TOWN OF GREENWICH
BOARD OF ESTIMATE & TAXATION

AUDIT COMMITTEE WEBINAR
Friday, October 9, 2020 – 8:30 A.M

Please click the link below to join the webinar:
https://greenwichct.zoom.us/j/82146832758?pwd=OXY0MktRMmIFUmo0R3ZITGxpV1RkQT09
Password: 5759989

Or Telephone:
US: +1 646 518 9805 or 877 853 5257 (Toll Free)

Webinar ID: 821 4683 2758
Password: 5759989

AGENDA

1. Approval of the BET Audit Committee Meeting Minutes of September 16, 2020

2. Internal Audit
   • Acceptance of the Student Activity Funds Audit
   • Discussion on the Dorothy Hamill Skating Rink Audit

3. Risk Management
   • Gallagher & Co – discussion on potential of building a Captive Program

4. Old Business
   • None

5. New Business
   • None

6. Items for future BET Audit Committee Meetings
   • Cybersecurity Updates – December Meeting

7. Adjournment
TOWN OF GREENWICH
BOARD OF ESTIMATE AND TAXATION

AUDIT COMMITTEE MEETING MINUTES
Wednesday, September 16, 2020
Virtual Webinar Meeting

Present
Committee: William Drake, Chairman; Andreas Duus, Laura Erickson, David Weisbrod
Staff: Kimberly Ambroseccia, Business Operations Supervisor, Parks & Recreation Department; Peter Mynarski, Comptroller; Demetria Nelson, Commissioner, Human Services Department; Megan Zanesky, Esq., Risk Manager
BET: Michael Mason, BET Chairman; Miriam Kreuzer, Elizabeth K. Krumeich, Jeffrey S. Ramer, Leslie Tarkington
BOE/GPS: Sean O’Keefe, Chief Operating Officer, Greenwich Public Schools (GPS)
Public: Tony Turner; Jeffrey Ziplow, CISA, Partner, Blumshapiro

The meeting was called to order at 9:04 A.M.

1. **Acceptance of the BET Audit Committee Meeting Minutes**

   Upon a motion by Ms. Erickson, seconded by Mr. Drake, the Committee voted 4-0-0 to accept the Minutes of the BET Audit Committee Regular Meeting (Virtual) of July 9, 2020 as amended. Motion carried.

2. **Old Business**

   None

3. **Items for future BET Audit Committee Meetings**

   The Committee discussed an anticipated schedule of the remaining blumshapiro audits for its upcoming meeting Agendas with Mr. Ziplow and Mr. Mynarski. Schedule as follows:

   - **October Agenda** - Skating Rink Audit Report. In addition, Blumshapiro plans to commence the Transfer Station audit by communicating with Mr. Mynarski and Ms. Seibert, DPW Commissioner.
   - **November Agenda** - The Marina audit report and a draft of Town Attorney Marino’s Legal Letter is to be presented for discussion. Mr. Mynarski reminded the Committee that the legal letter proposes settlements needed for RSM’s annual Town audit and for Fiscal Year 2022 budgeting.
   - **December Agenda** - The Holly Hill Transfer Station Tipping Fee audit is promised for December.
   - **January Agenda** - The School Lunch audit is being prepared concurrently with the Tipping Fee audit. Although students are not currently attending the High School, records of GHS Food Service are available immediately for blumshapiro to review.
Mr. Duus suggested that a list of the past decades’ audits would be helpful for Committee planning purposes.

4. Internal Audit

Update on blumshapiro Internal Audit Reports in progress

Mr. Mynarski reviewed the Audit Report process with the Committee and commented that it remained consistent with previous audit, although the blumshapiro presentation format differed slightly: 1) Draft circulated to Committee for questions; 2) Draft provided to interviewed interviewee Management for comment; 3) Draft updated with Management comments and circulated to Committee one week before Audit Committee discussion; 4) Audit Report approved by the Audit Committee.

Mr. Ziplow, blumshapiro Partner, reported that the Student Activities Fund audit was ready for discussion in the immediately following Executive Session. The Skating Rink audit was being finalized in blumshapiro’s quality control process. The Marina audit report is in its audience testing phase being readied for the Committee’s November meeting and will be shared with RSM, the Town’s external auditor, subsequent to the Committee’s review. The Holly Hill Transfer Station Tipping Fee audit is being readied for the Committee’s December meeting so that its results can be shared with RSM, the Town’s external auditor. The School Lunch audit will be presented in January.

Blumshapiro Draft Report pm the Board of Education Student Activity Funds Audit

Executive Session discussion: Internal Audit – Discussion of the BOE Student Activity Funds Audit:

- The Committee voted 4-0-0 to enter Executive Session to discuss the Student Activity Funds Audit at 9:34 A.M.
- The Committee voted 4-0-0 to exit Executive Session at 10:12 A.M.

5. Risk Management

Executive Session: Cybersecurity Discussion and Updates:

- The Committee voted 4-0-0 to enter Executive Session to discuss Cybersecurity Updates at 10:13 A.M.
- The Committee voted 4-0-0 to exit Executive Session at 11:38 A.M.
6. **Adjournment**

The Committee unanimously voted to adjourn the Meeting at 11:38A.M. Motion carried.

_________________________________________
Catherine Sidor, Recording Secretary

_________________________________________
William Drake, Audit Committee Chairman

**Schedule of 2020 Audit Committee Meetings**

October 9, 2020 (Friday) - ZOOM
November 5, 2020 (Thursday) – ZOOM
December 17, 2020 (Thursday) - ZOOM
I. Greenwich Public Schools – Student Activity Fund Audit - Table of Contents

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II. Greenwich Public Schools – Student Activity Fund Audit - Project Overview

Project Overview

A. Background

The Town of Greenwich (hereinafter referred to as “the Town”) engaged blumshapiro to provide internal audit services related to the operations of the Greenwich Public Schools (GPS) Student Activity Funds. blumshapiro performed a review of the money collection processes, activity fund accounts, collection and spending protocols, account reconciliations, and policies/procedures/controls in place as it pertains to managing these funds.

B. Project Approach & Tasks

This review included the following project tasks:

1. Reviewing the documented processes and controls within the Student Activity Fund programs within the Greenwich School District
2. Reviewing the controls around reconciling selected Student Activity Fund accounts including the High School and three Middle Schools
3. Confirming how monies for the Student Activity Fund programs are collected
4. Confirming how differences in monies collected are tracked/monitored
5. Confirming the technologies used to process Student Activity Fund transactions
6. Testing Student Activity Fund transactions for the 2018-2019 and 2019-2020 fiscal years
7. Providing management with a report of our findings and recommendations
8. Meeting with management (virtually if required) to review the results of the report

C. Acknowledgements/Commendations

blumshapiro would like to thank the GPS staff for their participation, support, on-going dialogue, and feedback during this project.

blumshapiro would also like to acknowledge and recognize that the Student Activity Handbook provided to us during our internal audit, contained a comprehensive set of documented policies and procedures.

In addition, we would also like to recognize the Financial Service Coordinator at GPS for his professionalism and responsiveness to all of blumshapiro’s requests.
III. Greenwich Public Schools – Student Activity Fund Audit – Student Activity Funds Overview

Student Activity Funds Overview

The Board of Education, on behalf of the Town of Greenwich, has established and maintained student/school activity funds that are used for the educational benefit of currently enrolled students. Student activity funds are to be used to complement but not conflict with instructional programs. The student activity funds supplement but do not take the place of programs or services which should be funded through the regular District operating/capital budget. Funds are used to support authorized extra-curricular and school activities, including but not limited to costs associated with team sports, clubs, assemblies, honor societies, speakers, field trips, scholarships, class accounts, and student government.

Below is a description of the Student Activity Funds operations within GPS:

1. Schools/Accounts managing Student Activity Funds
   a. Not all Greenwich Elementary Schools have Student Activity Funds in place
      i. For 7 of the 11 Elementary Schools, Student Activity Funds are managed via a single, “District” account
         1. This includes Cos Cob School, Glenville School, Hamilton Avenue School, North Mianus School, Old Greenwich School, Parkway School, and Riverside School
         2. The other Elementary Schools do not have student activity funds
         3. As of May 2020, there are 16 subaccounts in the District Student Activity Fund Account, totaling approximately $40K
   b. Each Greenwich Middle School has their own Student Activity Fund Account
      i. Central Middle School (CMS)
         1. 29 subaccounts, approximately $31K (as of May 2020)
      ii. Eastern Middle School (EMS)
         1. 20 subaccounts, approximately $106K (as of May 2020)
      iii. Western Middle School (WMS)
         1. 17 subaccounts, approximately $70K (as of May 2020)
III. Greenwich Public Schools – Student Activity Fund Audit – Student Activity Funds Overview

c. Greenwich High School (GHS) has their own Student Activity Fund Account
   i. 184 subaccounts, approximately $531K (as of May 2020)
d. The District and each of the other schools have their own bank accounts with Chase Bank

2. Activities/Revenue-generation for Student Activity Funds
   a. Per interview with the Financial Service Coordinator, and after reviewing account balances, the largest ($ amount) revenue-generating activities per each School are as follows:
      i. District Account – Music programs/concerts
      ii. Central Middle School – Orchestra, School Play
      iii. Eastern Middle School – Walk-A-Thon, Drama/Music programs
      iv. Western Middle School – 8th grade trip
      v. Greenwich High School – Class trips, Proms, School Store, Model UN, Graduation, Yearbook

3. Collection types
   a. Each School currently accepts the following payment types:
      i. Cash
      ii. Check
      iii. Money Order
      iv. Online Payments
         1. Typically, online payments are only utilized for large events (theater/orchestra show tickets) and purchases that are $40 or more dollars per student (e.g. overnight trips)
III. Greenwich Public Schools – Student Activity Fund Audit – Student Activity Funds Overview

4. Student Activity Fund approvals
   a. Each school has a designated administrative role as well as school administrators involved in the management and accounting for student activity funds
      i. District Account – Managed primarily by the Financial Service Coordinator, approvals are done by School Principals
      ii. Central Middle School – Managed primarily by a School Administrative Assistant, approvals are done by the School Principal
      iii. Eastern Middle School – Managed primarily by a School Administrative Assistant as well as the Financial Service Coordinator, approvals are done by the School Principal
      iv. Western Middle School – Managed primarily by a School Administrative Assistant, approvals are done by the School Principal
      v. Greenwich High School (GHS) – Managed primarily by the Financial Service Coordinator, approvals are done by the Director of Student Activity Funds and Headmaster
   b. Typically, the Administrative personnel and Financial Service Coordinator track the activities within the student activity fund software
   c. School Administrators are utilized for spending/disbursement approvals and signoffs

5. Software Systems for managing Student Activity Funds
   a. EPES is used to manage the GPS’s Student Activity Funds
      i. Web-based system used to manage all student activity funds at all locations
      ii. Currently, there is one (1) shared user login “BK” (for “Bookkeeper”) that each user logs into the system with. From there, a unique password is required for each specific School/location
         1. The passwords are fairly simple and are changed annually
         2. The Financial Service Coordinator uses and can access all Schools accounts (knows all passwords)
III. Greenwich Public Schools – Student Activity Fund Audit – Student Activity Funds Overview

b. Third-party Payment Processors
   i. MySchoolBucks is used to obtain online payments from parents and guardians for student activities that typically cost more than $40 per student
   ii. Ludus Tickets is used for online GHS show ticket sales
   iii. World Strides is used for online 8th grade trip to Washington DC payments for CMS, EMS, and WMS

c. Microsoft Excel
   i. Student activity fund advisors (teachers, coaches, sponsors, etc.) who are responsible for cash/payment collections per student for particular events generally utilize an Excel spreadsheet to track students and payments

6. Student Activity Fund policies
   a. The GPS Business Office has a comprehensive Student Activity Fund Handbook (last updated in 2013)
   b. The Handbook includes the following components:
      i. Procedures (includes gifts and grants)
      ii. Transaction Guide
      iii. Forms (standard reconciliation forms, deposit/disbursement voucher, transfer voucher, club applications, donation forms, grant approval forms, field trip requests, etc.)
      iv. Consultants (Liability forms, insurance requirements, templates, etc.)
      v. Agreements (W9s, Workmen’s Compensation, Consulting agreement)
      vi. FAQ (Questions regarding Student Activity Funds)
      vii. References (Sales and Tax Use, Town Cash procedure, Returned Checks, etc.)

