



**INTEROFFICE MEMORANDUM**

**DATE:** November 8, 2017

**TO:** Members of the Board of School Directors

**FROM:** Mr. Paul Geib *PM*

**RE:** Audit #2018-023: Lincoln Center of the Arts  
School Audit

**C:** Dr. Darienne Driver  
Dr. Jacqueline Mann  
Ms. LaWanda Baldwin  
Dr. Keith Posley  
Dr. Katrice Cotton  
Mr. David Zech  
Mr. Paul Stawicki  
Mr. Michael Trueblood  
Mr. Ramon Evans

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Transmitted herewith is our report on *Audit #2018-023: Lincoln Center of the Arts– School Audit*. If you have any questions regarding this report or would like the report to be placed on a committee agenda, please contact our office.

On behalf of the Audit Services' staff, we wish to thank the school staff and the MPS administration for their cooperation and assistance throughout the audit process.

Attachment

**Lincoln Center of the Arts  
School Audit**

**Audit: 2018-023**

**November 2017**



**MILWAUKEE**  
**PUBLIC SCHOOLS**

**Office of Board Governance-Audit Services**

**LINCOLN CENTER OF THE ARTS  
SCHOOL AUDIT**

**AUDIT: 2018-023**

**NOVEMBER 2017**

**MILWAUKEE PUBLIC SCHOOLS  
BOARD OF SCHOOL DIRECTORS**

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Jacqueline M. Mann, Ph.D.

**Audit Team**

Paul Geib - Performance Audit Manager  
Yusaid Moua – Performance Auditor

**Principal**

Mr. Ramon E. Evans

## Auditors' Report

Mr. Ramon E. Evans  
Principal  
Lincoln Center of The Arts

Our office conducted an audit of Lincoln Center of The Arts School's (Lincoln) financial transactions, fixed asset management, payroll exception reporting, fire drill, student attendance and textbook management procedures and activities. The purpose of our review was to assess whether the existing internal controls over the school's financial and other activities can be relied upon to ensure that assets are safeguarded, procedures are followed, and transactions are properly authorized, recorded, and documented. We conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

### **AUDIT CONCLUSION**

Based upon the representations we received from you and your staff and the results of our limited testing of transactions that occurred from May 1, 2016 through April 30, 2017 it is our opinion that internal controls are:

	Internal Controls	
	Adequate	Inadequate
<b>Financial Transactions</b>	✓ with recommendations	
<b>Fixed Asset Management</b>		✓
<b>Payroll Exception Reporting</b>	✓ with recommendations	
<b>Fire Drills</b>	✓ with recommendations	
<b>Student Attendance</b>		✓
<b>Textbook Management</b>		✓

**Adequate:** The school has been following most or all of the essential, prescribed internal control procedures to ensure that school assets are safeguarded and transactions are properly authorized, recorded and documented.

**Inadequate:** The school has not been following the essential, prescribed internal control procedures and accordingly, a high risk for misrepresentation and/or misappropriation exists at the school and these conditions should be corrected immediately.

Accordingly, it is our opinion that balances reported on monthly student activity fund (SAF) financial statements, including but not limited to the April 30, 2017 statement attached as Exhibit I, are fairly stated.

**DETAIL AUDIT FINDINGS AND RECOMMENDATIONS**

Our audit showed several areas in need of improvement as noted in the following table of audit findings:

Area Reviewed	Number of Audit Findings
<b>I. Financial Transactions</b>	
IFAS-Student Activity Balance Sheet	2
Cash Receipts	-
Cash Disbursements	-
Capital Cash / Budget Reimbursements	-
Camp & Club Accounts	2
Fund Raising	-
Other Expenditures and Controls	2
<b>II. Fixed Asset Management</b>	2
<b>III. Payroll Exception Reporting</b>	1
<b>IV. Fire Drills</b>	1
<b>V. Student Attendance</b>	2
<b>VI. Textbook Management</b>	2

The following pages provide specific details for each of the audit findings and our recommendations. In addition, we have attached a document that summarizes the most commonly used Internal Controls and Other Procedures the district requires schools to follow. The highlighted items within the attached document describe the internal control, procedure, or policy that did not exist at your school and should be implemented as soon as possible.

## **I. Financial Transactions**

### **IFAS-Student Activity Balance Sheet**

#### **1. Audit Finding**

Four accounts on the general ledger have negative balances totaling \$557.

#### **Recommendation**

The Principal should ensure that general ledger accounts don't have negative balances and expenditures should not be made in excess of the total funds.

#### **School Response**

The Principal will continue to review the balance sheet at the end of each month to ensure each account has sufficient funds to cover all expenditures. As of 10/31/17, all accounts have a positive balance.

#### **2. Audit Finding**

The December 2016 and February 2017 bank reconciliation was not dated by the Principal evidencing their timely review. The January and February 2017 bank reconciliation was dated incorrectly by the bookkeeper as January 19, 2017. In addition, the January 2017 bank reconciliation appears to have been prepared on April 6, 2017 more than one month late.

#### **Recommendation**

The Principal should ensure that the bank reconciliation is completed and correctly dated by the bookkeeper and it is reviewed timely and dated by the Principal by the 20<sup>th</sup> of the following month.

