

			PKF O'CONNOR DAVIES AUDIT RECOMMENDATIONS		
Status	Description of change		Last Updated	Estimated Completion	Person Responsible
Done	Town purchasing policy is followed, exception requisitions include general notes explanation of sole provider and reason.	1. <u>COMPLIANCE - PURCHASING - COS-1 Recommendation</u> - We recommend that the Education Department immediately implement procedures to comply with the Town's purchasing policy.	2/9	Complete	Paul Hendrickson
Done	1.28.21 Meeting with Town Purchasing Director, stated he understood that TBOE has unique purchasing processes and TBOE should state such needs in PO detail.	2. <u>COMPLIANCE - PURCHASING - COS-2 Recommendation</u> - Due to the certain unique aspects of education related purchases, we recommend that the Town and District review the current purchasing policy and update the policy to address specific education related exemptions to the Town's purchasing requirements.	2/9	Complete	Paul Hendrickson
Done	TBOE is following State Statute. The first transfer of 2020-21 was approved by the Finance Committee at its 2/25 meeting and forwarded to the Board of Education for consideration.	3. <u>COMPLIANCE - BUDGET TRANSFERS - COS-3 Recommendation</u> - We recommend that the District immediately begin complying with State Statutes and their policy regarding budget transfers.	2/9	Complete	Paul Hendrickson
Done	TBOE is following this procedure starting 20-21.	4. <u>COMPLIANCE - BUDGET TRANSFERS - COS-4 Recommendation</u> - We recommend that if and when the Education Department records the excess cost grant as a credit to expenditures that the credit be posted to the overspend special education budget lines.	2/9	Complete	Paul Hendrickson
Done	TBOE will show the excess cost grant in the 200 Fund for 20-21.	We also recommend that the excess cost grant be recorded in the grants fund so that all activity is presented gross in the financial statements.			
Done	TBOE is following Town Charter.	5. <u>COMPLIANCE - ISSUANCE OF DEBT - COS-5 Recommendation</u> - We recommend that the Board of Education comply with the Town Charter and obtain proper authorization to issue notes (debt).	2/9	Complete	Paul Hendrickson
Town	Town Recommendation	6. <u>COMPLIANCE - ISSUANCE OF DEBT - COS-6 Recommendation</u> - We also recommend that the Town consider for the next charter revision updating of Section VI to address all types of debt issuances.			Town
Done	TBOE is following Town purchasing policy.	7. <u>PURCHASING - PUR-1 Recommendation</u> - <i>This Recommendation was not numbered (page 17).</i> We recommend that the District immediately implement procedures to comply with the Town's purchasing policy.	2/9	Complete	Paul Hendrickson
Done	TBOE records all purchases with the requisition (req) to Purchase Order (PO) process. However, we do not record credit card transactions through this process as credit card transaction should be for emergency purchases. There is no time to go through the req to PO process and that is why the credit card is being used in the first place. In addition, a payment made against the credit card for an individual transaction does not allow for the PO to be released in Munis as the PO would be made to the vendor not the credit card company. Lastly, a PO for credit card use creates another function that the Accounts Payable (AP) coordinator must do to release PO and this does not serve as a check and balance as it does not tie to the actual payment made.	8. <u>PURCHASING - PUR-2 Recommendation</u> - <i>This Recommendation was not numbered (page 17).</i> We recommend that the District immediately require the use of purchase requisitions and purchase orders to document the approval for all purchases in accordance with the Board's policy. This should include all purchases made with the District credit card.	2/9	Complete	Paul Hendrickson
		9. <u>PAYROLL - PAY-1 Recommendation</u> - We recommend that the Payroll and Insurance Manager be restricted from the rights to change employee pay rates. All employee rates should be updated by the Human Resources Department based upon authorized payroll change forms. In addition, we recommend that a payroll change report be produced, reviewed and approved by the Human Resources Department to verify that all changes were authorized. The review and approval should be formally documented.		07/01/21	Paul Hendrickson Deb Nakano, Mary Konecny
		10. <u>PAYROLL - PAY-2 Recommendation</u> - We recommend that the payroll register be reviewed and approved by the Business Office prior to the final processing.		07/01/21	Paul Hendrickson Deb Nakano