7. Standard Student Activity Fund documents and forms
   a. GPS has standard documents and forms used to manage the funds including:
III. Greenwich Public Schools – Student Activity Fund Audit – Student Activity Funds Overview

i. Student Activity Fund Deposit Voucher
   1. Required signatures by Advisor/Coach, Director of Student Activities & Athletic Director (GHS only), Building Administrator (Elementary and Middle Schools only)

ii. Student Activity Fund Disbursement Voucher
   1. Required signatures by Advisor/Coach, Director of Student Activities & Athletic Director (GHS only), Building Administrator (Elementary and Middle Schools only)

iii. Student Activity Fund Transfer Voucher
   1. Required signatures by Advisor/Coach, Director of Student Activities & Athletic Director (GHS only), Building Administrator (Elementary and Middle Schools only)

iv. Monthly Reconciliation Summary (requirement to include bank reconciliation, activity ledger report, month to date register report/transaction history, copy of bank statement with this document)
   1. Signed by Principal

v. Cash Donation to the GPS
   1. Required signature by Donor, Building Administrator, Program Coordinator (if applicable), Title IX Coordinator (if applicable), and Chief Operating Officer

8. Internal Audit Program
   a. Per the GPS Student Activity Fund Handbook, Procedure E-02.2, “All activity accounts will be subject to periodic internal audit by the District Business Office and/or Town of Greenwich accounting staff.”
   b. The last internal audit was performed in 2012 and identified some issues including:
      i. Procedures were found in compliance with policy, however there was a lack of separation of duties noted as a major internal control problem – “The same employee that receipts funds is the sole user of the software, makes deposits, prepares and issues vendor checks, reconciles the bank accounts, and processes journal vouchers and effects transfers.”
      ii. Additional findings included lack of signatures on some of the vouchers tested and reconciliation timeliness issues
III. Greenwich Public Schools – Student Activity Fund Audit – Student Activity Funds Overview

iii. As a result of the audit, the Board of Education implemented additional controls and remediations:

1. Signed receipt documents by staff
2. Addition of sales tax accounts for Eastern and Western Middle Schools
3. Use of a check scanner at the GHS
4. Listing all VOID checks in the disbursement journal
5. Required signatures on all Disbursement Vouchers
IV. Greenwich Public Schools – Student Activity Fund Audit – Findings & Recommendations

Overall Audit Conclusion
blumshapiro determined an overall audit rating of “Satisfactory” for the Student Activity Fund audit for the Greenwich Public Schools. However, blumshapiro did note some exceptions related to the timeliness of document signoffs and in a few instances, lack of evidence available for testing. Blumshapiro’s detailed audit results are broken out individually by each school below.

Control Findings and Recommendations
blumshapiro identified and reviewed several financial and operational controls regarding GPS Student Activity Funds. The findings and recommendations below were noted in conjunction with our analysis.

1. **Finding** – Shared System user account is used for all Schools to manage student activity funds
   a. blum performed a review of user access rights within the Student Activity Fund management software, EPES, for appropriateness and general security best practices
   b. Currently, there is only one (1) shared user account used for all Schools to manage student activity funds
      i. There is generally (1) user per School who accesses EPES with the exception of the Financial Service Coordinator who has access to all accounts (knows the password for each School)
   c. A password is required (per School/location) to access the individual School’s student activity fund accounts
      i. Passwords only expire annually and were noted to be very basic/easy to guess

1. **Recommendation** – Strengthen Password Controls within EPES
   a. To align with best business practices, password parameters should be strengthened to include the following settings (as much as possible given any limitations of the system)
      i. 10-12 character minimum with complexity required
      ii. Expiration every 120 days; previously used passwords are not to be repeated
b. Ideally, every user within the EPES software would have their own unique username and password but due to licensing constraints, it is understood that distinguishing/delineating user access by password only (per School) is how Greenwich has chosen to proceed
   i. For audit trail purposes, if the District moves forward to have more than one (1) user per School building, additional licenses/user accounts should be purchased

2. **Finding** – Reimbursement activity/transactions are difficult to identify within activity fund software
   a. blum reviewed the setup of various transactions and identifiers in EPES. Per interview with the Financial Services Coordinator and after a review of the GL reports, it was noted that there is no unique identifier or “code” that indicates a transaction is a reimbursement
   b. Currently, a user can generally tell a transaction is a reimbursement because the “payee source” is a person’s name

2. **Recommendation** – Utilize a common subaccount number that can indicate reimbursement
   a. The District should consider using a subaccount number, similar to how they use subaccount 400 to indicate “donations,” for reimbursements to more easily identify and report on these types of student activity fund transactions

3. **Finding** – Timeliness of School Principal/Headmaster sign-off on reconciliations needs improvement
   a. As part of our reconciliation review and testing, it was noted that School Principals/Headmaster are not consistently signing off on their review of monthly student activity fund reconciliations in a “timely” manner
   b. Several sign-offs occurred more than one (1) month after the reconciliation was prepared for review
      i. Test results (by School) are provided later in the report

3. **Recommendation** – Set a standard regarding reconciliation review “timeliness”
   a. The District should document a standard timeframe for what is acceptable regarding monthly reconciliation reviews and signoffs including the preparation date, principal/headmaster review/sign-off, and District Finance Supervisor review/sign-off
b. blumshapiro would consider sign-off within seven (7) business days of month-end as “timely” for monthly reconciliation review and sign-off/approval

4. **Finding** – Frequency of student activity fund internal audit needs definition

   a. As noted in the overview section of this report, GPS Student Activity Fund Handbook, Procedure E-02.2, “All activity accounts will be subject to periodic internal audit by the District Business Office and/or Town of Greenwich accounting staff”

      i. “Periodic” is not defined in the policy, the last internal audit occurred in 2012 (8 years ago)

4. **Recommendation** – Define the frequency of student activity fund internal audit and perform on a standard, more frequent ongoing basis

   a. The District should determine what an appropriate definition of “periodic” internal audits should be for the GPS and update the procedure E-02.2 to reflect this

   b. blumshapiro would consider every 2-4 years an appropriate time frame for regular internal audit of student activity funds in order to ensure any lack of adherence to policy is identified and corrected
Student Activity Fund Controls Testing

As part of this audit, blumshapiro tested the activities within Student Activity Funds for the 2018-2019 and 2019-2020 fiscal years. For each control, blum assessed the control for effectiveness and provided an audit conclusion of “Satisfactory,” “Needs Improvement,” “Unsatisfactory,” “Inconclusive,” or “Not Applicable.”

<table>
<thead>
<tr>
<th>Conclusion Rating</th>
<th>Rating Calculation/Logic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Satisfactory</td>
<td>75-100% of the samples selected for testing passed the test criteria with no exceptions</td>
</tr>
<tr>
<td>Needs Improvement</td>
<td>50% or more of the samples selected for testing passed the test criteria with exceptions</td>
</tr>
<tr>
<td>Unsatisfactory</td>
<td>50% or more of the samples selected for testing did not pass test criteria; exceptions were noted</td>
</tr>
<tr>
<td>Inconclusive</td>
<td>Audit test files and/or supporting documents were not available during testing; unable to conclude on testing results</td>
</tr>
<tr>
<td>Not Applicable</td>
<td>No test data was identified for the School selected</td>
</tr>
</tbody>
</table>

Summary test results are on the following pages. Tests include:

1. Monthly Reconciliations 2018-2019
3. Student Activity Fund Deposits 2018-2019
4. Student Activity Fund Deposits 2019-2020
5. Disbursements 2018-2019
6. Disbursements 2019-2020
7. Reimbursements 2018-2019
8. Reimbursements 2019-2020
10. Donations 2019-2020
Summary findings for each School of the four (4) monthly reconciliations tested. The months tested include: July 2018, September 2018, January 2019 and March 2019.

1. Greenwich High School
   a. Three (3) were not prepared timely (within 10 business days) (RC.2)
      i. Of the 3 monthly reconciliation noted above, 1 was prepared in July 2020. Although, the reconciliation existed, it was performed and signed in conjunction with our request resulting in an exception related to timeliness and completion.
   b. Four (4) were not signed timely (within 10 business days) by the District Finance Supervisor (RC.2)
      i. Of the 4 monthly reconciliation noted above, all 4 were signed as of July 2020
   c. Three (3) were not signed timely (within 10 business days) by the Principle or Headmaster (RC.2)
i. Of the 3 monthly reconciliation noted above, 1 was signed as of July 2020

d. Two (2) reconciliation packages had outstanding checks dated greater than 6 months on the Outstanding Check List. In addition, there was no documented evidence of review or evidence noting appropriate action was taken place. (RC.1)

2. Central Middle School

a. Two (2) were not prepared timely (within 10 business days) (RC.2)

i. Of the 2 monthly reconciliation noted above, 1 was prepared in July 2020. Although, the reconciliation existed, it was performed and signed in conjunction with our request resulting in an exception related to timeliness and completion

b. Three (3) were not signed timely (within 10 business days) by the District Finance Supervisor (RC.2)

i. Of the 3 monthly reconciliation noted above, 1 was signed as of July 2020

c. Two (2) were not signed timely (within 10 business days) by the Principal or Headmaster (RC.2)

i. Of the 2 monthly reconciliation noted above, 1 was signed as of July 2020

d. Two (2) reconciliation packages had outstanding checks dated greater than 1 year on the Outstanding Check List. In addition, there was no documented evidence of review on the Outstanding Check List for July 2018. Further, it was noted the same outstanding checks were still listed on the September 2018 Outstanding Check List, evidencing no appropriate action was taken place for at least two months. (RC.1)

3. Western Middle School

a. Two (2) were not prepared timely (within 10 business days) (RC.2)

b. Four (4) were not signed timely (within 10 business days) by the District Finance Supervisor (RC.2)

c. Two (2) were not signed timely (within 10 business days) by the Principle (RC.2)
V. Greenwich Public Schools – Student Activity Fund Audit – Appendix

4. Eastern Middle School
   a. Two (2) were not prepared timely (within 10 business days) (RC.2)
      i. Of the 2 monthly reconciliation noted above, 1 was prepared in July 2020. Although, the reconciliation existed, it was performed and signed in conjunction with our request resulting in an exception related to timeliness and completion
   b. Three (3) were not signed timely (within 10 business days) by the District Finance Supervisor (RC.2)
      i. Of the 3 monthly reconciliation noted above, 1 was signed as of July 2020
   c. Two (2) were not signed timely (within 10 business days) by the Principal or Headmaster (RC.2)
      i. Of the 2 monthly reconciliation noted above, 1 was signed as of July 2020
   d. Two (2) reconciliation packages had outstanding checks dated greater than 1 year on the Outstanding Check List. In addition, there was no documented evidence of review on the Outstanding Check List for July 2018. Further, it was noted the same outstanding checks were still listed on the September 2018 Outstanding Check List, evidencing no appropriate action was taken place for at least two months. (RC.1)

5. District Elementary Schools
   a. Two (2) were not prepared timely (within 10 business days) (RC.2)
      i. Of the 2 monthly reconciliation noted above, 1 was prepared in July 2020. Although, the reconciliation existed, it was performed and signed in conjunction with our request resulting in an exception related to timeliness and completion
   b. Three (3) were not signed timely (within 10 business days) by the District Finance Supervisor (RC.2)
      i. Of the 3 monthly reconciliation noted above, 1 was signed as of July 2020
### 2. MONTHLY RECONCILIATION TESTING 2019-2020

<table>
<thead>
<tr>
<th>#</th>
<th>Control Test</th>
<th>Greenwich High School</th>
<th>Central Middle School</th>
<th>Western Middle</th>
<th>Eastern Middle School</th>
<th>District Elementary</th>
</tr>
</thead>
<tbody>
<tr>
<td>RC.1</td>
<td>Financial Service Coordinator packages reconciliation documents with standard Summary SAF Cover Sheet.</td>
<td>Needs Improvement</td>
<td>Satisfactory</td>
<td>Satisfactory</td>
<td>Satisfactory</td>
<td>Satisfactory</td>
</tr>
<tr>
<td>RC.2</td>
<td>Financial Service Coordinator provides reconciliation packet to Principal or Headmaster &amp; District Finance Supervisor for review, date &amp; signature, within 10 business days after month end.</td>
<td>Needs Improvement</td>
<td>Needs Improvement</td>
<td>Needs Improvement</td>
<td>Needs Improvement</td>
<td>Needs Improvement</td>
</tr>
</tbody>
</table>

Summary findings for each School of the four (4) monthly reconciliations tested. The months tested include: October 2019, February 2020, March 2020, April 2020.