#### **School Response**

The Principal will ensure that each bank reconciliation is reviewed, signed and dated by the 20<sup>th</sup> of each month. In addition, the bookkeeper will make sure that all monthly bank reconciliations are submitted to the Department of Finance by the 20<sup>th</sup> of each month.

### **Camp / Club Accounts**

#### **3. Audit Finding**

The advisor for Classroom Dance #1 (LN43605) did not reconcile the club account activities and balances, and receipts and invoices were not on file for the tested expenditures, and the advisor's file was not in good order. Due to not reconciling the account activities and balances, a \$20 discrepancy between the amount on the Will Enterprises, Inc. invoice and the amount recorded in IFAS was not detected.

#### **Recommendation**

The Principal should ensure that the club account advisor organizes and files their records including Cash Receipt forms, invoices, receipts, and the trial balance report by month and year. On a monthly basis, the advisor should reconcile their club account activities and

balances to the balances provided by the bookkeeper and any differences should be investigated immediately.

**School Response**

Although the advisors have been informed of their responsibilities relating to maintaining accurate, organized and reconciled monthly club account records, the Principal will again provide in writing to the staff the procedures on how to do this for each month. This will be provided to the staff no later than November 17, 2017.

**4. Audit Finding**

An invoice in the amount of \$275 for Will Enterprises, Inc. was not paid timely. The invoice was due on February 6, 2017 and it was paid on April 28, 2017.

**Recommendation**

The Principal should ensure that invoices are paid timely in order to ensure late fees and interest charges are not assessed.

**School Response**

Although this invoice was received late by Will Enterprises, it was submitted to Account Payable (A/P) on March 28, 2017 and payment wasn't issued until April 28, 2017. The Principal and Bookkeeper will make sure that all invoices are submitted in a timely manner to ensure proper payment processing deadlines.

**Other Expenditures and Controls**

**5. Audit Finding**

One of ten (10%) expenditures tested was charged to the incorrect budget code. The purchase of walkie talkies was charged to ESUP-Supplies Consumable when ENCQ-Non-Capital Equipment is more appropriate. In addition, fixed assets testing also indicates that two of two fixed assets purchased during the review period, HP Pro Books were charged to ESUP-Supplies Consumable when ECPU-Computer is more appropriate.

**Recommendation**

The Principal should ensure that all expenditures are charged to the budget code that most accurately describes the nature of the expenditure.

**School Response**

Both the Principal and the Bookkeeper will review expenditures to ensure that the proper budget code is correctly used.

**6. Audit Finding**

For one contract tested, Trusus Wright, the service was rendered on March 1, 2016 through June 1, 2016, which was prior to the contract being signed by the vendor, MPS Procurement, and MPS Risk Management.

### **Recommendation**

The Principal should ensure that professional service contracts are completed, reviewed, and approved by the district before services are rendered.

### **School Response**

There was confusion by the individual rendering the service as to the procedure of the start date. He was under the impression that once he submitted his paper work he could start. In the future it will be made clear to the person that they must wait for MPS Procurement and MPS Risk Management to sign off on the contract before the services can take place.

## **II. Fixed Asset Management**

### **7. Audit Finding**

One of two fixed assets purchased during the review period, a HP ProBook (*Serial No. 5CG6216ZZQ*) was not located at the school and remains missing and unaccounted for and the *Loss of School Asset Report* form was not completed and remitted to the Department of Finance for the missing HP ProBook. The HP ProBook valued at \$747 was received and signed for by a school office staff person, but was not kept in a secure location for tagging and inventory.

### **Recommendation**

The Principal should ensure that for any lost or stolen fixed asset, a *Loss of School Asset Report* form must be completed and remitted to the Department of Finance, and all items received at the school are properly stored and safeguarded.

### **School Response**

The item that the office staff signed for occurred over the summer months. A meeting was held with the head secretary, engineer, bookkeeper and fixed assets log in personal to set up a procedure for received items to be tagged. All received assets will be stored in the Principal's office and safeguarded until the bookkeeper comes in. The *Loss of School Asset Report* form will be completed by identified staff.

### **8. Audit Finding**

One of two fixed assets purchased during the review period, a HP ProBook (*Serial No. 5CG621170M*); two fixed assets selected at the school, a HP ProBook (*Serial No. 2CE3180SXD*) and a HP computer (*Serial No. 2UA22400CV*); and the walkie-talkies purchased in other expenditures testing were not recorded in IFAS with a description of the item, per unit cost, serial number, location, and the MPS tag number within 30 days of receipt.



**Recommendation**

The Principal should ensure that all fixed assets are recorded in IFAS with a description of the item, per unit cost, serial number, location, and the MPS tag number within 30 days of receipt.

**School Response**

A meeting was held with all stakeholders to review procedures of recording all fixed assets in IFAS which includes a description of the item, per unit cost, serial number, location, and the MPS tag number is tagged within 30 days of receipt.

**III. Payroll Exception Reporting**

**9. Audit Finding**

The Principal did not perform the validation of non-hourly employees for the pay period of January 15, 2017 through January 28, 2017. In addition, the Other Extra Hour forms on file were not properly completed. Information such as employee’s ID, signature, date, reason for pay, and the Principal’s date was missing on the forms.