Done	21-22 Budget approval of position needed-however Business Office has added the 1 FTE, \$60K to salary line and \$20k to benefits line in the 21-22 budget.	11. <u>PAYROLL - PAY-3 Recommendation</u> - We recommend that the District consider filling the vacant position in order that the Department has the resources necessary to ensure proper and accurate payroll processing, allow for proper monitoring and to allow for proper internal controls. This will also allow for adequate cross training and backup for the position.	2/9	Complete	Paul Hendrickson
		12. <u>PAYROLL - PAY-4 Recommendation</u> - We recommend that the Human Resources Department process unemployment claims with the necessary support provided by the Payroll Department.		07/01/21	Paul Hendrickson Deb Nakano, Mary Konecny
Done	TBOE is in the process of implementing Nova Time. 2.5.21 was the kickoff meeting, included HR and entire Business Office staff.	13. <u>PAYROLL - PAY-5 Recommendation</u> - We recommend that the District implement procedures to automate entry of timesheets.	2/9	Complete	Paul Hendrickson
		14. <u>HUMAN RESOURCES - HR-1 Recommendation</u> - We recommend that the Human Resources Department enter employee pay rates and pay rate changes. We also recommend that the payroll change report be produced, reviewed and approved by the Department. The review and approval should be formally documented.		07/01/21	Paul Hendrickson Deb Nakano, Mary Konecny
In Progress	Position Control training began with Tyler Technologies for a half-day on Thursday, April 1st. A second session to review District data is scheduled for all day Monday, May 17th.	15. <u>HUMAN RESOURCES - HR-2 Recommendation</u> - We recommend that the Human Resources Department implement procedures to properly update all the information in the spreadsheet. We also recommend that the spreadsheet be made available or sent to the Business Office for the purpose of monitoring the changes in the salary budget in order that requests for new positions can be properly evaluated. We recommend that request for new positions should only be approved if a funding source is identified.	4/14	07/01/21	Paul Hendrickson Mary Konecny
In Progress	Munis Employee Self Service (ESS) will be implemented after Nova Time has been installed and working efficiently.	16. <u>HUMAN RESOURCES - HR-3 Recommendation</u> - We recommend that the District implement the employee self-serve function of the software to create efficiency and timeliness.	3/15	After 7/01/2021	Paul Hendrickson
In Progress	Either Accounts Receivable (A/R) coordinator or Asst. to Payroll will need to be involved, collections and Insurance A/R reconciliation must be removed from Insurance Coordinator (billing remains).	17. <u>INSURANCE AND BENEFITS - IB-1 Recommendation</u> - We recommend that the process of billing, collection and updating accounts receivable records be properly segregated.	3/1	07/01/21	Paul Hendrickson Christine Madden Alicia DiLorenzo
Done	Accounts Payable Coordinator is facilitating all invoices to be mailed to Business Office.	18. <u>ACCOUNTS PAYABLE - AP-1 Recommendation</u> - We recommend that all invoices are mailed to the Business Office, and not the schools or other departments.	2/9	Complete	Paul Hendrickson
Done	A/P Coordinator now has a "Paid" stamp that she uses to stamp all invoices before attaching to the check cover.	19. <u>ACCOUNTS PAYABLE - AP-2 Recommendation</u> - We recommend that all invoices be cancelled to prevent the possibility of reprocessing.	2/9	Complete	Paul Hendrickson
Done	Accounts Payable Coordinator is facilitating all invoices to be mailed to Business Office.	20. <u>ACCOUNTS PAYABLE - AP-3 Recommendation</u> - We recommend that all invoices that are to be mailed be secured to ensure that they are not misappropriated.	2/9	Complete	Paul Hendrickson
In Progress	A/R coordinator is in the process of accessing all revenue reports to record monthly deposit activity. Athletics credit card sales report access is still needed as of 1.29.21.	21. <u>CASH RECEIPTS - CR-1 Recommendation</u> - We recommend that revenue be recorded, where possible, based upon a register report or other supporting documentation and that deposits be reconciled to the revenue amount recorded. For the school lunch program, a cash short and over account should be used to monitor any shortages.	3/1	07/01/21	Paul Hendrickson Peg Brindisi Alicia DiLorenzo

In Progress	Insurance billing/collection to be segregated soon, prep of bank recs is segregated from collections and update of A/R. However, we do need to load A/R in Munis and stop the use of Quickbooks.	22. <u>CASH RECEIPTS – CR-2 Recommendation</u> – We recommend that the processing of billing, collections, recording activity in the general ledger, updating accounts receivable and preparation of the bank reconciliation be properly segregated.	3/1	07/01/21	Paul Hendrickson Peg Brindisi Alicia DiLorenzo