1. **Greenwich High School**
   a. Three (3) were not prepared timely (within 10 business days) (RC.2)
      i. Of the 3 monthly reconciliations noted above, 1 was prepared in July 2020. Although, the reconciliation existed, it was performed and signed in conjunction with our request resulting in an exception related to timeliness and completion
   b. Four (4) were not signed timely (within 10 business days) by the District Finance Supervisor (RC.2)
      i. Of the 4 monthly reconciliation noted above, 3 were signed as of July 2020
   c. Three (3) were not signed timely (within 10 business days) by the Principal or Headmaster (RC.2)
      i. Of the 3 monthly reconciliation noted above, 1 was signed as of July 2020
V. Greenwich Public Schools – Student Activity Fund Audit – Appendix

d. Two (2) reconciliation packages had outstanding checks dated greater than 6 months on the Outstanding Check List (RC.1)
   i. In addition, there was no documented evidence of review or evidence noting appropriate action has taken place

2. Central Middle School
   a. Four (4) were not signed timely (within 10 business days) by the District Finance Supervisor (RC.2)
      i. Of the 4 monthly reconciliation noted above, 3 were signed as of July 2020

3. Western Middle School
   a. One (1) was not prepared timely (within 10 business days) (RC.2)
   b. Four (4) were not signed timely (within 10 business days) by the District Finance Supervisor (RC.2)
      i. Of the 4 monthly reconciliation noted above, all 4 were signed as of July 2020
   c. Three (3) were not signed timely (within 10 business days) by the Principal or Headmaster (RC.2)
      i. Of the 3 monthly reconciliation noted above, all 3 were signed as of July 2020
   d. One (1) reconciliation package was incomplete and missing supporting evidence of the Outstanding Check List (RC.1)

4. Eastern Middle School
   a. One (1) was not prepared timely (within 10 business days) (RC.2)
   b. Four (4) were not signed timely (within 10 business days) by the District Finance Supervisor (RC.2)
      i. Of the 4 monthly reconciliation noted above, 3 were signed as of July 2020
   c. Three (3) were not signed timely (within 10 business days) by the Principal or Headmaster (RC.2)
   d. One (1) reconciliation package was incomplete and missing supporting evidence of the Outstanding Check List (RC.1)
V. Greenwich Public Schools – Student Activity Fund Audit – Appendix

5. District Elementary Schools
   a. One (1) was not prepared timely (within 10 business days) (RC.2)
   b. Four (4) were not signed timely (within 10 business days) by the District Finance Supervisor (RC.1)
      i. Of the 4 monthly reconciliation noted above, 1 was signed as of July 2020
V. Greenwich Public Schools – Student Activity Fund Audit – Appendix

2. STUDENT ACTIVITY FUND DEPOSIT TESTING 2018-2019

<table>
<thead>
<tr>
<th>#</th>
<th>Control Test</th>
<th>Greenwich High School</th>
<th>Central Middle School</th>
<th>Western Middle</th>
<th>Eastern Middle School</th>
<th>District Elementary Schools</th>
</tr>
</thead>
<tbody>
<tr>
<td>RV.1</td>
<td>Financial Service Receipts must be counted, verified and submitted to Account Clerk/Financial Service Coordinator with a Student Activity Deposit Voucher (&quot;Deposit Voucher&quot;). The activity advisor is responsible for preparing and signing the Deposit Voucher. The Student Activity Director signs the Deposit Voucher as evidence or review and approval.</td>
<td>Satisfactory</td>
<td>Satisfactory</td>
<td>Satisfactory</td>
<td>Satisfactory</td>
<td>Satisfactory</td>
</tr>
<tr>
<td>RV.2</td>
<td>Upon receipt of deposit the Account Clerk/Financial Service Coordinator will post to the account and issue a receipt to the account advisor.</td>
<td>Satisfactory</td>
<td>Satisfactory</td>
<td>Satisfactory</td>
<td>Satisfactory</td>
<td>Satisfactory</td>
</tr>
<tr>
<td>RV.3</td>
<td>All deposits are required to be made in a timely manner.</td>
<td>Satisfactory</td>
<td>Needs Improvement</td>
<td>Needs Improvement</td>
<td>Needs Improvement</td>
<td>Needs Improvement</td>
</tr>
</tbody>
</table>

Note: The Student Activity Funds Handbook did not specify what is considered timely, therefore, blum shapiro determined timely deposit to be within 7 days of the original check date.
V. Greenwich Public Schools – Student Activity Fund Audit – Appendix

| RV.4 | Checks received for fundraising activities should be made out to the School or to the Greenwich Public Schools/ School name, but not to the student, faculty advisor or Student Activity Fund custodian. | Satisfactory | Satisfactory | Satisfactory | Satisfactory | Satisfactory |
| RV.5 | All funds collected or donated for any school-related purpose (approved service learning activities, fundraising related to extended field trips or other extracurricular activities, magazine drives, etc.) must be deposited in an approved school activity fund. | Satisfactory | Satisfactory | Satisfactory | Satisfactory | Satisfactory |

Summary findings for each School of the deposits selected for testing.

1. Greenwich High School

There was a total of thirty (30) deposits selected for testing. Of the 30 deposits, three (3) deposits related to voided transactions in the EPES system. Verified the original balance of the selected deposit was offset and the deposit was voided within EPES. Therefore, twenty-seven (27) deposits remained for testing and we concluded the following:

a. Twenty-seven (27) deposits had signed Deposit Voucher Forms as evidence or review and approval (RV.1)

b. Twenty-seven (27) deposits had EPES receipts that agreed to original Deposit Voucher Form, evidencing the deposit was completely and accurately posted in the GL System (RV.2)

c. Twenty-four (24) deposits were submitted timely (RV.3)

d. Twenty-five (25) deposits all had checks made out to School or to the Greenwich Public Schools/ School name and not to the student, faculty advisor or Student Activity Fund custodian (RV.4)
V. Greenwich Public Schools – Student Activity Fund Audit – Appendix

i. Note: 2 of the selected deposits were cash transactions, therefore, this control was not applicable

e. Twenty-seven (27) deposits were accurately deposited in an approved school activity fund (RV.5)

2. Central Middle School

There was a total of eight (8) deposits selected for testing. Of the 8 deposits, two (2) deposits related to voided transactions in the EPES system. Verified the original balance of the selected deposit was offset and the deposit was voided within EPES. Therefore, six (6) deposits remained for testing and we concluded the following:

a. Six (6) deposits had signed Deposit Voucher Forms as evidence or review and approval (RV.1)

b. Six (6) deposits had EPES receipts that agreed to original Deposit Voucher Form, evidencing the deposit was completely and accurately posted in the GL System (RV.2)

c. Four (4) deposits were submitted timely (RV.3)

d. Five (5) deposits all had checks made out to School or to the Greenwich Public Schools/ School name and not to the student, faculty advisor or Student Activity Fund custodian (RV.4)

   i. Note: 1 of the selected deposits were cash transactions, therefore, this control was not applicable

   e. Six (6) deposits were accurately deposited in an approved school activity fund (RV.5)

3. Western Middle School

There was a total of six (6) deposits selected for testing. Of the 6 deposits, one (1) deposit related to voided transaction in the EPES system. Verified the original balance of the selected deposit was offset and the deposit was voided within EPES. Therefore, 5 deposits remained for testing and we concluded the following:

a. Four (4) deposits had signed Deposit Voucher Forms as evidence or review and approval (RV.1)

b. Four (4) deposits had EPES receipts that agreed to original Deposit Voucher Form, evidencing the deposit was completely and accurately posted in the GL System (RV.2)
V. Greenwich Public Schools – Student Activity Fund Audit – Appendix

c. Three (3) deposits were submitted timely (RV.3)
d. Five (5) deposits all had checks made out to School or to the Greenwich Public Schools/ School name and not to the student, faculty advisor or Student Activity Fund custodian (RV.4)
e. Six (6) deposits were accurately deposited in an approved school activity fund (RV.5)

4. Eastern Middle School
There was a total of eight (8) deposits selected for testing. Of the 8 deposits, three (3) deposits related to voided transactions in the EPES system. Verified the original balance of the selected deposit was offset and the deposit was voided within EPES. Therefore, five (5) deposits remained for testing and we concluded the following:

a. Five (5) deposits had signed Deposit Voucher Forms as evidence or review and approval (RV.1)
b. Five (5) deposits had EPES receipts that agreed to original Deposit Voucher Form, evidencing the deposit was completely and accurately posted in the GL System (RV.2)
c. Three (3) deposits were submitted timely (RV.3)
d. Three (3) deposits all had checks made out to School or to the Greenwich Public Schools/ School name and not to the student, faculty advisor or Student Activity Fund custodian (RV.4)
   i. Note: 2 of the selected deposits were cash transactions, therefore, this control was not applicable

e. Five (5) deposits were accurately deposited in an approved school activity fund (RV.5)

5. District Elementary Schools
There was a total of four (4) deposits selected for testing.

a. Three (3) deposits had signed Deposit Voucher Forms as evidence or review and approval (RV.1)
b. Four (4) deposits had EPES receipts that agreed to original Deposit Voucher Form, evidencing the deposit was completely and accurately posted in the GL System (RV.2)
c. Two (2) deposits were submitted timely (RV.3)
V. Greenwich Public Schools – Student Activity Fund Audit – Appendix

d. Four (4) deposits all had checks made out to School or to the Greenwich Public Schools/ School name and not to the student, faculty advisor or Student Activity Fund custodian (RV.4)
e. Four (4) deposits were accurately deposited in an approved school activity fund (RV.5)
3. **STUDENT ACTIVITY FUND DEPOSITS TESTING 2019-2020**

<table>
<thead>
<tr>
<th>#</th>
<th>Control Test</th>
<th>Greenwich High School</th>
<th>Central Middle School</th>
<th>Western Middle</th>
<th>Eastern Middle School</th>
<th>District Elementary Schools</th>
</tr>
</thead>
<tbody>
<tr>
<td>RV.1</td>
<td>Financial Service Receipts must be counted, verified and submitted to Account Clerk/Financial Service Coordinator with a Student Activity Deposit Voucher (&quot;Deposit Voucher&quot;). The activity advisor is responsible for preparing and signing the Deposit Voucher. The Student Activity Director signs the Deposit Voucher as evidence or review and approval.</td>
<td>Satisfactory</td>
<td>Satisfactory</td>
<td>Satisfactory</td>
<td>Satisfactory</td>
<td>Satisfactory</td>
</tr>
<tr>
<td>RV.2</td>
<td>Upon receipt of deposit the Account Clerk/Financial Service Coordinator will post to the account and issue a receipt to the account advisor.</td>
<td>Satisfactory</td>
<td>Satisfactory</td>
<td>Satisfactory</td>
<td>Satisfactory</td>
<td>Satisfactory</td>
</tr>
<tr>
<td>RV.3</td>
<td>All deposits are required to be made in a timely manner. <strong>Note:</strong> The Student Activity Funds Handbook did not specify what is considered timely, therefore, blum shapiro determined timely deposit to be within 7 days of the original check date.</td>
<td>Satisfactory</td>
<td>Satisfactory</td>
<td>Satisfactory</td>
<td>Needs Improvement</td>
<td>Satisfactory</td>
</tr>
</tbody>
</table>
Summary findings for each School of the deposit selected for testing.

1. Greenwich High School

There was a total of twenty (20) deposits selected for testing.

   a. Twenty (20) deposits had signed Deposit Voucher Forms as evidence or review and approval (RV.1)

   b. Twenty (20) deposits had EPES receipts that agreed to original Deposit Voucher Form, evidencing the deposit was completely and accurately posted in the GL System (RV.2)

   c. Seventeen (17) deposits were submitted timely (RV.3)

   d. Fourteen (14) deposits all had checks made out to School or to the Greenwich Public Schools/School name and not to the student, faculty advisor or Student Activity Fund custodian (RV.4)

      i. Note: 6 of the selected deposits were cash transactions, therefore, this control was not applicable

   e. Twenty (20) deposits were accurately deposited in an approved school activity fund. (RV.5)
V. Greenwich Public Schools – Student Activity Fund Audit – Appendix

2. Central Middle School
   There was a total of six (6) deposits selected for testing.
   a. Five (5) deposits had signed Deposit Voucher Forms as evidence or review and approval (RV.1)
   b. Six (6) deposits had EPES receipts that agreed to original Deposit Voucher Form, evidencing the deposit was completely and accurately posted in the GL System. (RV.2)
   c. Five (5) deposits were submitted timely (RV.3)
   d. Five (5) deposits had checks made out to School or to the Greenwich Public Schools/ School name and not to the student, faculty advisor or Student Activity Fund custodian. (RV.4)
      i. Note: 1 of the selected deposits were cash transactions, therefore, this control was not applicable
   e. Six (6) deposits were accurately deposited in an approved school activity fund. (RV.5)

3. Western Middle School
   There was a total of 3 deposits selected for testing.
   a. Three (3) deposits had signed Deposit Voucher Forms as evidence or review and approval (RV.1)
   b. Three (3) deposits had EPES receipts that agreed to original Deposit Voucher Form, evidencing the deposit was completely and accurately posted in the GL System. (RV.2)
   c. Three (3) deposits were submitted timely (RV.3)
   d. Three (3) deposits all had checks made out to School or to the Greenwich Public Schools/ School name and not to the student, faculty advisor or Student Activity Fund custodian. (RV.4)
   e. Three (3) deposits were accurately deposited in an approved school activity fund. (RV.5)

4. Eastern Middle School
   There was a total of nine (9) deposits selected for testing. Of the 9 deposits, one (1) deposit and related testing support was not provided, therefore, were unable to conclude testing results.
Eight (8) deposits remained for testing and we concluded the following:

a. Eight (8) deposits had signed Deposit Voucher Forms as evidence or review and approval (RV.1)

b. Eight (8) deposits had EPES receipts that agreed to original Deposit Voucher Form, evidencing the deposit was completely and accurately posted in the GL System. (RV.2)

c. Six (6) deposits were submitted timely (RV.3)

d. Five (5) deposits had checks made out to School or to the Greenwich Public Schools/ School name and not to the student, faculty advisor or Student Activity Fund custodian (RV.4)

   i. Note: 3 of the selected deposits were cash transactions, therefore, this control was not applicable

e. Eight (8) deposits were accurately deposited in an approved school activity fund (RV.5)

5. District Elementary Schools

There was a total of four (4) deposits selected for testing.

a. Three (3) deposits had signed Deposit Voucher Forms as evidence or review and approval (RV.1)

b. Four (4) deposits had EPES receipts that agreed to original Deposit Voucher Form, evidencing the deposit was completely and accurately posted in the GL System. (RV.2)

   i. Of the 4 deposits noted above, 1 deposit did not have a Deposit Voucher Form, therefore we were unable to conclude on the completeness and accuracy of the deposit posted in the GL System.

c. Four (4) deposits were submitted timely (RV.3)

d. Three (3) deposits did not include the original checks. As a result, we were unable to verify if checks were made out to the School or to the Greenwich Public Schools/School name and not to the student, faculty advisor or Student Activity Fund custodian. Therefore, the testing results were inconclusive (RV.4)

e. Four (4) deposits were accurately deposited in an approved school activity fund (RV.5)
### 4. DISBURSEMENTS TESTING 2018-2019

<table>
<thead>
<tr>
<th>#</th>
<th>Control Test</th>
<th>Greenwich High School</th>
<th>Central Middle School</th>
<th>Western Middle</th>
<th>Eastern Middle School</th>
<th>District Elementary Schools</th>
</tr>
</thead>
<tbody>
<tr>
<td>DB.1</td>
<td>A Student Activity Disbursement Voucher (see &quot;forms&quot;) must be completed by the activity advisor, approved by the school administrator and submitted to the Account Clerk for processing. The disbursement voucher must include the original invoice and/or original receipts.</td>
<td>Satisfactory</td>
<td>Satisfactory</td>
<td>Satisfactory</td>
<td>Satisfactory</td>
<td>Satisfactory</td>
</tr>
<tr>
<td>DB.2</td>
<td>Original invoices must support all activity fund disbursements. Each invoice should be compared with the request for funds / payment order, initiated by the person receiving the merchandise, verified for prices, extensions, and totals and checked to determine that extra charges such as sales tax were not included.</td>
<td>Satisfactory</td>
<td>Satisfactory</td>
<td>Satisfactory</td>
<td>Satisfactory</td>
<td>Satisfactory</td>
</tr>
<tr>
<td>DB.3</td>
<td>Two signatures are required on all student activity checking accounts. Those authorized to sign checks are responsible for checking to verify they are filled out completely and correctly (date, name of payee, amount) before signing.</td>
<td>Satisfactory</td>
<td>Satisfactory</td>
<td>Satisfactory</td>
<td>Satisfactory</td>
<td>Unsatisfactory</td>
</tr>
</tbody>
</table>

**Note:** Authorized signors included the: Principal/Headmaster, Assistant Principal/Headmaster, Dean of Students.
Summary findings for each School of the disbursements selected for testing.