**Recommendation**

The Principal should ensure that (1) a validation of non-hourly employees is done for every pay period and (2) the Extra Hour forms are properly completed.

**School Response**

- (1) The Principal will make sure to validate non-hourly employees before Monday at 5:00 pm.
- (2) The Principal will not approve/sign Extra Hour forms that are not completed.

**IV. Fire Drills**

**10. Audit Finding**

In the 2016-2017 school year, a fire drill was not held in May and June of 2017 and a second fire drill was not observed by the Milwaukee Fire Department. In the 2015-16 school year, a fire drill was not held in December of 2015, a second fire drill was not held in the first two weeks of school, and a second fire drill was not observed by the Milwaukee Fire Department.

**Recommendation**

The Principal should ensure that (1) there be a minimum of one fire drill held for each month that school is in session; (2) two fire drills are held in the first two weeks of school; and (3) two fire drills are observed by the Milwaukee Fire Department.

### **School Response**

In the past fire drills were delegated to the Assistant Principals to coordinate. The Assistant Principal that coordinated the fire drills in 2016-17 was pulled from Lincoln Center during May and June of 2017. The Principal will coordinate the fire drills to ensure that fire drills are held monthly, two fire drills in the first two weeks of school and two observed fire drills.

## **V. Student Attendance**

### **11. Audit Finding**

School staff does not consistently contact the parents or guardians of truant students by the end of the second day of an unexcused absence. School staff relies on the Messenger auto dialer and school social worker to contact parents of truant students; however, if parents are not reached by the Messenger program or school social worker, they are not consistently contacted within 48 hours of a reported truancy.

### **Recommendation**

The Principal should direct staff to contact parents of truant students by phone or another means before the end of the second day after receiving a report of an unexcused absence.

### **School Response**

The Principal will work with the attendance secretary, social worker and parent coordinator to ensure that staff contact parents of truant students by phone or another means before the end of the second day after receiving a report of an unexcused absence.

### **12. Audit Finding**

Five of five (100%) students tested with five or more unexcused absences did not have a certified, registered or first class Habitual Truancy Letter on file as evidence that the letter was mailed out. Three of five (60%) students tested with thirty-five or more unexcused absences did not have a DA referral.

### **Recommendation**

The Principal should ensure that a five day truancy letter is sent out for every student who has more than 5 unexcused absences and a DA referral is made for every student who has more than 35 unexcused absences.

### **School Response**

Lincoln Center of the Arts had a substitute secretary for two years that was the attendance secretary. She went to all the trainings but apparently did not follow up with the letters. The Principal reassigned the duty to our head secretary. The Principal, social worker and the head secretary will meet weekly to review students that have five or more unexcused absences. Students identified with more than 5 unexcused absences will receive the five day truancy letter and a DA referral will be made for every student who has more than 35 unexcused absences.

## VI. Textbook Management

### 13. Audit Finding

The school accounted for less than 95% of its inventory with 76.0% noted for the 2016-17 school year. In addition, for the six textbooks tested from two classrooms, one of six (17%) had the status *marked lost*, when all six textbooks should have been recorded in the textbook management system with the status *checked out*.

#### Recommendation

The Principal should ensure that (1) the school conducts an inventory accounting for at least 95% of all textbook/instructional materials at the school level through the use of the textbook management system and (2) materials provided to individual teachers and students are properly recorded in the textbook management system.

#### School Response

- (1) Lincoln Center of the Arts had a different librarian over the past six years, for one day a week. At the beginning of every school year books are checked out to students in the Destiny systems and at the end of the school year classroom teachers take their students to the library to return the books. Students that cannot account for their books have their accounts charged by the Bookkeeper.
- (2) The librarian will run a report from the Destiny system to submit to the Principal and we will compare the material in the Destiny system to school inventory report.

### 14. Audit Finding

Extra student textbooks are kept in the back of the library in an open area. Anyone who enters the library could access the extra student textbooks.

#### Recommendation

The Principal should ensure that all extra textbooks are kept in a secured controlled storage room that only the Principal and Textbook Coordinator can access.

#### School Response

The storage room will be kept locked and secured and only the Principal and the textbook coordinator will have access.

**Milwaukee Public Schools  
Balance Sheet by Location  
LN - Lincoln Middle School  
As of April 30, 2017**

<b>Assets</b>		
A100	Cash In Bank - Checking	38,221.31
	<b>Total Assets</b>	<b>38,221.31</b>
<b>Liabilities</b>		
L200	Capital Cash	5,000.00
L201	Budget Reimbursements	
L206	Cafeteria	1,435.84
L207	Due To	268.23
	<b>Total Liabilities</b>	<b>6,704.07</b>
<b>Equity Balance</b>		31,517.24
	<b>Total Liabilities and Equity Balances</b>	<b>38,221.31</b>

[Operating Summary by Club](#)

**Milwaukee Public Schools**  
**Student Activities Summary by Location**  
**As of and Through the Period Ending April 30, 2017**