In Progress	All schools should be doing this and provide a receipt. Business office should provide receipt books if individual schools are not already using.	23. <u>CASH RECEIPTS – CR-3 Recommendation</u> – We recommend that when all monies are transmitted that the monies be counted in the presence of the employee transmitting the monies and that the employee be provided a receipt documenting the amount transmitted.	3/1	07/01/21	Paul Hendrickson Peg Brindisi Alicia DiLorenzo
Done	Munis Funds Totals and General Fund monthly detail report is provided to the BOE Finance Committee and BOE on a monthly basis.	24. <u>FINANCIAL REPORTING – FIN-1 Recommendation</u> – We recommend that the Board of Education be provided the complete expenditure budget and actual report from the general ledger software. Additional summarized reporting could also be provided as a supplement if it assists in the discussion.	2/9	Complete	Paul Hendrickson
Done	All Funds are reported (including tie out to Munis Funds Total report) to the BOE Committee on a monthly basis.	25. <u>FINANCIAL REPORTING – FIN-2 Recommendation</u> – We recommend that the District comply with the current policy and provided the Board of Education of all the financial information required by their policy. We also recommend that the policy be updated to include reports for all financial activity of the District. This would include the following additional funds:	2/9	Complete	Paul Hendrickson
	Done - reported monthly	· School lunch fund			
	Done - reported monthly	· Grant fund			
	There is no Transportation Fund.	· Transportation fund			
	All funds are reported monthly.	Reports for other funds can be provided on a less frequent basis than monthly but should be no less than quarterly.			
In Progress	4/9 - First meeting to discuss transition. Week of 4/12 - Meetings between Business Office and Technology personnel to explain details.	26. <u>MUNIS UTILIZATION – MUNIS-1 Recommendation</u> – We recommend that the I/T Director have access to the Munis software system. This access should include administrative rights in order that activity can be monitored. In addition, it is a best practice that account department users not have administrative access for certain items and/or the logs for the user be reviewed and monitored on a periodic basis.	4/14	07/01/21	Paul Hendrickson Jeff Hackett Christine Madden Michele Mirmina
Done	Munis System Administrator and Asst. Business Manager have open and ongoing discussions as to who has access to Munis and what they may access when working in system.	27. <u>MUNIS UTILIZATION – MUNIS-2 Recommendation</u> – We recommend that system rights for all employees be reviewed to ensure that employees have the minimum rights necessary to complete their job function.	2/9	Complete	Paul Hendrickson
In Progress	At some point in the near future we would like to streamline our chart of accounts. However, when the Uniform Chart of Accounts (UCOA) was reviewed approx. 5 years ago the State represented by Blum Shapiro (Mike Popham) confirmed our accounts were in accordance with their regulations if a crossover would be needed. Note, the CT State never implemented this for EFS purposes.	28. <u>MUNIS UTILIZATION – MUNIS-3 Recommendation</u> – We recommend that the District review the current chart of accounts for compliance with the State of Connecticut uniform chart of accounts and for functionality and management reporting purposes. We have made recommendations related to the District's budget practices and related chart of accounts in the Review of Budget Development, Budget Transfers and Actual Expenditures section.	3/15	TBD	Paul Hendrickson
In Progress	TBOE Business Office is now in meetings with NovaTime to implement the automation of employee time tracking. 2.5.21 was kickoff meeting. The Payroll Manager and Business Manager have weekly meetings with NovaTime. As of 3/24 we are on schedule.	29. <u>NOVA – NOVA-1 Recommendation</u> – We recommend that the district develop a strategy to identify a plan and the necessary resource requirements to complete the implementation. Automation of the payroll process will create efficiency and reduce potential errors as compared to entering data manually.	4/28	6/30/21	Paul Hendrickson
	3/30 - Meeting between Facilities Staff and NovaTime to understand pay rules/policies. 4/7 - Meeting between Food Service Staff and NovaTime to understand pay rules/policies. 4/14 - Reviewed timeclock operation; reviewed data required for personnel upload. 4/21 - Discussed training on system use for staff. 4/28 - Reviewed process for extracting custodial demographic data from MUNIS and importing into NovaTime.	We have made recommendations related to the District's budget practices and related chart of accounts in the Review of Budget Development, Budget Transfers and Actual Expenditures section.			