1. Greenwich High School

There was a total of thirty (30) disbursements selected for testing. Four (4) disbursements related to cancelled checks. Verified the original check was marked as "Void" and marked as void in EPES. Therefore, twenty-six (26) deposits remained for testing.

   a. Twenty-five (25) disbursements had signed Disbursement Voucher Forms as evidence or review and approval (DB.1)
      i. Note: 1 disbursement related to a scholarship and did not have the applicable Disbursement Voucher to support the payment. However, verified the name of the education institution was the payee on the check, as required by the policy
   b. Twenty-six (26) disbursements included the original invoice or supporting documents and agreed to the details on the Disbursement Voucher (DB.2)
   c. Twenty-six (26) disbursed checks were signed by two authorized signors (DB.3)

2. Central Middle School

There was a total of eight (8) disbursements selected for testing. Four (4) disbursements related to cancelled checks. Verified the original check was marked as "Void" and marked as void in EPES. Therefore, four (4) deposits remained for testing.

   a. Four (4) disbursements had signed Disbursement Voucher Forms as evidence or review and approval (DB.1)
   b. Four (4) disbursements included the original invoice or supporting documents and agreed to the details on the Disbursement Voucher (DB.2)
   d. Four (4) disbursed checks were signed by two authorized signors (DB.3)
3. Western Middle School
There was a total of three (3) disbursements selected for testing.
   a. Three (3) disbursements had signed Disbursement Voucher Forms as evidence or review and approval (DB.1)
   b. Three (3) disbursements included the original invoice or supporting documents and agreed to the details on the Disbursement Voucher (DB.2)
   c. Three (3) disbursed checks were signed by two authorized signors (DB.3)

4. Eastern Middle School
There was a total of eight (8) disbursements selected for testing.
   a. Eight (8) disbursements had signed Disbursement Voucher Forms as evidence or review and approval (DB.1)
   b. Eight (8) disbursements included the original invoice or supporting documents and agreed to the details on the Disbursement Voucher (DB.2)
   c. Eight (8) disbursed checks were signed by two authorized signors (DB.3)

5. District Elementary Schools
There was a total of five (5) disbursements selected for testing.
   a. Five (5) disbursements had signed Disbursement Voucher Forms as evidence or review and approval (DB.1)
   b. Five (5) disbursements included the original invoice or supporting documents and agreed to the details on the Disbursement Voucher (DB.2)
   c. Five (5) disbursed checks were signed by two authorized signors (DB.3)
## 5. DISBURSEMENTS TESTING 2019-2020

<table>
<thead>
<tr>
<th>#</th>
<th>Control Test</th>
<th>School</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Greenwich High School</td>
</tr>
<tr>
<td>DB.1</td>
<td>A Student Activity Disbursement Voucher (see &quot;forms&quot;) must be completed by the activity advisor, approved by the school administrator and submitted to the Account Clerk for processing. The disbursement voucher must include the original invoice and/or original receipts.</td>
<td>Satisfactory</td>
</tr>
<tr>
<td>DB.2</td>
<td>Original invoices must support all activity fund disbursements. Each invoice should be compared with the request for funds / payment order, initiated by the person receiving the merchandise, verified for prices extensions and totals and checked to determine that extra charges such as sales tax were not included.</td>
<td>Needs Improvement</td>
</tr>
<tr>
<td>DB.3</td>
<td>Two signatures are required on all student activity checking accounts. Those authorized to sign checks are responsible for checking to verify they are filled out completely and correctly (date, name of payee, amount) before signing.</td>
<td>Satisfactory</td>
</tr>
</tbody>
</table>

Note: Authorized signors

<table>
<thead>
<tr>
<th>School</th>
<th>Greenwich High School</th>
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<tr>
<td>Satisfactory</td>
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<td>Satisfactory</td>
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<tr>
<td>Needs Improvement</td>
<td>Satisfactory</td>
<td>Needs Improvement</td>
<td>Satisfactory</td>
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<tr>
<td>Unsatisfactory</td>
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<td>Satisfactory</td>
<td>Satisfactory</td>
<td>Satisfactory</td>
<td>Unsatisfactory</td>
</tr>
</tbody>
</table>
Summary findings for each School of the disbursements selected for testing.

1. Greenwich High School
   There was a total of thirty (30) disbursements selected for testing. Seven (7) disbursements related to cancelled checks. Verified the original check was marked as "Void" and marked as void in EPES. Therefore, twenty-three (23) deposits remained for testing.
   a. Twenty-two (22) disbursements had signed Disbursement Voucher Forms as evidence or review and approval (DB.1)
   b. Seventeen (17) disbursements included the original invoice or supporting documents and agreed to the details on the Disbursement Voucher (DB.2)
   c. Twenty-one (21) disbursed checks were signed by two authorized signors (DB.3)
      i. Note: 2 checks were not available during testing, therefore unable to conclude on the results

2. Central Middle School
   There was a total of six (6) disbursements selected for testing. Two (2) disbursements related to cancelled checks. Verified the original check was marked as "Void" and marked as void in EPES. Therefore, four (4) deposits remained for testing.
   a. Four (4) disbursements had signed Disbursement Voucher Forms as evidence or review and approval (DB.1)
   b. Four (4) disbursements included the original invoice or supporting documents and agreed to the details on the Disbursement Voucher (DB.2)
   c. Four (4) disbursed checks were signed by two authorized signors (DB.3)
3. **Western Middle School**
   There was a total of three (3) disbursements selected for testing.
   a. Three (3) disbursements had signed Disbursement Voucher Forms as evidence or review and approval (DB.1)
   b. Three (3) disbursements included the original invoice or supporting documents and agreed to the details on the Disbursement Voucher (DB.2)
   c. Three (3) disbursed checks were signed by two authorized signors (DB.3)

4. **Eastern Middle School**
   There was a total of nine (9) disbursements selected for testing.
   a. Nine (9) disbursements had signed Disbursement Voucher Forms as evidence or review and approval (DB.1)
   b. Nine (9) disbursements included the original invoice or supporting documents and agreed to the details on the Disbursement Voucher (DB.2)
   c. Nine (9) disbursed checks were signed by two authorized signors (DB.3)

5. **District Elementary Schools**
   There was a total of two (2) disbursements selected for testing.
   a. Two (2) disbursements had signed Disbursement Voucher Forms as evidence or review and approval (DB.1)
   b. Two (2) disbursements included the original invoice or supporting documents and agreed to the details on the Disbursement Voucher (DB.2)
   c. Two (2) disbursed checks were signed by two authorized signors (DB.3)
### REIMBURSEMENTS TESTING 2018-2019

<table>
<thead>
<tr>
<th>#</th>
<th>Control Test</th>
<th>Greenwich High School</th>
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</tr>
</thead>
<tbody>
<tr>
<td>RB.1</td>
<td>SAF Advisor complete a Disbursement Voucher (with attached receipts) for their requested reimbursement and the school Administration review and approves. A Student Activity Disbursement Voucher (see &quot;forms&quot;) must be completed by the activity advisor, approved by the school administrator and submitted to the Account Clerk for processing. The disbursement voucher must include the original invoice and/or original receipts.</td>
<td>Satisfactory</td>
<td>Satisfactory</td>
<td>Not applicable</td>
<td>Satisfactory</td>
<td>Satisfactory</td>
</tr>
<tr>
<td>RB.2</td>
<td>Reimbursement payments only be made where completed and original documentation support the nature of the isn on file.</td>
<td>Satisfactory</td>
<td>Needs Improvement</td>
<td>Not applicable</td>
<td>Satisfactory</td>
<td>Satisfactory</td>
</tr>
<tr>
<td>RB.3</td>
<td>Two signatures are required on all student activity checking accounts. Those authorized to sign checks are responsible for checking to verify they are filled out completely and correctly (date, name of payee, amount) before signing. Note: Authorized signors include the: Principle/Headmaster, Assistant Principle/Headmaster, Dean of Students.</td>
<td>Needs Improvement</td>
<td>Satisfactory</td>
<td>Not applicable</td>
<td>Satisfactory</td>
<td>Unsatisfactory</td>
</tr>
</tbody>
</table>
Summary findings for each School of the reimbursements selected for testing.

1. Greenwich High School
   There was a total of two (2) reimbursements selected for testing.
   a. Two (2) reimbursements had a signed Disbursement Voucher present as evidence of review and approval prior to check being processed (RB.1)
   b. Two (2) reimbursement had original invoices or receipts (RB.2)
   c. One (1) disbursed checks were signed by two authorized signors (RB.3)
      a. Note: 1 check was not available during testing, therefore, we were unable to conclude on the results

2. Central Middle School
   There was a total of three (3) reimbursements selected for testing. Of the 3 reimbursements selected for testing, one (1) selection did not have support available during testing and we were unable to conclude on testing results. Therefore, two (2) reimbursements remained for testing.
   a. Two (2) reimbursements had a signed Disbursement Voucher present as evidence of review and approval prior to check being processed (RB.1)
   b. One (1) reimbursements included all original invoice or supporting documents and agreed to the details on the Disbursement Voucher (RB.2)
   c. Two (2) disbursed checks were signed by two authorized signors (RB.3)

3. Western Middle School
   There were no identified reimbursements within scope in the GL Accounts Reconciliation Report WMS for 2018-2019. In addition, there were no reimbursements provided upon inquiry, therefore reimbursement testing was not applicable for Western Middle School.
4. Eastern Middle School

There was a total of three (3) reimbursements selected for testing.

a. Three (3) reimbursements had a signed Disbursement Voucher present as evidence of review and approval prior to check being processed (RB.1)

b. Three (3) reimbursements included all original invoice or supporting documents and agreed to the details on the Disbursement Voucher (RB.2)

c. Three (3) disbursed checks were signed by two authorized signors (RB.3)

5. District Elementary Schools

There was a total of two (2) reimbursements selected for testing.

a. Two (2) reimbursements had a signed Disbursement Voucher present as evidence of review and approval prior to check being processed (RB.1)

b. One (1) reimbursement included all original invoice or supporting documents and agreed to the details on the Disbursement Voucher (RB.2)

c. Two (2) disbursed checks were signed only signed by one (1) authorized signor and not two (2) as required by the policy (RB.3)
### 7. REIMBURSEMENTS TESTING 2019-2020

<table>
<thead>
<tr>
<th>#</th>
<th>Control Test</th>
<th>Greenwich High School</th>
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</tr>
</thead>
<tbody>
<tr>
<td>RB.1</td>
<td>SAF Advisor complete a Disbursement Voucher (with attached receipts) for their requested reimbursement and the school Administration review and approves. A Student Activity Disbursement Voucher (see “forms”) must be completed by the activity advisor, approved by the school administrator and submitted to the Account Clerk for processing. The disbursement voucher must include the original invoice and/or original receipts.</td>
<td>Satisfactory</td>
<td>Satisfactory</td>
<td>Satisfactory</td>
<td>Satisfactory</td>
<td>Not applicable</td>
</tr>
<tr>
<td>RB.2</td>
<td>Reimbursement payments only be made where completed and original documentation support the nature of the is on file.</td>
<td>Satisfactory</td>
<td>Satisfactory</td>
<td>Satisfactory</td>
<td>Satisfactory</td>
<td>Not applicable</td>
</tr>
<tr>
<td>RB.3</td>
<td>Two signatures are required on all student activity checking accounts. Those authorized to sign checks are responsible for checking to verify they are filled out completely and correctly (date, name of payee, amount) before signing. Note: Authorized signors include the: Principle/Headmaster, Assistant Principle/Headmaster, Dean of Students.</td>
<td>Satisfactory</td>
<td>Needs Improvement</td>
<td>Satisfactory</td>
<td>Satisfactory</td>
<td>Not applicable</td>
</tr>
</tbody>
</table>
Summary findings for each School of the reimbursements selected for testing.