		Cash	Payables	Balance Beginning of Year	Revenues	Expenses	Net Transfers	Available Balance
<a href="#">LN</a> Lincoln Middle School								
<a href="#">LN20001</a>	Capital Cash	5,000.00	5,000.00					
<a href="#">LN20101</a>	Budget Reimbursements							
<a href="#">LN20601</a>	Cafeteria	1,435.84	1,435.84					
<a href="#">LN20801</a>	Funds Due To Mps-Clearing	9.00	9.00					
<a href="#">LN21001</a>	Due2mps-Fieldtrip Insurance	259.23	259.23					
<a href="#">LN30201</a>	Sunshine Fund	115.93		(91.07)	436.50	229.50		115.93
<a href="#">LN30401</a>	Vending-Soda Fund	(169.17)		30.25	560.00	759.42		(169.17)
<a href="#">LN30601</a>	Staff Act-Staff Development			560.00	(560.00)			
<a href="#">LN31801</a>	Gifts/Donations	109.73		804.59		694.86		109.73
<a href="#">LN31802</a>	Parent Center	(30.51)		218.50	152.17	401.18		(30.51)
<a href="#">LN43601</a>	Clsroom Activity-Band	404.17		1,366.40	947.95	1,910.18		404.17
<a href="#">LN43602</a>	Clsroom Activity-Music			15.00	(15.00)			
<a href="#">LN43603</a>	Clsroom Activity-Orchestra	2,611.18		123.36	3,607.25	1,119.43		2,611.18
<a href="#">LN43604</a>	Clsroom Activity-Chorus			(60.13)	569.13	509.00		
<a href="#">LN43605</a>	Clsroom-Dance #1	500.84		379.51	1,533.12	1,411.79		500.84
<a href="#">LN43607</a>	Clsroom Activity-Field Trips	92.93		92.93	126.17	126.17		92.93
<a href="#">LN43608</a>	Clrm Act-Black History Program			1,365.14	(1,365.14)			
<a href="#">LN43609</a>	Clsroom Activity-Humanities			1,405.97	(1,405.97)			
<a href="#">LN43610</a>	Clsroom Activity-Room 120			1,299.79	(1,299.79)			
<a href="#">LN43611</a>	Clsroom Activity-Phyed			100.00	(100.00)			
<a href="#">LN43612</a>	Clsroom Activity - Art	308.02		300.02	8.00			308.02
<a href="#">LN43613</a>	Classroom Act - 6th Grade			80.00	3,100.92	3,180.92		
<a href="#">LN43614</a>	Classroom Act - 7th Grade	(82.38)		640.00	2,702.36	3,424.74		(82.38)
<a href="#">LN43615</a>	Classroom Act - 8th Grade	324.59			1,957.86	1,633.27		324.59
<a href="#">LN43617</a>	Clsroom Act-Dance Department	13.28			593.28	580.00		13.28
<a href="#">LN44001</a>	Yearbooks	3,978.63		5,178.63		1,200.00		3,978.63
<a href="#">LN44401</a>	Clubs-Latin Productions			2.20	247.80	250.00		
<a href="#">LN44402</a>	Clubs-Stage Account	1,690.41		1,833.10	1,363.60	1,506.29		1,690.41
<a href="#">LN44403</a>	Clubs-Theater			2.78	(2.78)			
<a href="#">LN44404</a>	Clubs-Productions	2,625.17		2,797.11	1,720.00	1,891.94		2,625.17
<a href="#">LN44405</a>	Club-Lca Gear	150.00		255.19	475.87	581.06		150.00
<a href="#">LN44406</a>	Club-B Ii S			.32	(.32)			
<a href="#">LN44407</a>	Club-Vision	515.38		166.71	348.67			515.38
<a href="#">LN44408</a>	Clubs-Student Council	647.60		986.00	(338.40)			647.60
<a href="#">LN44409</a>	Club - Greenhouse			(11.41)	11.41			
<a href="#">LN44410</a>	Jazz in the Parking Lot	166.00		166.00				166.00
<a href="#">LN44411</a>	Clubs - Lions Quest				69.63	69.63		
<a href="#">LN44412</a>	Clubs - Game Room	60.00			60.00			60.00
<a href="#">LN50001</a>	General School	9,536.92		5,738.11	4,981.71	1,182.90		9,536.92
<a href="#">LN50002</a>	General School-Library			137.59	(137.59)			
<a href="#">LN50003</a>	General School-Fund Raiser	662.46		1,984.05	1,461.14	2,782.73		662.46

**Milwaukee Public Schools**  
**Student Activities Summary by Location**  
**As of and Through the Period Ending April 30, 2017**

	Cash	Payables	Balance Beginning of Year	Revenues	Expenses	Net Transfers	Available Balance
<a href="#">LN50005</a> General School-Activity Fees	6,137.49		7,688.64	1,265.77	2,816.92		6,137.49
<a href="#">LN50006</a> General School - Bookfair	150.29		.41	496.86	346.98		150.29
<a href="#">LN50008</a> PBIS	1,273.63			1,918.57	644.94		1,273.63
<a href="#">LN50009</a> General School - Bookstore	(275.35)				275.35		(275.35)
Totals for Lincoln Middle School	38,221.31	6,704.07	35,555.69	25,490.75	29,529.20		31,517.24
Total All Selected Activities	38,221.31	6,704.07	35,555.69	25,490.75	29,529.20		31,517.24