Done	Health Insurance spreadsheet completed for 2021-22 budget. This includes the amount to be charged to the 210 Fund - School Lunch. Health insurance figures were independently verified by the BOE's benefits consultant.	30. <u>HEALTH INSURANCE COVERAGE – HIC-1 Recommendation</u> – We recommend that the budget support document the employees/amounts charged to other funds and the net amount to be charged to the Education budget.	3/3	Complete	Paul Hendrickson
Done	Health Insurance spreadsheet completed for 2021-22 budget. This includes the employees' contributions to the 001 Fund (Operating Budget) and 210 Fund (School Lunch). Health insurance figures were independently verified by the BOE's benefits consultant.	31. <u>HEALTH INSURANCE COVERAGE – HIC-2 Recommendation</u> – We recommend that the budget support document include a calculation of the estimated employee contributions by fund/program.	3/3	Complete	Paul Hendrickson
In Progress	Clarification requested from Joe Centofanti on implementation of his recommendation. 4/14 - Email sent to Mr. Centofanti requesting assistance.	32. <u>HEALTH INSURANCE COVERAGE – HIC-3 Recommendation</u> – We recommend that the employee contributions be recorded as a general fund liability vs. as a credit to the expenditure budget. Payment of the medical and dental invoices should be recorded first to zero out the withholding account with the balance of the invoice recorded as a District expenditure.	4/14	TBD	Paul Hendrickson
In Progress	Asked Human Resources to develop / formalize lunchroom monitors' / aides' job descriptions. A job description has been drafted.	33. <u>PAYROLL LUNCHROOM AIDES – PAY-1 Recommendation</u> – We recommend that the District review the use of lunchroom monitors/aides and formalize their job description. We also recommend that the lunchroom monitors/aides report to the Cafeteria Manager in order to ensure that they are efficiently and effectively utilized to support the program.	4/29	07/01/21	Paul Hendrickson Betty Sinko Joann Perkowski
	4/29 - Requested payroll extract from MUNIS to determine amount being allocated to lunch account for cafeteria aides.	If these employees are performing tasks for the school principals, that time must be charged to the general fund since it would not be an allowable cost of the program.			
Done	All employees have been budgeted in 21-22 according to actual 20-21 FTE by location.	34. <u>PAYROLL PARAS – PAY-2 Recommendation</u> – We recommend that the District budget all non teachers related substitutes in the proper department.	2/9	Complete	Paul Hendrickson
		· Extra/substitute paraprofessional work 32.5 hours per week for 39 weeks per year. The estimated payroll for fiscal year 2020 was not available. The salaries are charged to the budget line PPS-admin instruction paras. These paras do not receive any benefits.			
Done	All employees have been budgeted in 21-22 according to actual 20-21 FTE by location. Budget transfers will be made to accounts before reflecting negative available balances.	35. <u>PAYROLL for GEN FUND, LUNCH, SPEC REV – PAY-3 Recommendation</u> – We recommend that the District budget be developed to include estimates for all known employees. Prior year actual amounts should be considered when developing the current year budget. When needs change, budget transfers should be requested prior to budget lines being over expended.	2/9	Complete	Paul Hendrickson
Done	Custodians have been budgeted in 21-22 according to actual 20-21 FTE by location. Budget transfers will be made to accounts before reflecting negative available balances.	36. <u>PAYROLL CUSTODIANS – PAY-4 Recommendation</u> – We recommend that custodian regular salary budget calculation be reviewed to determine that the budget support and adopted budget are being correctly calculated.	2/9	Complete	Paul Hendrickson
In Progress	Analyzing custodians / maintenance / security guards payroll line items for possible reduction in number of budget lines. Changes, if any, will be implemented in the 2021-22 budget on 7/01/2021.	37. <u>PAYROLL CUSTODIANS – PAY-5 Recommendation</u> – We recommend that remaining salary accounts in the above analysis be reviewed to determine whether they are needed to be accounted for separately.	3/4	07/01/21	Paul Hendrickson Deb Nakano Peg Brindisi