1. Greenwich High School
   There was a total of twelve (12) reimbursements selected for testing. Of the 12 reimbursements, four (4) related to voided transactions in the EPES system. Verified the original balance of the selected deposit was offset and the deposit was voided within EPES. Therefore, eight (8) deposits remained for testing and we concluded the following:
   a. Seven (7) reimbursements had a signed Disbursement Voucher present as evidence of review and approval prior to check being processed (RB.1)
   b. Seven (7) reimbursements had original invoices or receipts (RB.2)
   c. Eight (8) disbursed checks were signed by two authorized signors (RB.3)

2. Central Middle School
   There was a total of two (2) reimbursements selected for testing. Of the 2 reimbursements selected for testing, one (1) selection did not have support available during testing and we were unable to conclude on testing results. Therefore, one (1) reimbursements remained for testing.
   a. One (1) reimbursements had a signed Disbursement Voucher present as evidence of review and approval prior to check being processed (RB.1)
   b. One (1) reimbursements included all original invoice or supporting documents and agreed to the details on the Disbursement Voucher (RB.2)
   c. One (1) disbursed checks were signed by two authorized signors (RB.3)

3. Western Middle School
   There was a total of one (1) reimbursement within scope identified in the GL Accounts Reconciliation Report and selected for testing.
   a. One (1) reimbursement had a signed Disbursement Voucher present as evidence of review and approval prior to check being processed (RB.1)
b. One (1) reimbursement included all original invoice or supporting documents and agreed to the details on the Disbursement Voucher (RB.2)

c. One (1) reimbursed checks were signed by two authorized signors (RB.3)

4. Eastern Middle School

There was a total of eight (8) reimbursements selected for testing. Of the 8 reimbursements selected for testing, two (2) selection did not have support available during testing and we were unable to conclude on testing results. Therefore, six (6) reimbursements remained for testing.

a. Six (6) reimbursement had a signed Disbursement Voucher present as evidence of review and approval prior to check being processed (RB.1)

b. Six (6) reimbursement included all original invoice or supporting documents and agreed to the details on the Disbursement Voucher (RB.2)

c. Six (6) reimbursed checks were signed by two authorized signors (RB.3)

5. District Elementary Schools

There were no identified reimbursements within scope in the GL Accounts Reconciliation Report. In addition, there were no reimbursements provided upon inquiry, therefore reimbursement testing was not applicable for the District Elementary Schools.
### 8. DONATIONS TESTING 2018-2019

<table>
<thead>
<tr>
<th>#</th>
<th>Control Test</th>
<th>Greenwich High School</th>
<th>Central Middle School</th>
<th>Western Middle</th>
<th>Eastern Middle School</th>
<th>District Elementary Schools</th>
</tr>
</thead>
<tbody>
<tr>
<td>DN.1</td>
<td>Donor completes a Donation Form for the applicable school and the School Administration review and approves.</td>
<td>Not applicable</td>
<td>Satisfactory</td>
<td>Satisfactory</td>
<td>Not applicable</td>
<td>Inconclusive</td>
</tr>
<tr>
<td>DN.2</td>
<td>School Administration completes required fields.</td>
<td>Not applicable</td>
<td>Needs Improvement</td>
<td>Satisfactory</td>
<td>Not applicable</td>
<td>Inconclusive</td>
</tr>
<tr>
<td>DN.3</td>
<td>Board of Education must review and approve Donation Form if the donation has conditions.</td>
<td>Not applicable</td>
<td>Not applicable</td>
<td>Not applicable</td>
<td>Not applicable</td>
<td>Inconclusive</td>
</tr>
<tr>
<td>DN.4</td>
<td>Financial Service Coordinator logs donation in appropriate SAF account.</td>
<td>Not applicable</td>
<td>Satisfactory</td>
<td>Satisfactory</td>
<td>Not applicable</td>
<td>Inconclusive</td>
</tr>
</tbody>
</table>
Summary findings for each School of the donations selected for testing.

1. **Greenwich High School**
   There were no identified donations received within scope in the GL Accounts Reconciliation Report. In addition, there were no donation provided upon inquiry, therefore donation testing was not applicable for the Greenwich High School.

2. **Central Middle School**
   There was a total of three (3) donations selected for testing. Of the 3 donations selected, only two (2) had partial support documentation and one (1) selection did not have support available during testing, therefore, we were unable to conclude on testing results. However, upon inquiry, two (2) donations and applicable testing support was provided for testing.
   
   a. Two (2) had a signed Cash Donation Forms present as evidence of review and approval (DN.1)
   b. One (1) had all required fields filled out by the school administrator on the Cash Donation Form. Field are required to help determine if any other condition exist and if additional approvals are needed (DN.2)
   c. Board of Education approval was not necessary, no donations exceeded the gift cap (DN.3)
   d. Two (2) donations were recorded accurately and completely (DN.4)

3. **Western Middle School**
   There were no donations received, that were identified within scope in the GL Accounts Reconciliation Report. However, upon inquiry, one (1) donation was provided for testing.
   
   a. One (1) had a signed Cash Donation Forms present as evidence of review and approval (DN.1)
   b. One (1) had all required fields filled out by the school administrator on the Cash Donation Form. Field are required to help determine if any other condition exist and if additional approvals are needed (DN.2)
   c. Board of Education approval was not necessary, donation did not exceed the gift cap (DN.3)
V. Greenwich Public Schools – Student Activity Fund Audit – Appendix

d. One (1) donations were recorded accurately and completely (DN.4)

4. Eastern Middle School
There were no identified donations received within scope in the GL Accounts Reconciliation Report. In addition, there were no donation provided upon inquiry, therefore donation testing was not applicable for the Eastern Middle School.

5. District Elementary Schools
There was a total of two (2) donations selected for testing. Of the 2 donations selected, 2 did not have support available during testing, therefore, we were unable to conclude on testing results. In addition, there were no donations (list of donation activity) provided upon inquiry.
## 9. DONATIONS TESTING 2019-2020

<table>
<thead>
<tr>
<th>#</th>
<th>Control Test</th>
<th>Greenwich High School</th>
<th>Central Middle School</th>
<th>Western Middle</th>
<th>Eastern Middle School</th>
<th>District Elementary Schools</th>
</tr>
</thead>
<tbody>
<tr>
<td>DN.1</td>
<td>Donor completes a Donation Form for the applicable school and the School Administration review and approves.</td>
<td>Needs Improvement</td>
<td>Satisfactory</td>
<td>Satisfactory</td>
<td>Not applicable</td>
<td>Not applicable</td>
</tr>
<tr>
<td>DN.2</td>
<td>School Administration completes required fields.</td>
<td>Unsatisfactory</td>
<td>Satisfactory</td>
<td>Satisfactory</td>
<td>Not applicable</td>
<td>Not applicable</td>
</tr>
<tr>
<td>DN.3</td>
<td>Board of Education must review and approve Donation Form if the donation has conditions.</td>
<td>Not Applicable</td>
<td>Not applicable</td>
<td>Not applicable</td>
<td>Not applicable</td>
<td>Not applicable</td>
</tr>
<tr>
<td>DN.4</td>
<td>Financial Service Coordinator logs donation in appropriate SAF account.</td>
<td>Satisfactory</td>
<td>Satisfactory</td>
<td>Satisfactory</td>
<td>Not applicable</td>
<td>Not applicable</td>
</tr>
</tbody>
</table>
Summary findings for each School of the donations selected for testing.

1. Greenwich High School
   There was a total of three (3) donations selected for testing. Of the 3 donations selected, one (1) selection did not have support available during testing, therefore, we were unable to conclude on testing results. Therefore, only two (2) remained for testing and concluded the following:
   a. Two (2) had signed Cash Donation Forms present as evidence of review and approval (DN.1)
   b. No Cash Donation Forms had all required fields filled out by the school administrator on the Cash Donation Form. Field are required to help determine if any other condition exist and if additional approvals are needed (DN.2)
   c. Board of Education approval was not necessary, no donations exceeded the gift cap (DN.3)
   d. Two (2) donations were recorded accurately and completely in EPES (DN.4)

2. Central Middle School
   There was a total of two (2) donations selected for testing. Of the 2 donations selected, one (1) selection did not have support available during testing, therefore, we were unable to conclude on testing results.
   a. One (1) had a signed Cash Donation Form present as evidence of review and approval (DN.1)
   b. One (1) had all required fields filled out by the school administrator on the Cash Donation Form. Field are required to help determine if any other condition exist and if additional approvals are needed (DN.2)
   c. Board of Education approval was not necessary, no donations exceeded the gift cap (DN.3)
   d. One (1) donation was recorded accurately and completely in EPES (DN.4)

3. Western Middle School
   There were no donations received, that were identified within scope in the GL Accounts Reconciliation Report. However, upon inquiry, one (1) donation was provided for testing.
   a. One (1) had a signed Cash Donation Form present as evidence of review and approval (DN.1)
b. One (1) had all required fields filled out by the school administrator on the Cash Donation Form. Field are required to help determine if any other condition exist and if additional approvals are needed (DN.2)

c. Board of Education approval was not necessary, donation did not exceed the gift cap (DN.3)

d. One (1) donation was recorded accurately and completely in EPES (DN.4)

4. **Eastern Middle School**

   There were no identified donations received within scope in the GL Accounts Reconciliation Report. In addition, there were no donations provided upon inquiry, therefore donation testing was not applicable for the Eastern Middle School.

5. **District Elementary Schools**

   There were no identified donations received within scope in the GL Accounts Reconciliation Report. In addition, there were no donations listing (or population) provided upon inquiry, therefore donation testing was not applicable for the District Elementary Schools.
Management Comments

The following responses were provided by Sean O'Keefe, Chief Operating Officer, Greenwich Public Schools, after review of this audit report.

Finding #1 - Shared System user account is used for all Schools to manage student activity funds

*Management Response:* “Individual accounts are to be established for each school and for the district. Since the EPES software currently does not have the capability to automate the password change process, the district will reinforce the policy to change passwords every six months and the Financial Services Coordinator for Student Activities will establish a calendar reminder in Google and monitor password strength.”

Finding #2 - Reimbursement activity/transactions are difficult to identify within activity fund software

*Management Response:* “A request has been made by the Financial Services Coordinator to EPES to establish a new subaccount (200) to discretely identify all reimbursements.”

Finding #3 - Timeliness of School Principal/Headmaster sign-off on reconciliations needs improvement

*Management Response:* “A request has already been made and granted to establish “view” access to the Chase website to facilitate a more timely reconciliation process. In addition, the Chief Operating Officer will notify each school Principal that they must complete and sign off on the monthly reconciliation no later than two weeks (10 business days) from each monthly account closing date. The timeframe was discussed with the blumshapiro audit team and they deemed two weeks to be reasonable. The Financial Services Coordinator will monitor compliance and report any outliers to the Chief Operating Officer for appropriate action.”

Finding #4 - Frequency of student activity fund internal audit needs definition

*Management Response:* “Management agrees with the recommended timeframe and will request the BET Audit Committee to consider this timeframe for the next review of the BOE Student Activities Fund.”
Appendix A – Interview List

The following staff was directly involved in providing information for the Student Activity Fund Audit. The blumshapiro team thanks all who participated for their time, knowledge and efforts. The individuals that participated included:

**GPS Interview List**

<table>
<thead>
<tr>
<th>Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Thomas O’Brien – Financial Service Coordinator</td>
</tr>
<tr>
<td>Carol Marinelli - Administrative Assistant (workflow input)</td>
</tr>
</tbody>
</table>

Appendix B – Process Workflows

blumshapiro mapped a number of operational/process workflows relating to Student Activity Funds at GPS. Areas of opportunity or where needed improvements are noted have been identified. The following workflows are mapped on the continuing pages:

- Student Activity Fund Event Request process
- Revenue Collection process (Elementary Schools & Middle Schools)
- Revenue Collection process (High School)
- Disbursements process (Elementary Schools)
- Disbursements process (Middle Schools Schools)
- Disbursements process (High Schools)
- Reconciliation process (Central Middle School & Western Middle School)
- Reconciliation process (Eastern Middle School)
- Reconciliation process (Elementary Schools)
- Reconciliation process (High School)
- Donations process
- Reimbursement process
V. Greenwich Public Schools – Student Activity Fund Audit – Appendix

KEY
SAF = Student Activity Fund
SAF Advisor = may be teacher, coach, sponsor, volunteer (person running the program)
ES = Elementary School
MS = Middle School
HS = High School

Greenwich Public Schools – Student Activity Funds
Event Request
(All Schools)

SAF Advisor completes Event Request Form
Director of SAF reviews/approves
Principal reviews/approves
Headmaster reviews/approves
Additional Approvals required (Assistant Superintendent for Business, Deputy Superintendent, etc.)
SAF event allowed to proceed
SAF event revenue collection may begin

Icons
= Standard District Form
= Control Present
= Microsoft Excel used
= SAF software used
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---

### Greenwich Public Schools – Student Activity Funds

**Revenue Collection**

(Elementary Schools / “District Account” and Middle Schools)