**MILWAUKEE PUBLIC SCHOOLS**  
**OFFICE OF AUDIT SERVICES**  
**Internal Controls and Other Procedures**

School funds are accounted for through the Integrated Finance and Accounting System (IFAS). The MPS School Accounting Manual (SAM), MPS Financial Standards (FS), Travel Policies and Procedures Manual (TPPM), Educational Materials Inventory Management Process Manual (EMIVMP), and Administrative Policies and Procedures (AP) are the primary sources for district financial guidelines. The following information summarizes the most commonly used Internal Controls and Other Procedures the district requires schools to follow. In some cases, information and/or explanations were added or expanded by Audit Services based on best business practices (BBP). Sources where more detailed information can be found are referenced throughout.

**I. Financial Transactions**

**IFAS-Student Activity (IFAS-SA) Balance Sheet**

Purpose: To ensure that no expenditures are made in excess of funds available in an account and that only school-related activities are represented on the balance sheet.

1. The principal should ensure that IFAS-SA Balance Sheet accounts never have negative balances (except the budget reimbursement – xx20101 L201 and camp reimbursement – xx20301 L205 accounts). No expenditure should be made in excess of the total funds in the club's account. [SAM]
2. All accounts on the general ledger should represent currently active, school-sponsored clubs or activities. Cash balances relating to inactive club accounts should be transferred to the General School account after one year. [SAM]
3. The principal/secretary/bookkeeper should ensure that the petty cash is kept in the office and in a secure location. [SAM]
4. The principal should ensure that the petty cash is no more than \$50. [BBP]
5. The principal should receive, open, and review the bank statements. The principal should review cancelled checks returned with the bank statement to ensure all checks were signed by the principal. [SAM]
6. The monthly bank statement should be reconciled to the IFAS-SA report and checkbook balance and a copy of the reconciliation should be remitted to the Finance Department by the 20th of the month. The review of the bank reconciliation should be performed in tandem with the monthly review of the school's financial records and should be signed by the principal. [SAM, FS #7, AP 3.06]

7. The secretary/bookkeeper should record bank adjustments such as returned items and bank charges in the checkbook as soon as they are known. [SAM]
8. Outstanding checks greater than one year old should be written off. [SAM]
9. Correction memos from the bank and adjusting entries on IFAS-SA should be rare occurrences. [BBP]
10. Electronic fund transfers (EFT) used to transfer monies from the school's checking account to a central nutrition account should be monitored. Daily cafeteria receipts should be reconciled to the monthly EFT on the bank statement and differences should be investigated and resolved. [SAM, BBP]
11. Interest earned on savings accounts or certificates of deposit should be recorded when received which may be monthly, quarterly, or upon investment maturity. [SAM]

## **Cash Receipts**

### **Receipt of Funds**

Purpose: To ensure adequate control is maintained over all funds that are received by school personnel.

1. When an individual (advisor) receives funds, the advisor should, on a daily basis, count the funds and prepare and sign the standard three-part Cash Receipt form which includes the account number and name, date, and the breakdown of funds being deposited. The funds and the completed Cash Receipt form should then be submitted to the secretary/bookkeeper. Food service managers should prepare three signed cafeteria reports, which detail the cafeteria receipts, and submit two copies to the secretary/bookkeeper in lieu of the three-part Cash Receipt form. [SAM, AP 3.08]
2. The secretary/bookkeeper should independently count the funds and counter-sign the Cash Receipt/cafeteria reports which detail the cafeteria receipts. The secretary/bookkeeper's signature indicates agreement on the accuracy of the amount being deposited. If a discrepancy exists, the secretary/bookkeeper should contact the advisor and resolve the discrepancy. [SAM, AP 3.08]
3. The secretary/bookkeeper should (a) return the last copy of the completed Cash Receipt/cafeteria reports to the advisor, (b) file the second copy of the Cash Receipt/cafeteria form by the IFAS-SA account number, and (c) attach the top copy of the Cash Receipt/cafeteria form to the bank deposit receipt to use when posting financial information to IFAS-SA. [SAM]



## **Depositing the Funds**

Purpose: To ensure all funds are properly deposited.

4. All funds received should be secured in a locked environment, preferably a safe, but at least a locked cabinet or locked drawer in an area with limited access, such as the principal's office. Under no circumstances should funds be kept in desks, file cabinets, or any location in a classroom. [SAM, AP 3.08]
5. The secretary/bookkeeper should deposit funds at least on a weekly basis. [SAM, AP 3.08]
6. The secretary/bookkeeper should deposit all revenue received since the last deposit. No cash should be held back for any reason. [BBP]

## **Recording the Receipts and Retention of Records**

Purpose: To ensure receipts are properly recorded and that records are properly retained.

