Contracts
- Payroll Process Operations
- Review of Title III Funds
- Discipline Reporting
- NCUST and Harvard Ed Labs Contracts
- School Improvement Plan
- Testing Integrity
- Public Solicitation Bidding Process
- Strategic Sourcing
- Bond Program - 2007 and 2012
- Employee Relations - Complaints, Investigations, and Resolutions
- Consistency and Quality of Teacher Evaluations
- Student Attendance & Enrollment Reporting

Seven Month Audit Plan

Project Title	Days
Data Quality of Student Coding	50
Individualized Education Plans & Administrative Review and Dismissal	50
Student Records - Data Integrity and Reporting	50
Testing Integrity	50
Elementary Activity Funds (182 Campuses)	360
Secondary Activity Funds (20 Campuses)	200
Public Solicitation Bidding Process and Strategic Sourcing	40
Title III Fund Controls & Compliance	40
Educational Contracts Program Assurance:	
2 Contracts TBD	80
Bond Program:	
Condit ES - Division 1	35
Delmar Field House - Division 1	35
Furr HS - KBR	35
Grady MS - Division 1	35
HSPVA - Cadence McShane	35
Lee HS - Satterfiled and Pontikes	35
South Early College HS - Drymalla	35
Waltrip HS - Satterfiled and Pontikes	35
Worthing HS - B3CI	20
Milby HS- Tellepsen	20
BI Analytics Bond Project Analysis	20
External Audit Assistance	35
Alert Line Management	50
Investigations & Continuous Monitoring	260
Special Request Projects	100
TeamMate Implementation & Training	30

Seven Month Audit Plan

Project Title	Days
In Progress/Carryover Projects from Interim Plan:	
Job Order Contracting - Implementation & Execution	18
Lever Investigation	10
Ghost Credit Investigation	40
Grading Integrity	40
Campus Segregation of Duties	5
Elementary Campus Activity Fund Centralization	4
Food Service Warehouse Inventory	22
Central Warehouse Inventory	5
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Audit Plan - Estimated Days	1879
Audit Staff Available Days (Full Staff)	1665
Plan Days Over Available Days	<hr/> <hr/> 214

Notes:

- 1) Audit Plan is based on estimated days to complete. The percentage of the Audit Plan actually completed and the actual days incurred will be a factor of the risks identified, complexity of the project, and final audit scope and objective determined in the planning phase.
- 2) Audit Plan is based on fully staffed department. As of May 11, 2015, the department is the process of hiring 7 full-time audit professionals.
- 3) The CAE will provide the Audit Committee periodic updates and a full accounting of the Audit Plan at year end.