---

**Activity Advisor (or student in charge) collects student money for activities**

Note: Cash/Check only for most activities.  **For large trips/bigger events that are more costly, credit cards can be used online via MySchoolBucks or third-party**

**If needed, Activity Advisory keeps track of students and amounts paid (e.g. Excel spreadsheet)**

**SAF Advisor provides cash/checks to School Administrative Assistant with completed SAF deposit voucher**

Note: Deposit voucher maintains total amount of cash/checks/money orders. It does not identify individual transactions (per student) payments

**School Administrative Assistant validates total amount and provides receipt to SAF Advisor**

**Administrative Assistant posts amount collected to SAF within EPES software**

**School Administrative Assistant prepares and completes daily bank deposit**

---

**Credit Card Payments**

Credit/debit cards can be used for SAF payments for larger, more costly events (generally $40+) including:

- Eastern Middle School and High School online ticket sales for drama program  
- Middle School 8th grade trip  
- High School Freshman and Sophomore trips (MySchoolBucks)  
- High School Prom (MySchoolBucks)  
- High School yearbooks (MySchoolBucks)  
- High School store (MySchoolBucks)

---

**Collection Adjustments**

Adjustments may be made to the amounts collected for SAFs (if needed)

- Per the handbook, if an increase to collections needs to be made, a new receipt should be generated  
- If a decrease needs to be made, a journal adjustment should be created with information detailing the change and acknowledged in signature by the Advisor of the account and the Principal

---

**Icons**

= Standard District Form  
= Control Present  
= Microsoft Excel used  
= SAF software used
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**Revenue Collection (High School)**

**Activity Advisor (or student in charge) collects student money for activities**

If student is collecting, SAF Advisor supervises

If needed, Activity Advisor keeps track of students and amounts paid (e.g. Excel spreadsheet)

SAF Advisor provides cash/checks & completed SAF Deposit Voucher to Financial Service Coordinator for a second count & approval signature

Financial Service Coordinator prepares and completes daily bank deposit

Note: Deposit voucher maintains total amount of cash/checks/money orders. It does not identify individual transactions (per student) payments

Financial Service Coordinator posts amount collected to SAF within EPES software

Upon SAF Director’s sign off, receipt provided to SAF Advisor

Financial Service Coordinator prepares and completes daily bank deposit

Financial Service Coordinator posts amount collected to SAF within EPES software

Note: Money kept in main office safe until deposit is made

**Credit Card Payments**
Credit/debit cards can be used for SAF payments for larger, more costly events (generally $40+) including:
- Eastern Middle School and High School online ticket sales for drama program
- Middle School 8th grade trip
- High School Freshman and Sophomore trips (MySchoolBucks)
- High School Prom (MySchoolBucks)
- High School yearbooks (MySchoolBucks)
- High School store (MySchoolBucks)

**Collection Adjustments**
Adjustments may be made to the amounts collected for SAFs (if needed)
- Per the handbook, if an increase to collections needs to be made, a new receipt should be generated
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Greenwich Public Schools – Student Activity Funds
Disbursements
(Elementary Schools / “District Account”)

Icons

= Standard District Form

= Control Present

= Microsoft Excel used

= SAF software used

SAF Advisor completes a Disbursement Voucher to formally request monies from a SAF account

Disbursement Voucher is submitted to School Administrator for approval

School Administrator signs Disbursement Voucher upon approval

Financial Service Coordinator cuts the necessary check for disbursement; logs check activity

Finance Supervisor or Chief Operating Officer validate and sign check

Check is provided to SAF Advisor

Note: Disbursement Voucher must include original invoice and/or original receipt

Note: Single check signature required
V. Greenwich Public Schools – Student Activity Fund Audit – Appendix

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Greenwich Public Schools – Student Activity Funds
Disbursements
(Middle Schools)

SAF Advisor completes a Disbursement Voucher to formally request monies from a SAF account
Note: Disbursement Voucher must include original invoice and/or original receipt

Disbursement Voucher is submitted to School Administrator for approval

School Administrator signs Disbursement Voucher upon approval

School Administrative Assistant cuts the necessary check for disbursement; logs check activity

School Principal and one of the two Assistant Principals validate and sign check

Check is provided to SAF Advisor or mailed directly to payee by Administrative Assistant

Note: Two check signatures required

Icons
= Standard District Form
= Control Present
= Microsoft Excel used
= SAF software used
V. Greenwich Public Schools – Student Activity Fund Audit – Appendix

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Greenwich Public Schools – Student Activity Funds
Disbursements
(High School)

SAF Advisor completes a Disbursement Voucher to formally request monies from a SAF account

Disbursement Voucher is submitted to SAF Director for approval

SAF Director signs Disbursement Voucher upon approval

Financial Service Coordinator cuts the necessary check for disbursement; logs check activity

Two/Three Signers validate and sign check (Headmaster, Assistant Headmaster, Dean of Students)

Check is provided to SAF Advisor

Note: Disbursement Voucher must include original invoice and/or original receipt

Note: Two check signatures required; three people authorized

Icons
= Standard District Form
= Control Present
= Microsoft Excel used
= SAF software used

Draft Report
V. Greenwich Public Schools – Student Activity Fund Audit – Appendix

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Greenwich Public Schools – Student Activity Funds  
Reconciliation  
(Central Middle School, Western Middle School)

Note: Coversheet includes a number of additional assertions regarding reports and transactions

<table>
<thead>
<tr>
<th>Icons</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>= Standard District Form</td>
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<td>= Microsoft Excel used</td>
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</tbody>
</table>
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---

**Greenwich Public Schools – Student Activity Funds**  
**Reconciliation**  
(Eastern Middle School)

---

Financial Service Coordinator receives monthly bank statement  
Financial Service Coordinator runs Reconciliation Report, Activity Ledger, & MTD Register Report (transaction history) out of EPES. Compiles with listing of outstanding checks for the month  
Financial Service Coordinator packages reconciliation documents with standard Summary SAF Cover Sheet  
Financial Service Coordinator gives reconciliation packet to Principal for review, date, & signature  
Packet is provided to District Finance Supervisor for final review and signoff  
Packet is returned to Financial Service Coordinator for filing

---

Note: Coversheet includes a number of additional assertions regarding reports and transactions

---

Icons:
- = Standard District Form  
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- = Microsoft Excel used  
- = SAF software used

---

Draft Report
V. Greenwich Public Schools – Student Activity Fund Audit – Appendix

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HS = High School

Greenwich Public Schools – Student Activity Funds
Reconciliation
(Elementary Schools “District Account”)

- Financial Service Coordinator receives monthly bank statement
- Financial Service Coordinator runs Reconciliation Report, Activity Ledger, & MTD Register Report (transaction history) out of EPES. Compiles with listing of outstanding checks for the month
- Financial Service Coordinator packages reconciliation documents with standard Summary SAF Cover Sheet. Note: Coversheet includes a number of additional assertions regarding reports and transactions
- Packet is provided to District Finance Supervisor for final review and signoff
- Packet is returned to Financial Service Coordinator for filing

**Icons**
- = Standard District Form
- = Control Present
- = Microsoft Excel used
- = SAF software used
Reconciliation
(High School)

Financial Service Coordinator receives monthly bank statement

Financial Service Coordinator runs Reconciliation Report, Activity Ledger, & MTD Register Report (transaction history) out of EPES. Compiles with listing of outstanding checks for the month.

Financial Service Coordinator packages reconciliation documents with standard Summary SAF Cover Sheet

Financial Service Coordinator gives reconciliation packet to Principals for review, date, & signature

Packet is provided to Headmaster for review and signoff

Packet is provided to District Finance Supervisor for final review and signoff

Packet is returned to Financial Service Coordinator for filing

Note: Coversheet includes a number of additional assertions regarding reports and transactions

Icons

= Standard District Form

= Control Present

= Microsoft Excel used

= SAF software used

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V. Greenwich Public Schools – Student Activity Fund Audit – Appendix

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HS = High School

---

**Donation Form**

**Board of Education must review and approve**

- Financial Service Coordinator logs donation in appropriate SAF account; necessary bank deposit is made (Donations of personal property become property of Board of Education)

- If the Cash donation has conditions

- No special conditions

---

**Donor completes Donation Form for the School**

**School Administration reviews Form and Accepts or Declines (signature/date)**

- Note: Three different forms based on donation type:
  1. Property (Real, Personal)
  2. Cash (checks, money orders)
  3. Programs/services

- Note: Administrators include:
  1. Building Administrator (required)
  2. Program Coordinator (if applicable)
  3. Title IX Coordinator (if applicable)
  4. Managing Director of Operations (required)

**School Administration completes required fields on same Donation Form**

- Note: Fields include compliance considerations, additional costs/fees, and donation terms

---

**Icons**

- = Standard District Form
- = Control Present
- = Microsoft Excel used
- = SAF software used

---

**Greenwich Public Schools – Student Activity Funds**

**Donations (All Schools)**

---

**Notes**

- Donors complete Donation Form for the School
- School Administration reviews Form and Accepts or Declines (signature/date)
- School Administration completes required fields on same Donation Form
- Financial Service Coordinator logs donation in appropriate SAF account; necessary bank deposit is made (Donations of personal property become property of Board of Education)

---

**Draft Report**

PG. 59
V. Greenwich Public Schools – Student Activity Fund Audit – Appendix

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---

**Greenwich Public Schools – Student Activity Funds**

**Reimbursements**

(All Schools)

---

**Icons**

- = Standard District Form  
✓ = Control Present  
= Microsoft Excel used  
= SAF software used

---

Note: For reimbursements at the Elementary Schools and Middle Schools, the Administrative Assistants complete necessary paperwork (as opposed to the SAF Advisors)
Town of Greenwich

Findings and Recommendations

Internal Audit of Dorothy Hamill Skating Rink

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<td>B. Project Approach &amp; Tasks</td>
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</tbody>
</table>
II.  Town of Greenwich – Dorothy Hamill Skating Rink Audit - Project Overview

Project Overview

A.  Background

The Town of Greenwich (hereinafter referred to as “the Town”) engaged blumshapiro to provide internal audit services related to the operations of the Dorothy Hamill Skating Rink. blumshapiro performed a review of the revenue collection streams, payment collection types, daily collection and reporting processes, and reconciliations in place as it pertains to managing these funds. The annual process of residency validation (for use of the Rink) was also reviewed. Our services specifically included the following:

1. Reviewed the documented processes and controls of the Dorothy Hamill skating rink revenues
2. Identified revenue streams of the various skating rink fees for the facility
3. Reviewed current automated systems used to support the skating rink
4. Confirmed regulations and procedures used to validate residency for skating rink use
5. Tested monthly financial transactions for various services and revenue types
6. Documented findings and operational/control gaps observed

B.  Project Approach & Tasks

This review included the following project tasks:

- Reviewed Current Processes and Operations
- Confirmed Current Technologies
- Confirmed Roles and Responsibilities of Staff
- Tested Transactions for 2018-2019 and 2019-2020 Fiscal Years
- Developed Findings and Recommendations
- Documented audit conclusion regarding financial and operational controls: “Satisfactory,” “Needs Improvement,” or “Unsatisfactory”
- Management Review and Approval

C.  Acknowledgements/Commendations

blumshapiro would like to thank the Town Treasury and Parks and Recreation/Rink staff for their participation, support, responsiveness, on-going dialogue, and feedback during this project.
III. Town of Greenwich – Dorothy Hamill Skating Rink Audit - Rink Operations Overview

Rink Operations Overview

Below is a description of the Dorothy Hamill Skating Rink operations:

1. Rink operating months/hours
   a. The rink typically opens in September of each year through mid-March
      i. During the spring/summer months, the rink is converted to turf playing fields which can be rented
   b. Rink hours vary with a mix of public sessions and ice rentals

2. Rink staff
   a. The Rink has one (1) full-time equivalent and one (1) permanent part time person
   b. During the skating season, there are approximately 50 Rink employees (part-time/seasonal staff)
      i. An employee handbook is in place for Rink staff
   c. It was noted that, typically, the Seasonal Recreation Leader and/or Part-Time Account Clerk are the individuals who handle cash for the Rink

3. Revenue-generation for the Rink
   a. The Rink offers a number of programs and services, each with their own fee, including:
      i. Daily admission for public sessions
      ii. Skate rental tickets
      iii. Rentals for “ice time” (this was noted to be the most significant form of revenue for the Rink)
      iv. Skating lesson programs
      v. Hockey programs

4. Rink Technology Systems
   a. RecTrac Parks and Recreation software is used by the Rink to handle program signups and registrations as well as to collect payments
      i. The Rink’s onsite Point-of-Sale (POS) system is also provided by/integrated with the RecTrac software
III. Town of Greenwich – Dorothy Hamill Skating Rink Audit - Rink Operations Overview

b. The recording of finances/revenues collected by the Rink are maintained in the Town’s financial management system, MUNIS

c. At this time, there is no automated integration/interface between RecTrac and MUNIS
   i. This capability does exist and the Town is aware and has plans to automate the two (2) systems in the future
   ii. Currently, the Rink runs a report out of RecTrac that identifies the journal entry “upload” for pulling Rink revenues into MUNIS (the journal entry is manually entered at this time)
   iii. Account numbers for the various revenue streams (e.g. skating lessons) are identical between MUNIS and RecTrac. There are eight (8) different MUNIS accounts associated with the rink including:
      1. Rental for Town Facilities (Ice)
      2. Rental of Turf
      3. Skate Sharpening
      4. Skate Rentals
      5. Concession/Food Service
      6. Admission
      7. Instruction for Ice Hockey
      8. Instruction for Figure Skating