7. Each bank deposit slip should be supported by Cash Receipt forms included in that deposit. This group of documents should be filed chronologically. [SAM]
8. Whenever a deposit is made, the secretary/bookkeeper should record the deposit in the school's checkbook register along with the new running balance. [SAM, BBP]
9. The secretary/bookkeeper should update IFAS-SA at least monthly by entering the information from the original Cash Receipt/cafeteria report. Audit Services strongly recommends weekly updates so that each student activity fund balance is known throughout the month and deficit spending does not occur. Weekly entry will also require posting to IFAS-SA based upon the original Cash Receipt/cafeteria report and will ensure that a reconciliation is performed between the school's cash balance and the bank statement balance. [BBP]
10. All copies of the Cash Receipt forms should be retained by the individuals responsible for the copies. [SAM]
11. Cash donations, gifts, and scholarships should be recorded and acknowledged by the School Board in accordance with district procedures. Scholarships/grants/donations of \$5,000 or more should be remitted to Central Services for administration. [SAM]

## **Cash Disbursements**

Purpose: To ensure that all expenditures are properly authorized and approved and payments are adequately documented.

### **Payment Authorization and Processing**

#### **Approval**

1. Original invoices and packing slips or other expenditure documentation should be submitted to the secretary/bookkeeper for Student Club account and General School expenditures to be paid by a school check. The only acceptable forms of documentation are original receipts and invoices. Photocopies and duplicate invoices are not acceptable. Statements should not be used as documentation as their purpose is only to list amounts owed. The secretary/bookkeeper should then prepare a check for the principal's signature. [SAM]
2. Prior to check signing, the principal should ensure that (a) the expenditure is reasonable, relates to the activities of the account, and is allowable under MPS guidelines, and (b) sufficient funds are available in the club account from which the expenditure will be drawn. [SAM]

#### **Payment**

3. The checkbook and any unused check stock should be safeguarded to protect against unauthorized use. [SAM]
4. On each check stub schools should record: date, payee, description, IFAS-SA account, IFAS budget code (Capital Cash reimbursement only), amount of check, and balance in the account after the check. [SAM]
5. Checks written to a vendor by the secretary/bookkeeper should be mailed directly to the vendor and not forwarded to the club advisor. [BBP]

#### **Documentation and CASH Entry**

6. The secretary/bookkeeper should mark receipts and invoices "paid" and list the check number and date of issuance on the original invoice. This will avoid duplicate payments. [SAM]
7. The secretary/bookkeeper should enter expenditure transactions on IFAS-SA at least monthly. Audit Services strongly recommends weekly updates so that each student activity fund balance is known throughout the month and deficit spending does not occur. Weekly entry will also require posting to IFAS-SA based upon the original invoice and will ensure that a reconciliation is performed between the school's cash balance and the bank statement balance. [BBP]

8. Invoices paid with a school check should be filed alphabetically by the payee's name or by check number. If a school has many disbursements, a separate file can be set up for each vendor. [SAM]
9. The principal/secretary/bookkeeper should ensure that supporting documentation is retained. [SAM]

### General

10. When writing checks to businesses, always make the check payable to the business, never to an individual. [BBP]
11. New principals should ensure that a Depository Resolution is prepared and provided to the School Accounting Division to update the bank account authorized signers. [SAM]
12. The principal should ensure that the school checking account is never overdrawn. [SAM]
13. The principal should not sign blank checks or allow checks to be signed by use of a signature stamp. [SAM, FS #8, AP 3.06]
14. The principal should not approve checks payable to cash. [BBP]

### **Capital Cash/Budget Reimbursements**

Purpose: To ensure that Board and categorical funded small purchases made with school checks are appropriately accounted for and processed efficiently.

1. Capital Cash should be used for small expenditures that can be reimbursed by Central Services and charged to a school's budget. Requests for reimbursement(s) should be submitted at least once a month. All receipts/documentation must be initialed and dated by the school administrator; including the check number and amount to be reimbursed. This will let the Accounts Payable staff know the invoice has been approved for payment. [SAM, FS #5, AP 3.06]
2. Capital Cash/Budget Reimbursement should not be used for: (a) purchases greater than \$500; (b) payments to individuals (employees, contractors, or consultants); or (c) payment of travel expenses. [SAM]
3. The secretary/bookkeeper should ensure that all Capital Cash reimbursable expenditures are posted to the budget reimbursement account – xx20101 L201. When reimbursement checks are received, the secretary/bookkeeper should ensure that all items posted to account – xx20101 L201 were included on the reimbursement check. Adjusting journal entries to xx20101 L201 should be made when items recorded in xx20101 L201 are not reimbursed (e.g. sales tax, gifts for staff). [SAM, BBP]

4. Expenditures that are submitted through Capital Cash/Budget Reimbursement and are charged to a grant must comply with the grant requirements. [SAM]

### **Camp and Club Accounts**

Purpose: To ensure that cash receipts and expenditures are accurately recorded and district assets are safeguarded relating to Camp and Club account activities.