Done	A 3 year analysis is shown on the 21-22 budget lines and the police budget is deemed sufficient (obj.53301). COVID has reduced costs significantly.	38. <u>PAYROLL POLICE– PAY-6 Recommendation</u> – We recommend that the prior year’s actual expenditures (3 year average) be considered before adopting the budget amount for police.	2/9	Complete	Paul Hendrickson
Done	Overtime (OT) has been budgeted in 21-22 according to actual 3 yr comparison.	39. <u>PAYROLL SECURITY GUARDS – PAY-7 Recommendation</u> – Overtime budget estimates should be properly supported. In addition, overtime should be properly monitored and controlled and if the District’s staffing needs change a transfer request should be made before the budget is over expended.	2/9	Complete	Paul Hendrickson
In Progress	Analyzing custodians / maintenance / security guards payroll line items for possible reduction in number of budget lines. Changes, if any, will be implemented in the 2021-22 budget on 7/01/2021.	40. <u>PAYROLL MAINTENANCE– PAY-8 Recommendation</u> · Overtime budget estimates should be properly supported. · In addition, overtime should be properly monitored and controlled. If the District’s needs change, a transfer request should be made before the budget is over expended. · It is unclear why there are 2 overtime accounts in the maintenance budget that have amounts charged to them. Only one account has a budget. We recommend that only one account be used to ensure proper budgetary control.	3/4	07/01/2021	Paul Hendrickson Deb Nakano Peg Brindisi
Done	Budgeted amount was based on average of three years actuals.	41. <u>PAYROLL RETIREMENT – PAY-5?? Recommendation</u> – I believe this was numbered incorrectly (page 42). We recommend the District implement procedures to document and track savings in the salary budget due to retirements. This will provide the District the information necessary to be able to properly estimate and budget this amount.	2/9	Complete	Paul Hendrickson
Done	The Business Office received 2021-22 projections from the Transportation Coordinator. The Business Manager verified these projections.	42. <u>TRANSPORTATION – TRP-1 Recommendation</u> – We recommend that the budget support be developed and retained for regular transportation to ensure adequate amounts are budgeted based upon projected enrollment and contract rates.	3/3	Complete	Paul Hendrickson
Done	The Business Office received 2021-22 projections from the Transportation Coordinator. The Business Manager verified these projections.	43. <u>TRANSPORTATION – TRP-2 Recommendation</u> – We recommend that the budget support be developed and retained for special education transportation costs to ensure adequate amounts are budgeted based upon known special education requirements and contract rates.	3/3	Complete	Paul Hendrickson
In Progress	Business Office is having conversations with PPS Department to determine best course of action.	44. <u>TRANSPORTATION – TRP-3 Recommendation</u> – We recommend that when the excess cost grant is received by the District that the grant be recorded in the Grants Fund along with the related special education costs (tuition, transportation, etc.) for the same amount.	4/14		Paul Hendrickson Tammy Hartman
Done	The newly hired Pupil Personnel Services (PPS) Director has established revised parameters for PPS to identifying the SEECG students.	45. <u>SPECIAL EDUCATION – SPED Recommendation</u> – This Recommendation was not numbered (page 53). We recommend that the district revise its procedures for estimating and entering cost information into the State department of Education excess cost systems as follows: · Only students who are expected to exceed the State Department of Education minimum threshold amount be accounted for and entered into the State system. The threshold is made available by State in January. · We recommend that a form be developed and implemented to estimate the total cost for identified excess cost students. This form should also be used to account for the actual cost of the student for audit purposes and final reporting to the State. This will create efficiency and eliminate unnecessary accounting and reporting for students who are not expected to meet the threshold. Using actual estimates vs. amount in excess of the minimum threshold will reduce the risk of over reimbursement.	2/9	Complete	Paul Hendrickson
Done	The PPS Admin Asst has developed a SEECG In House template to track the students that will be reported.				