5. Rink payment/Collection types
   a. Rink rental payments can be made prior to “ice time” or use of the facility. In addition, private user groups are invoiced each month for the prior month’s use of the facility.
      i. Private user groups facility reservations are made by the rink staff after a signed contract and Certificate of Insurance and other requirements are met.
   b. Online payments are processed via RecTrac
      i. Residents can register for hockey or skating lessons online with a credit card or via mailed in check
      ii. Online tickets for ice skating has recently been implemented by the Town (last season)
III. Town of Greenwich – Dorothy Hamill Skating Rink Audit - Rink Operations Overview

iii. Public skating time can be paid for onsite with cash, checks, or credit card as well as online via credit card

c. Funds for rink activities are deposited to JP Morgan Chase Bank

6. Resident Validation Process

a. The Town Parks and Recreation Department has a thorough process that is performed annually (every 3 years for Seniors) to confirm residency before customers can access/register for recreational programs

   i. Approximately 45,000 user accounts exist in RecTrac. Parks and Recreation staff set these accounts to “nonresident” each year and then activate them one by one as account holders validate their Greenwich residency

   ii. Residents can upload their identification (2 forms required for the primary account holder, 1 form required for all additional family members) directly to RecTrac online

       • They can present forms of ID in person to the Town, or mail forms in

b. The process workflow for residency validation is included in the Appendix of this report

7. Reconciliation Processes

a. On both a weekly and monthly basis, RecTrac and MUNIS are reconciled between Parks and Recreation, Dorothy Hamill Rink and Town Finance/Treasury

b. At the end of each day, rink staff print a general ledger (GL) report out of RecTrac (this report includes all daily revenues collected). This report is later (daily or weekly) provided to Finance/Treasury along with the bank deposit slip(s)

   i. The Revenue Clerk (within the Treasury Department) later uses this report to manually enter the revenues into MUNIS, on a weekly basis

   ii. The Treasury Clerk reconciles the Parks and Recreation bank account/cash account and MUNIS, on a monthly basis

       1. The Treasurer reviews and signs off on the monthly reconciliation
III. Town of Greenwich – Dorothy Hamill Skating Rink Audit - Rink Operations Overview

c. For credit cards, the Treasury Department runs a daily report from JP Morgan Chase to view all Greenwich credit card activity Town-wide. The pages showing activity pertaining to Parks and Recreation are extracted and provided to the Parks and Recreation Customer Service Supervisor for review and confirmation of activity

i. The Rink confirms their JP Morgan credit card activity against RecTrac daily revenue reports and notifies their approval to the Customer Service Supervisor

ii. The Customer Service Supervisor relays the confirmation to Treasury by signing and returning all credit card/revenue reports

d. The reconciliation process workflows are included in the Appendix of this report

8. Bank Deposits

a. Per interview with rink staff, bank deposits are done “when needed;” if it is busy or if collections are over $500 in a day, they will bring the deposit to the bank

b. Per the Town Circular #9609 (dated February 1996), all departments/divisions within the Town are required to deposit collections of cash, checks, and money orders which equal or exceed $500, daily. Collections less than $500 may be held until receipts accumulate to $500 or on Fridays of each week.

i. It was noted that the rink staff handle their own bank deposits and often do so more frequently than weekly

c. All copies of bank deposit slips are provided to the Town Treasury Department
IV. Town of Greenwich – Dorothy Hamill Skating Rink Audit – Findings & Recommendations

Overall Audit Conclusion

blumshapiro determined an overall audit rating of “Satisfactory” for the Dorothy Hamill Skating Rink audit for the Town of Greenwich. blumshapiro did note some minor exceptions related to document signoffs.

Control Findings and Recommendations

blumshapiro identified and reviewed several financial and operational controls regarding rink operations. The below findings and recommendations were noted in conjunction with our analysis.

1. **Finding** – MUNIS user access rights were reviewed and seem appropriate
   
   a. blum performed a review of user access rights and permissions within MUNIS as it relates to the skating rink accounts. The following users were identified:

   i. Joseph Siciliano – Director - Parks and Recreation
   ii. Tom Greco – Assistant Director – Parks and Recreation
   iii. Kim Ambroseccia – Business Operations Supervisor – Parks and Recreation
   iv. Diana Theirry – Account Clerk/Accounts Payable – Parks and Recreation
   v. Anita Wood – Customer Service Supervisor – Parks and Recreation
   vi. Lenore Caserta – Director’s Assistant – Parks and Recreation
   vii. Molly Nason – Account Clerk/Accounts Receivables – Parks and Recreation (also handles payroll issues for Parks and Recreation)
   viii. Stephen Weigner – Administrative Staff Assistant - Parks and Recreation (also handles payroll issues for Parks and Recreation)

   b. GL rights and abilities within the rink accounts for the staff above appear reasonable

1. **Recommendation** – None, control is adequate
2. **Finding** – Lack of formal documented policy and procedures
   
   a. During the process walkthroughs, blumshapiro noted the rink did not have detailed documented policy and procedures manual related to the revenue collections process or daily operations. Various forms do exist and are used to process and track financial transactions. However, no formal policy and procedures manual was available that identifies all the policies, procedures, protocols and controls that should be followed.

2. **Recommendation** – Develop and document a comprehensive policy and procedures manual
   
   a. We recommend that a documented policy and procedure manual be developed to provide a roadmap of processes, responsibilities and key controls to be adhered to by the rink personnel for the purposes of accountability and training of employees. Although existing staff may have a reasonable idea of what is required in the daily operations of the rink, it will be difficult to ensure consistency and accuracy of responsibilities and key controls if they are not documented. A documented, comprehensive manual will provide both the rink and Parks & Recreation management team with the policy and procedures necessary to ensure all key control activities are adhered to and task responsibilities assigned to appropriate key personnel.
Skating Rink Controls Testing

As part of this audit, blumshapiro tested the activities within Skating Rink operations for the 2018-2019 and 2019-2020 fiscal years. For each control, blum assessed the control for effectiveness and provided an audit conclusion of “Satisfactory,” “Needs Improvement,” or “Unsatisfactory.” Summary test results are below:

<table>
<thead>
<tr>
<th>Conclusion Rating</th>
<th>Rating Calculation/Logic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Satisfactory</td>
<td>75-100% of the samples selected for testing passed the test criteria with no exceptions</td>
</tr>
<tr>
<td>Needs Improvement</td>
<td>50% or more of the samples selected for testing passed the test criteria with exceptions</td>
</tr>
<tr>
<td>Unsatisfactory</td>
<td>50% or more of the samples selected for testing did not pass test criteria; exceptions were noted</td>
</tr>
<tr>
<td>Inconclusive</td>
<td>Audit test files and/or supporting documents were not available during testing; unable to conclude on testing results</td>
</tr>
<tr>
<td>Not Applicable</td>
<td>Testing was not applicable for the selected control</td>
</tr>
</tbody>
</table>

Summary test results are on the following pages. Tests include:

1. Revenue Collection 2018-2019 and 2019-2020
2. Credit Card Revenue Reconciliation 2018-2019 and 2019-2020
3. Revenue Reconciliation 2018-2019 and 2020
### 1. REVENUE COLLECTION

<table>
<thead>
<tr>
<th></th>
<th>Control Test</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>RVC.1</td>
<td>Skating Rink staff runs a GL report out of RecTrac on a daily basis or as cash is collected and reconciles the balance, purchases and payment types to the end of day POS Cash Register receipt.</td>
<td>Satisfactory</td>
</tr>
<tr>
<td>RVC.2</td>
<td>Skating Rink staff runs a POS Sales Receipts out of RecTrac and uses the report to populate the manual Daily Revenue Report to keep track of ticket numbers and ticket sales.</td>
<td>Satisfactory</td>
</tr>
</tbody>
</table>
Summary findings for 2018-2019 Revenue Collection

Eight (8) weeks were selected for testing and included the following: September 17, 2018; October 14, 2018; October 21, 2018; October 29, 2018; November 18, 2018; December 9, 2018; December 16, 2018 and January 13, 2019. Of the eight (8) weeks:

a. Eight (8) RecTrac GL Distribution reports agreed to the end of day POS Cash Register receipt verifying the completeness and accuracy of the revenue recorded in RecTrac (RVC.1)

b. Eight (8) RecTrac GL Distribution reports agreed to the POS Sales Receipt report, verifying the completeness and accuracy of ticket numbers sold and revenues collected (RVC.2)

Summary findings for 2019-2020 Revenue Collection

Eight (8) weeks were selected for testing and included the following: September 22, 2019; September 29, 2019; December 8, 2019; December 22, 2019; December 29, 2020; January 5, 2020; January 12, 2020 and February 26, 2020. Of the eight (8) weeks:

a. Eight (8) RecTrac GL Distribution reports agreed to the end of day POS Cash Register receipt verifying the completeness and accuracy of the revenue recorded in RecTrac (RVC.1)

b. Eight (8) RecTrac GL Distribution reports agreed to the POS Sales Receipt report, verifying the completeness and accuracy of ticket numbers sold and revenues collected (RVC.2)
V. Town of Greenwich – Dorothy Hamill Skating Rink Audit – Audit Testing

2. CREDIT CARD REVENUE RECONCILIATION

<table>
<thead>
<tr>
<th>#</th>
<th>Control Test</th>
<th>Results 2018-2019</th>
<th>Results 2020-2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>CCR.1</td>
<td>Each Division reviews their JP Morgan activity against RecTrac GL Distribution Report credit card activity and verify the balance agrees prior to Treasury for inputting into MUNIS.</td>
<td>Satisfactory</td>
<td>Satisfactory</td>
</tr>
<tr>
<td>CCR.2</td>
<td>Revenue Clerk enters the skating rink revenues into MUNIS by collection type/account.</td>
<td>Satisfactory</td>
<td>Satisfactory</td>
</tr>
</tbody>
</table>

Summary findings for 2018-2019 Credit Card Revenue Reconciliation

Eight (8) weeks were selected for testing and included the following: September 2, 2018; September 14, 2018; October 15, 2018; October 21, 2018; November 18, 2018; December 2, 2018; December 20, 2018 and January 14, 2019. Of the eight (8) weeks:

a. Seven (7) weekly credit card deposit balances identified on the JP Morgan Chase bank statement as a Skating Rink transaction agreed to the RecTrac GL Distribution Report credit card activity, without exception (CCR.1)
V. Town of Greenwich – Dorothy Hamill Skating Rink Audit – Audit Testing

i. One (1) weekly credit card deposit related to a chargeback. Supporting documentation for the chargeback balance in RecTrac was not provided. However, a spreadsheet detailing chargebacks agreed to the amount per the bank statement and MUNIS. Therefore, this selection will pass with an exception.

b. Eight (8) weekly credit card deposits were entered into MUNIS completely and accurately (CCR.2)

c. There were no variances or unexplained differences between RecTrac, MUNIS and the JP Morgan Chase bank statement (CCR.2)

**Summary findings for 2019-2020 Credit Card Revenue Reconciliation**

Eight (8) weeks were selected for testing and included the following: September 1, 2019; October 6, 2019; October 19, 2019; December 8, 2019; December 22, 2019; January 5, 2020; January 12, 2020 and February 29, 2020. Of the eight (8) weeks:

a. Seven (7) weekly credit card deposit balances identified on the JP Morgan Chase bank statement as a Skating Rink transaction agreed to the RecTrac GL Distribution Report credit card activity, without exception (CCR.1)

   i. One (1) weekly credit card deposit related to a transaction of $0.24 for the selected week. The applicable RecTrac and MUNIS support was not provided. Therefore, we were unable to conclude the result of this selection. However, since the balance of the weekly credit card deposit is immaterial this selection was considered not applicable.

b. Seven (7) weekly credit card deposits were entered into MUNIS completely and accurately (CCR.2)

   i. As noted above, one (1) weekly credit card deposit related to a transaction of $0.24 for the selected week. The applicable RecTrac and MUNIS support was not provided. Therefore, were unable to conclude the result of this selection. However, since the balance of the weekly credit card deposit is immaterial this selection was considered not applicable.

c. There were no variances or unexplained differences between RecTrac, MUNIS and the JP Morgan Chase bank statement (CCR.2)
### 3. Revenue Reconciliation – Weekly

<table>
<thead>
<tr>
<th>#</th>
<th>Control Test</th>
<th>Results</th>
<th>2018-2019</th>
<th>2020-2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>REC.1</td>
<td>Using the GL report/Revenue reports, Revenue Clerk verifies that the deposit amount reflected on the bank deposit slip matches report totals.</td>
<td>Satisfactory</td>
<td>Satisfactory</td>
<td>Satisfactory</td>
</tr>
<tr>
<td>REC.2</td>
<td>Any daily collections over $500 must be deposited the next day.</td>
<td>Satisfactory</td>
<td>Satisfactory</td>
<td>Satisfactory</td>
</tr>
<tr>
<td>REC.3</td>
<td>Revenue Clerk enters the skating rink revenues into MUNIS by collection type/account, on a weekly basis.</td>
<td>Satisfactory</td>
<td>Satisfactory</td>
<td>Satisfactory</td>
</tr>
</tbody>
</table>
V. Town of Greenwich – Dorothy Hamill Skating Rink Audit – Audit Testing