1. The following IFAS-SA accounts should be set up to properly account for before and after school day care programs:
  - Account xx20302 L203 should be used to post registration receipts, and account xx20401 L204 should be used to post parent co-payments and other Camp receipts. [SAM]
  - Account xx20301 L205 should be used to record Camp expenditures to be reimbursed from the Camp budget (000-0-0-CMP-XX). Budget Reimbursement account xx20101 L201 may be used in lieu of account xx20301 L205. [SAM, AP]
2. All Camp funds received from parents and other sources must be remitted to Finance each month. The budget adjustment account 000-0-0-CMP-XX-EBAJ is used to record these funds in IFAS. [SAM]
3. Appropriate records should be maintained by the Camp Director to show that all Camp funds received from parents are recorded on attendance and payment logs and are remitted to the school secretary with a cash receipt form for bank deposit. [BBP]
4. The secretary/bookkeeper should provide staff advisors with IFAS-SA Detail Trial Balance/Query Accounts (QA) reports each month whenever there is club account activity. A reconciled copy of the CAMP QA IFAS-SA report must be provided to the school principal for review. [SAM]
5. Staff advisors should review their club account transactions and balances for accuracy based on their retained Cash Receipt forms, invoices, and club records. The principal should ensure staff is aware of their responsibility to review their account transactions and balances for accuracy. [SAM]

### **Fund Raising**

Purpose: To ensure that fund raising events are adequately monitored, fund raising revenues are properly deposited, and expenditures are reasonable and appropriate. [AP 7.22]

1. The principal should provide prior approval for all fund raisers by signing fund raising request forms submitted by the staff advisor. [SAM]

2. The principal should obtain approval from their Regional Director of School Support for fundraisers anticipated to generate revenue of \$5,000 or greater. [SAM]
3. All fund raising transactions must be conducted through the school's checking account and reflected in the school's General Ledger. This includes every receipt and disbursement. No cash payments to vendors are allowed. [SAM]
4. Fund raising financial report forms should be completed by the staff advisor and submitted to the secretary/bookkeeper within one week after the completion of the fund raiser. The principal should ensure that properly completed Fundraising Request and Report forms are on file for all fund raising events. [SAM]
5. The school principal should review the completed fund raising form to ensure that [SAM]:
  - a. The fund raising activity was completed within the approved time frame.
  - b. Actual revenue was similar to expected revenue.
  - c. Profit was reasonable (fund raising profit margins are typically 35-50%).
  - d. The financial report was submitted by the staff advisor immediately following completion of the event.
  - e. Expenditures are reasonable and consistent with the purpose of the fund raiser.
6. If the school has a PTA/PTO that records their activity on IFAS-SA, all such fundraising activities must be in accordance with the same rules as a school fundraiser. If the PTA/PTO is a recognized parent organization that maintains their own financial records [AP 7.22]:
  - a. All fund raising needs the approval of the principal before proceeding with any activity.
  - b. The treasurer should provide the principal with a financial report for each event.
  - c. All monies collected should be deposited into the PTA/PTO bank account on a regular basis and shall not be kept in an individual's bank account.
  - d. The principal should ensure that two individuals authorize all expenditures.
  - e. The principal should ensure that no members on the PTA/PTO receive a salary or any other type of compensation.
  - f. Financial statements should be prepared for fund raising activities upon completion of all financial transactions related to the fund raising activity.
  - g. The treasurer should prepare and distribute a financial report to the parent group at least once each semester. The report should detail the receipts and expenditures for each respective period.
  - h. The principal should meet with the PTA/PTO president or treasurer at least once a semester to review financial statements and bank statements and to discuss PTA/PTO financial activities.
  - i. Copies of PTA/PTO annual financial reports and fund raising activity reports must be forwarded to the Department of Finance.

### **Other Expenditures and Controls**

Purpose: To ensure that assets are adequately safeguarded and protected from risk of loss.

1. To the extent possible, different employees should be assigned to: [SAM, FS #6, AP 3.06]
  - Counting cash
  - Depositing cash
  - Recording receipts/expenditures
  - Reconciling IFAS-SA balance sheet and checkbook to bank statements
  - Authorizing payments/reimbursements to principal
  - Receiving fixed assets and recording fixed assets in IFAS
2. No staff at any school should have a credit card or debit card in the school's name. [SAM]
3. The principal should avoid conflicts of interest; e.g., hiring a friend or family member to work for the school. [FS #3, AP 3.06]
4. Paramount to a strong internal control environment is staff knowledge of the MPS School Accounting Manual (SAM), MPS Financial Standards (FS), and Board Administrative Policies and Procedures (BAP). These documents are available on the MPS portal for schools to use as a reference and to assist schools when conducting financial transactions. The Office of the Chief Financial Officer provides training classes pertaining to the conduct of school financial operations which should be attended by school leaders, secretaries and bookkeepers. [BBP]
5. Whenever a theft occurs, Principals should report it immediately to their Administrative Specialist. The Administrative Specialist can help determine if it is necessary to 1) report the theft to the police and 2) relieve the employee of his/her responsibilities. [SAM]
6. The principal should ensure that all travel outside the Milwaukee metropolitan area is entered on IFAS and reconciled within 15 days of trip completion. No trips for a school or department will be approved if that school or department has any trips that have not been reconciled on IFAS. [SAM, TPPM]
7. The principal should ensure that all open encumbrances are reviewed and monitored. Open encumbrances that are no longer needed should be reversed by contacting the Department of Finance.
8. School budgets should be managed and controlled to maximize benefits allowed under the financial standards. Principals are responsible for: determining that expenditures are necessary, reasonable and ordinary; payments are timely to take advantage of discounts and to avoid finance charges; using appropriate account codes; establishing and authorizing purchasing procedures; retaining adequate funding levels throughout the fiscal year; and aligning budget preparation with the school's educational plan. The principal should monitor the monthly responsibility reports to ensure sufficient funds are available for operating expenses. Schools should seek higher rates of return by investing in Certificates of Deposit when appropriate. [SAM, FS #1, AP 7.30, BBP]
9. The principal should meet with the Department of Finance to discuss strategies to eliminate deficits and, if required, develop a multi-year plan to reduce and eventually eliminate the deficit. [BBP]