Done	PPS and the Business Office have implemented these procedures prior to the Operational Audit.	46. <u>SPECIAL EDUCATION – SPED-2 Recommendation</u> – Below are recommendations regarding the internal control and best practices related to the excess cost reimbursement grant form. The CT State Department of Education from is named Special Education Excess Cost Grant (SEECG). We did not perform any detailed testing of the form and therefore some of the recommendations below may be currently in place. <u>Review of Excess Cost Reimbursement Reports – We recommend that the Board of Education develop and implement formal procedures and related forms to the SEECG reporting as follows:</u> · Develop procedures and related forms to ensure that actual costs are reported on the SEECG form. · Develop procedures and related forms to properly track costs by student and prepare and update the SEECG form as required by the State Department of Education. · Vendors must be required to provide details on the students for which services were performed. · Allocation methodologies must be formally documented and reviewed and approved by the Business Manager or the Assistant Business Manager. · Costs be reconciled to the general ledger (transportation, supplies, OT/PT, etc.), where appropriate. · The tracking forms and related reconciliations and final amounts to be reported on the SEECG form must be reviewed and approved (from a financial perspective only) by the Business Manager or the Assistant Business Manager.	2/9	Complete	Paul Hendrickson
Done	Future TBOE projects and debt issuance will be formally approved by the Town.	47. <u>ENERGY FINANCING AND UTILITIES – EFU-1 Recommendation</u> – We recommend that future projects be formally approved by the Town (capital project authorization). We also recommend that the related debt issuance also be formally approved by the Town in accordance with the Town charter.	2/9	Complete	Paul Hendrickson
Done	Redemption of Principal org & object and the Debt Interest org and object have been created in Munis.	48. <u>ENERGY FINANCING AND UTILITIES – EFU-2 Recommendation</u> – We recommend that the capital projects be properly accounted for in a separate fund and that the activity be reported gross rather than net in the District budget. This will ensure compliance with generally accepted account principles and provide transparency in reporting financing activity.	2/9	Complete	Paul Hendrickson
Done	Redemption of Principal org & object and the Debt Interest org and object have been created in Munis.	49. <u>ENERGY FINANCING AND UTILITIES – EFU-3 Recommendation</u> – We recommend that the District establish a budget line for debt service to properly identify the payments of all equipment financing notes. The budget line “improvements to site” should be for improvements financed from the operating budget.	2/9	Complete	Paul Hendrickson
Done	TBOE is following Town Charter regarding capital improvements and debt issuance.	50. <u>EQUIPMENT FINANCING (TD BANK NOTES) – EFTD-1 Recommendation</u> – We recommend that future projects be formally approved by the Town (capital project authorization). We also recommend that the related debt issuance also be formally approved by the Town in accordance with the Town charter.	2/9	Complete	Paul Hendrickson
Done	Redemption of Principal org & object and the Debt Interest org and object have been created in Munis.	51. <u>ENERGY FINANCING AND UTILITIES – EFTD-2 Recommendation</u> – We recommend that the capital projects and capital purchases be properly accounted for in a separate fund and that the activity be reported gross rather than net in the District budget. This will ensure compliance with general accepted account principles and provide transparency in reporting financing activity.	2/9	Complete	Paul Hendrickson

Done	Redemption of Principal org & object and the Debt Interest org and object have been created in Munis.	52. ENERGY FINANCING AND UTILITIES – EFTD-3 Recommendation – We recommend that the District establish a budget line for debt service to properly identify the payments of all equipment financing notes. The budget line “improvement to site” should be for improvements financed from the operating budget.	2/9	Complete	Paul Hendrickson
Town	Town Recommendation	53. DEBT SERVICE SCHEDULE – DSS-1 Recommendation – We recommend that the Town properly include the energy performance notes and loans and the equipment financing notes in the financial statements including the required footnote disclosures.			Town
In Progress	If funds are available the BOE General Fund will absorb 205 Special Revenue expenses (a BOE approved transfer will be made). In addition, 205 Special Revenue fees will be analyzed for possible increases, and expenses will be vetted and reduced where applicable. 3/29 - Met with TECEC to discuss tuition. 4/27 - Board of Education passed a \$300 increase in TECEC tuition from \$3,300 => \$3,600 per year.	54. SPECIAL REVENUE FUNDS ANALYSIS – SRF-1 Recommendation – We recommend that the District properly monitor special revenue funds activity and limit expenditures charged to each program to the available balance. Any disbursements in excess of available fund should be charged to the education budget.	4/27	07/01/21	Paul Hendrickson Peg Brindisi