Summary findings for 2018-2019 Revenue Reconciliations – Weekly

Eight (8) weeks were selected for testing and included the following: September 2, 2018; October 21, 2018; November 18, 2018; December 2, 2018; January 20, 2018; February 17, 2019; March 10, 2019 and April 7, 2019. Of the eight (8) weeks:

a. Six (6) weekly deposits selected for testing agreed between the manual Daily Revenue Report, RecTrac Revenue Report, and the JP Morgan Chase deposit slip (REC.1)
   i. Two (2) weekly deposit selected did not include the manual Daily Revenue Report (9/3/2018 and 4/7/2019). Therefore, we were unable to conclude that revenues recorded in RecTrac were complete and accurate. However, RecTrac and the deposit slips agreed, without exception. Therefore, these selections will result in a pass with an exception.

b. Eight (8) deposits were completely and accurately recorded in the JP Morgan Chase bank statement (REC.1)

c. Seven (7) daily collections were greater than $500. Of the seven (7) greater than $500, six (6) were deposited timely (REC.2)
   i. Of the seven (7) daily collection greater than $500, one (1) daily collection, for Monday, 12/3/2018 for $1,904 was not deposited until Friday, 12/6/2018, which is four (4) days later. Therefore, this resulted in an exception.
   ii. Further, one (1) daily collection was less than $500, therefore, this test was not applicable.

d. Eight (8) deposits were completely and accurately recorded in MUNIS (REC.3)

e. There were no variances or unexplained differences between RecTrac, MUNIS and the JP Morgan Chase deposit slip and bank balance (REC.3)
V. Town of Greenwich – Dorothy Hamill Skating Rink Audit – Audit Testing

Summary findings for 2019-2020 Revenue Reconciliations – Weekly

Eight (8) weeks were selected for testing and included the following: September 1, 2019; October 13, 2019; December 29, 2019; January 5, 2020; January 26, 2020; February 9, 2020; February 23, 2020 and March 8, 2020. Of the eight (8) weeks:

a. Five (5) deposits agreed between the manual Daily Revenue Report, RecTrac Revenue Report, and the JP Morgan Chase deposit slip (REC.1)
   i. For three (3) selected weeks, the manual Daily Revenue Reports were not provided for testing. Therefore, we were unable conclude that revenue recorded in RecTrac was complete and accurate. However, RecTrac and the deposit slip agreed, without exception. Therefore, these selections will result in a pass with an exception. Additionally, this will not result in a “Needs Improvement” due to the “Satisfactory” testing result achieved in the compensating control, the daily Revenue Collection reconciliation.

b. Eight (8) deposits were completely and accurately recorded in the JP Morgan Chase bank statement (REC.1)

c. Eight (8) daily collections were greater than $500. Of the eight (8) greater than $500, seven (7) were deposited timely, the next day (REC.2)
   i. Of the eight (8) daily collection greater than $500, one (1) daily collection was not deposited timely. The daily collection for Wednesday, 9/4/2019 of $2,632.50 was not deposited until Friday, 9/6/2019, which is two (2) days later.

d. Eight (8) deposits were completely and accurately recorded in MUNIS (REC.3)

e. There were no variances or unexplained differences between RecTrac, MUNIS and the JP Morgan Chase deposit slip and bank balance (REC.3)
### 4. REVENUE RECONCILIATION – MONTHLY

<table>
<thead>
<tr>
<th>#</th>
<th>Control Test</th>
<th>Results</th>
<th>2018-2019</th>
<th>2020-2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>REC.4</td>
<td>Treasury Clerk reconciles the Parks and Recreation bank account (cash account) and MUNIS, on a monthly basis.</td>
<td></td>
<td>Satisfactory</td>
<td>Satisfactory</td>
</tr>
<tr>
<td>REC.5</td>
<td>Treasurer reviews the reconciliation and signs off. Note: Reconciliations are expected to be completed and reviewed/signed off by 25th but no later than the last day of the subsequent month.</td>
<td></td>
<td>Needs Improvement</td>
<td>Satisfactory</td>
</tr>
</tbody>
</table>

**Summary findings for 2018-2019 Revenue Reconciliations – Monthly**

Four (4) months were selected for testing and included the following: July 2018, September 2018, January 2019 and March 2019. Of the four (4) months:

- Four (4) bank reconciliations were complete and accurate and agreed to MUNIS, without exception (REC.4)
- Two (2) bank reconciliations were signed timely, no later than the last business day of the subsequent month, as evidence of review (REC.5)
  
  Two (2) bank reconciliations tested, July 2018 and September 2018 had no signatures on the Monthly Bank Reconciliations coversheet as evidence of review. However, a post-it-note was attached to the Monthly Bank
V. Town of Greenwich – Dorothy Hamill Skating Rink Audit – Audit Testing

Reconciliation coversheets stating, "Kathleen was the Treasurer". This does not qualify as a sign off as evidence of review, therefore an exception is noted.

**Summary findings for 2019-2020 Revenue Reconciliations – Monthly**

Four (4) months were selected for testing and included the following: October 2019, February 2020, March 2020 and April 2020. Of the four (4) months:

a. Four (4) bank reconciliations were complete and accurate and agreed to MUNIS, without exception (REC.4)

b. Three (3) bank reconciliations were signed timely, no later than the last business day of the subsequent month, as evidence of review (REC.5)

i. One (1) bank reconciliation, for March 1, 2020 was signed May 5, 2020. Although evidence of review was obtained via sign-off on the Monthly Bank Reconciliation coversheet, the signed-off occurred one (1) week past the end of the subsequent month. Therefore, this will pass with an exception.
V. Town of Greenwich – Dorothy Hamill Skating Rink Audit – Audit Testing

Management Comments
The following responses were provided by Blaize Levitan, Assistant Director, Parks and Recreation, Town of Greenwich, after review of this audit report.

1. Finding #2 – Lack of formal documented policy and procedures
   a. Management Response: The Parks and Recreation Department acknowledges the lack of formal documented policy and procedures finding in the Dorothy Hamill Skating Rink Audit report. Per the recommendation, we will collect and review existing forms and policies, and develop a single comprehensive Policy and Procedure Manual for the Rink that identifies all policies, protocols, and controls related to the revenue collections process and daily operations.

The following responses were provided by Natasha Yemets, Treasurer, Town of Greenwich, after review of this audit report.

1. Monthly bank reconciliations are expected to be completed and reviewed/signed off by 25th but no later than the last day of the subsequent month
   a. Management Response: It usually takes approximately two (2) weeks after the month-end to collect and post all revenues in MUNIS and a couple additional days to prepare and complete the bank reconciliations. As soon as the bank reconciliations are completed by the Treasury Clerk, they are reviewed and signed off by the Treasurer by the 25th of the subsequent month. The timeliness of completing, reviewing, and signing off on the bank reconciliations is dependent on the timeliness of the Town’s Departments submitting revenue reports to Treasury. Therefore, the bank reconciliations can be completed, reviewed and signed off a little earlier or a little later during the subsequent month, but not later than the last day of the subsequent month.

2. Two (2) bank reconciliations tested, July 2018 and September 2018 had no signatures on the Monthly Bank Reconciliations coversheet as evidence of review.
   a. Management Response: As of March 2019, Natasha Yemets replaced the previous Treasurer, Kathleen Murphy. Since March 2019, Natasha made certain all monthly reconciliations were reviewed and signed off on a regular basis.
V. Town of Greenwich – Dorothy Hamill Skating Rink Audit – Audit Testing

3. One (1) bank reconciliation, for March 1, 2020 was signed May 5, 2020.
   a. **Management Response:** From March 18, 2020 and for most of April 2020, the Town Hall was on a complete shut down due to the coronavirus pandemic. There were very few essential employees that were allowed access to the Town Hall during that time. Both the Revenue Clerk and the Treasury Clerk were on a quarantine and it took several weeks until they got remote access to work from home. This is the main reason why the March 2020 reconciliation was not reviewed until May 2020.
Appendix A – Interview List

The following staff was directly involved in providing information for the Skating Rink Audit. The blumshapiro team thanks all who participated for their time, knowledge and efforts. The individuals that participated included:

**Rink Interview List**

<table>
<thead>
<tr>
<th>Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tom Greco – Assistant Director, Parks and Recreation</td>
</tr>
<tr>
<td>Peter Mynarski - Comptroller</td>
</tr>
<tr>
<td>Anita Wood – Customer Service Supervisor (Parks and Recreation)</td>
</tr>
<tr>
<td>Kim Ambroseccchia – Parks and Recreation Supervisor</td>
</tr>
<tr>
<td>Natasha Yemets - Treasurer</td>
</tr>
<tr>
<td>Sue Snyder – Skating Rink</td>
</tr>
</tbody>
</table>

Appendix B – Process Workflows

blumshapiro mapped a number of operational/process workflows relating to Rink Operations in Greenwich. Areas of opportunity or where needed improvements are noted have been identified. The following workflows are mapped on the continuing pages:

- Resident Validation Process
- Revenue Collection Process
- Reconciliation Process
VI. Town of Greenwich – Dorothy Hamill Skating Rink Audit – Appendix

Greenwich
Dorothy Hamill Skating Rink
Resident Validation Process

Every 3 years (Senior Citizens)
- Parks & Recreation Department resets all Greenwich resident accounts as “non-residents” within RecTrac

At the beginning of each calendar year (non-seniors)
- Parks & Recreation Department resets all Greenwich resident accounts as “non-residents” within RecTrac

Prior to successfully registering for any program/obtaining Park/Beach pass
- Residents must provide proof of residency to Parks and Recreation Department

Opt. 1
- Mail in to Parks and Recreation

Opt. 2
- Provide in person at Parks and Recreation

Opt. 3
- Upload to RecTrac account online

Parks and Recreation validate identification and re-activate accounts by setting to “resident”

Residents may now obtain beach pass/signup for programs/access skating rink

Note: Each resident (who has participated in programs previously) has an account within RecTrac with an associated account number and card (approximately 45K accounts)

Note: Renewal requires 2 forms of ID for the primary account holder of the household and 1 form of ID for all other members of household over 25 years of age (including children). For children, birth certificates or passports are now required to be added to an account.

Note: New cards sent to new residents and others as needed

Icons:
- = Control Present
- = Control Lacking
= RecTrac software used
= Munis software used
VI. Town of Greenwich – Dorothy Hamill Skating Rink Audit – Appendix

Greenwich
Dorothy Hamill Skating Rink

Revenue Collection

- Online credit card payments for programs are made via RecTrac
- In person payments are made at the Rink with staff entry into the RecTrac POS/Cash Register
- RecTrac maintains log of payment type & purchases; staff also maintain paper Daily Revenue Report with ticket #s and prices/total
- Note: Money collected via POS and online sign-up is organized/identified with a specific collections account:
  - Rental of Town Facilities (ice)
  - Rental of Turf
  - Skate Sharpening
  - Skate Rentals
  - Concession/Food Service
  - Admission
  - Instruction for Ice Hockey
  - Instruction for Figure Skating

- At the end of each business day:
  - Parks and Recreation staff run a daily GL report out of RecTrac; reconcile/balance that report against register (cash, checks, credit card)
  - Note: Typically performed by the Seasonal Recreation Leader or PT Account Clerk. Two employees count the drawer.

- When “significant” cash has been collected:
  - If $500 was collected (or on Fridays), PT Account Clerk brings money to JP Morgan Chase Bank for deposit

- At the end of the business day or Friday:
  - Copies of the revenue report, receipts, daily paper logs, & bank deposit slip(s) are provided to Town Treasury Department

Note: During peak season deposits are made daily. If there is over $500 collect in a day, a bank deposit will be completed. Money is stored in a safe until deposit.

**Per Town Circular #9609 (Feb 1996), all departments/divisions within the Town are required to deposit collections of cash, checks, and money orders which equal or exceed $500 daily. Collections less than $500 may be held until receipts accumulate to $500 or on Fridays.
VI. Town of Greenwich – Dorothy Hamill Skating Rink Audit – Appendix

Credit Card Reconciliation

Daily

- Treasury Dept. runs a daily report from JP Morgan Chase to view all credit card activity for Town Departments
- Treasury Dept. extracts pages relevant to Parks & Rec., loads them in network folder for review; notifies Parks & Rec. Customer Service Supervisor
- Customer Service Supervisor forwards the JP Morgan reports to the appropriate division within Parks and Recreation for review/confirmation

Weekly

- Revenue Clerk/Treasury enters the skating rink revenues into MUNIS by collection type/account
- Each Division reviews their JP Morgan activity against RecTrac daily revenue reports; credit card activity is confirmed with Supervisor

Monthly

- Treasury Clerk reconciles the Parks and Recreation bank account (cash account) and MUNIS
- Customer Service Supervisor confirms the accuracy with Treasury by signing/returning all reports; resolves any discrepancies as needed

At the end of each business day

- Parks and Recreation staff run a daily GL report out of RecTrac and provide to Town Treasury

Note: There are no formal sign-offs on the review or validation of daily revenue collection/GL report against register/collections

Note: The 8 revenue accounts in RecTrac are identical/mirrored in MUNIS:
- Daily admission for public sessions
- Skate rental tickets
- Ice time rental
- Turf rental
- Figure Skating programs
- Hockey programs
- Skate Sharpening
- Private Concession Yearly Rental Fee

Icons

= Control Present
= Control Lacking
RecTrac software used
Munis software used

Draft Report – V 2.0