10. When goods and services have been negotiated by Purchasing under blanket contracts, ordering from the blanket contract vendor is mandatory. If a blanket agreement does not exist, IFAS Dashboard procedures including applicable Quick Quote and Purchase Requisition (PR) must be followed. Ordering goods from a blanket contract not on Punch Out is done by entering a PR in IFAS, printing out the resulting Purchase Order (PO), and sending the PO to the vendor. When items from vendors are physically received at schools, staff must electronically “receive” them in IFAS (POUPRC). Services should not begin prior to contract signing. [SAM, FS #4, BBP]

## **II. Fixed Asset Management**

Purpose: To ensure that district assets are recorded, safeguarded, and protected from risk of loss.

1. The principal should ensure that all new fixed assets are recorded on IFAS, tagged, and secured within 30 days of receipt. [FS #10, AP 3.06]
2. A separate file should be maintained that contains all documents relating to the acquisition and disposal of fixed assets. [AP 3.06]
3. Periodically during the school year, random audits should be made to determine if assets are still in use or if they should be removed from the IFAS fixed asset register. A physical inventory of all fixed assets must be completed prior to the end of each school year. [FS #10, AP 3.06]
4. Equipment loan forms should be utilized and properly completed for all district assets loaned to staff. [SAM]

## **III. Payroll Exception Reporting**

Purpose: To ensure that employee pay is accurate and appropriate and district assets are safeguarded.

1. The principal should establish site security designating the principal as the only person with online payroll system access to approve the payroll. Passwords must not be shared. [SAM, FS #2, AP 3.06]
2. The principal must approve bi-weekly payroll for all personnel under their authority in the district’s PeopleSoft system. [Thursday Updates 8/28/14]
3. The principal must validate non-hourly employees in PeopleSoft each Monday following a payday Friday. If there are employees on the PeopleSoft list that do not work at your site, you will need to identify them by selecting the **Do Not Pay** box so they can be removed from your staff roster. Print and attach the confirmation email to the corresponding payroll as proof that the validation of non-hourly employees has been completed. [Thursday Updates 8/28/14 and 2/12/15, FS#2]

4. Other compensation such as overtime and extra pay must be documented properly, reviewed, and signed by the principal. Time sheets should list the employee's name, pay period, dates worked, tasks completed, time worked, and number of hours worked. Time and Effort reports for grant funded positions must be prepared and submitted to the Department of Finance. [SAM, BBP]
5. Principals should review payroll accounts each pay period to verify 1) personnel being paid are school employees, 2) personnel are being paid only for hours worked and 3) personnel are being paid at the correct rate. [SAM]

#### **IV. Fire Drills**

Purpose: To ensure advance planning for emergencies and disasters occurs.

1. State Statute requires that schools conduct fire drills to instruct pupils in the proper method of departure in case of an emergency. There should be a minimum of one fire drill for each month that school is in session, including any summer school programs, unless the health of students may be endangered by inclement weather conditions. The reason for not holding the drill should be documented on form SBD-11. Two fire drills must be held in the first two weeks of school. Two drills must be observed by the Milwaukee Fire Department. [AP 4.01, State Statute 118.07, BBP]

#### **V. Student Attendance**

Purpose: To ensure student attendance is accurately recorded and parents are properly notified when students do not attend school.

1. State Statute requires that any person having under their control a student who is between the ages of six and eighteen years shall cause the student to attend school regularly. All teachers are required to submit daily attendance reports. All schools are required to contact the parents or guardians of truant students within two days of an unexcused absence. In addition, the school shall mail a habitual truancy letter to the parent or guardian of a student who is a habitual truant when the child has accumulated five (5) unexcused absences within the school semester. The letter shall be sent by registered or certified mail or first class mail. The parent/guardian can also be simultaneously notified by an electronic communication. [AP 8.07, 8.13 and 8.14, State Statute 118.15 & 118.16]

#### **VI. Textbook Management**

Purpose: To ensure proper maintenance and control of textbooks/instructional materials.

1. To the extent possible, materials provided to individual teachers and students are to be recorded in the district-wide electronic text-book management system. [AP 7.27]



2. Principals shall appoint school textbook coordinators who will be responsible for distributing, collecting, and conducting an inventory accounting for at least 95% of all textbooks/instructional materials at the school level through the use of a district-wide textbook management system. [AP 7.27, EMIVMP]
3. All extra textbooks are kept in a controlled secured storage room that only the Principal and school textbook coordinator can access, or are stored in a locked cabinet or locked desk drawer in the classroom. [EMIVMP]