In Progress	If funds are available the BOE General Fund will absorb 205 Special Revenue expenses (a BOE approved transfer will be made). In addition, 205 Special Revenue fees will be analyzed for possible increases, and expenses will be vetted and reduced where applicable. 3/29 - Met with TECEC to discuss tuition. 4/27 - Board of Education passed a \$300 increase in TECEC tuition from \$3,300 => \$3,600 per year.	55. SPECIAL REVENUE FUNDS ANALYSIS – SRF-2 Recommendation – We recommend that the District develop a plan to eliminate the deficits for the remaining special revenue funds.	4/27	07/01/21	Paul Hendrickson Peg Brindisi
Done	July 1st 2021 the Magnet and Open Choice Grants will be recorded in the 200 Grant Fund.	56. SPECIAL REVENUE FUNDS ANALYSIS – SRF-3 Recommendation – We recommend that the Open Choice program and the Magnet School Transportation grant be recorded in the Education Grant Fund. We also recommend that eligible expenditures be recorded in the grants funds to reduce the pressure on the education budget.	2/9	Complete	Paul Hendrickson
In Progress	At the February and March Board of Education Finance Committee meetings TECEC, Elementary Strings/Band, Summer Explorations, and Continuing Education programs' P&L were discussed.	57. SPECIAL REVENUE FUNDS ANALYSIS – SRF-4 Recommendation – We recommend that the District review the current special revenue funds to determine the following: · Whether the program should be reported as a special revenue fund or general fund budget line. · Whether funds with positive balances that are not restricted for a particular purpose can be used to address the funds with deficit fund balances. · Whether the fund should be recorded in another fund (THS funds).	4/28	07/01/21	Paul Hendrickson Peg Brindisi
In Progress	Discussion item - No allocations were made in 2019-20; no allocations are anticipated in 2020-21. 3/30 - Cafeteria aide wages will continue to be allocated to the lunch account. The Business Manager will detail the allocated charges.	58. SCHOOL LUNCH PROGRAM – CF-1?? Recommendation – <i>This Recommendation was not numbered (page 65).</i> We recommend that all costs allocated to the school lunch program fund be properly supported by actual costs or detailed calculations of any allocation of costs. Allocations should be supported by actual cost data and allocated using an appropriate base.	3/30	07/01/21	Paul Hendrickson Peg Brindisi Betty Sinko
In Progress	Discussed with the Board of Finance about using a portion of the anticipated 2020-21 surplus to reduced the Lunch Account deficit; they were amenable.	59. SCHOOL LUNCH PROGRAM – CF-2?? Recommendation – <i>This Recommendation was not numbered (page 65).</i> We recommend that before charging expenditures to any fund that the fund be reviewed to determine if there are funds available.	4/29	07/01/21	Paul Hendrickson Peg Brindisi Betty Sinko
Done	21-22 Budget was created with these talking points, as suggested by PKF, in mind. Many of these recommendations were implemented with the 2021-22 budget. Policies and procedures will be developed for Board consideration for the 2022-23 budget.	60. BUDGET DEV, BUDGET TRANS, ACT EXP – BD-1 Recommendation – We recommend that the District implement formal policies and procedures with respect to the budget development process. The policies and procedures should address the requirements for the following areas: · Format · Supporting documentation for each significant budget line or category or department. This should include the nature and type of department and vendor supporting documentation required. · Department responsibilities for preparation and retention of data provided. · Retention, storage and protection of budget data. · Requirement to review at a minimum of 3 years of prior year actual expended amounts and require justification for budgeting less than the 3 year average. · Documentation of budget methodology for each type of expenditure that there is no detailed support.	3/4	Complete	Paul Hendrickson
In Progress	Contacted Tyler Technologies and received a proposal for training on the Position Control module. 4/1 - The first Position Control training session was held. A full day of training is scheduled for Monday, May 17th; District personnel data will be uploaded and tested. TBOE has requested Munis to implement Position Control with a 7.1.21 start date.	61. BUDGET DEV, BUDGET TRANS, ACT EXP – BD-2 Recommendation – We recommend that the District develop policies and procedures to manage changes to the salary budget object. The procedures should include the process for identification, communication and proper recording of salary changes. Salary changes for new hires and terminations should be recorded as budget adjustments so that new hire decisions can be made based upon and updated budget and available resources. We also recommend that the policy specifically address the process, authority and reporting requirements for the use of the reserve for reallocation budget line (salary contingency).	4/1	07/01/21	Paul Hendrickson
In Progress	Contacted Tyler Technologies and received a proposal for training on the Position Control module. 4/1 - The first Position Control training session was held. A full day of training is scheduled for Monday, May 17th; District personnel data will be uploaded and tested.	62. BUDGET DEV, BUDGET TRANS, ACT EXP – BD-3 Recommendation – We recommend that all District employees be included in the salary budget development worksheet. This will ensure all employees are accounted for in the budgeting process. Employees charged to other funds should be identified and total by fund/program/grant that they will be charged to. This will also provide data necessary to evaluate whether the fund/program/grant has the resources to fund the salary or if the education budget may have to pay for some of the cost.	4/1	07/01/21	Paul Hendrickson
Done	Transfers will be made at the appropriate time to ensure that no account finish the year in a deficit position.	63. BUDGET DEV, BUDGET TRANS, ACT EXP – BD-4 Recommendation – Per State Statutes, the Board of Education must approve transfers between objects. Therefore, it would be expected that the salary object would not be overspent at year end. We recommend that the District and Board of Education comply with State Statutes in managing the education budget.	2/9	Complete	Paul Hendrickson
Done	No explicit method shared; estimate based on last three years' actuals.	64. BUDGET DEV, BUDGET TRANS, ACT EXP – BD-5 Recommendation – We recommend that the District properly budget for payments of vested sick time for employees who retire. Normally, in order to be paid for any vested sick time, adequate notification to the District is required (normally one year's notice). We also recommend that the payouts for vested sick-time be budgeted for and accounted for in a separate account in order that it can be properly tracked and provide data for future budgets. We do not have any information regarding the impact of the COVID 19 pandemic on teacher and other retirements on the District's 2021 budget with respect to payouts for vested sick time.	2/9	Complete	Paul Hendrickson
Done	Capital purchases and debt issuance will be recorded in the Capital Project Fund	65. BUDGET DEV, BUDGET TRANS, ACT EXP – BD-6 Recommendation – We recommend that the District properly record capital purchases and debt issuance gross as required by generally accepted accounting principles. This type of activity would be recorded in a capital project fund.	2/9	Complete	Paul Hendrickson
Done	Adjustments have been made in monthly reporting and annual budgeting.	66. BUDGET DEV, BUDGET TRANS, ACT EXP – BD-7 Recommendation – We recommend that the District establish debt service accounts (principal and interest) to properly record debt activity.	2/9	Complete	Paul Hendrickson

		The improvements to site account should be used for non-maintenance related improvements to the District's property (if any) such as renovation to bathrooms or kitchens, etc.			
Done	TBOE is following Town purchasing policy.	67. <u>BUDGET DEV, BUDGET TRANS, ACT EXP – BD-8?? Recommendation</u> – <i>This Recommendation was not numbered (page 86).</i> We recommend that the District implement procedures to ensure that purchases are made in accordance with the Town's purchasing policy.	2/9	Complete	Paul Hendrickson
Not Followed	TBOE uses encumbrances to gauge the available balance in the General Fund, this suggestion works adversely to that process. Requesting clarification from Joe Centofanti regarding encumbrances.	We also recommend that the District review the current policy in requiring all purchases to have purchase orders. Certain disbursements such as utilities, debt service, medical and dental payments by their nature and the fact that they are budgeted in separate accounts would not normally need a purchase order. Eliminating certain disbursements types from requiring purchase orders reduces unnecessary processes and increases efficiency. The policy should be revised to clearly identify the types of purchases that require purchase orders and those that are exempt. For purchases that are determined to be exempt from purchase orders, proper approval for payment processing should be documented.	3/4		
In Progress	No examples of miscoding were identified. We will spot check to ensure compliance.	68. <u>BUDGET DEV, BUDGET TRANS, ACT EXP – BD-9?? Recommendation</u> – <i>This Recommendation was not numbered (page 87).</i> We recommend that the District implement procedures and training to ensure that transactions are recorded to the proper account. For fiscal year 2020, the State Department of Education as part of the audit of the EFS Form is requiring auditors to test up to 140 transactions to determine if the transaction is recorded in the proper account.	4/28	07/01/21	Paul Hendrickson