

# Internal Audit Plan FY 2024-2025

## Methodology

The Dallas Independent School District (District) fiscal year (FY) 2024-2025 Audit Plan summarizes the internal audit functions that will be performed throughout the year. The plan is prepared using a risk-based approach to align the engagements performed with areas containing the greatest risks.

## District Risk Assessment

Risks are potential threats that will prevent the organization from meeting its goals and objectives. Internal Audit conducts an annual risk assessment to identify risks across all areas of the District. The process is established by first determining the audit universe and then establishing associated risks (See graphic below for the primary dimensions of the audit universe and see Appendix B for a more detailed listing of the audit universe).

The audit universe is identified by reviewing the District’s organizational chart, strategic plans, improvement plans, board meetings, financial statements, budget, and other District documents. Risks are then determined for the dimensions within the audit universe through the following:

- Conducting meetings with various District administrators, board of trustees, and feedback from audit committee advisors
- Researching emerging risks from other school districts, news headlines, etc.
- Assessing the risk of fraud, waste, or abuse occurring that is significant within the context of the audit universe








### Audit Universe

Governance	Financial Services	Budget	Payroll
Procurement	MWBE	Maintenance and Facilities	Construction
Risk Management	Information Technology	Food and Child Nutrition Services	Student Transportation
District Fleet	Human Capital Management	Academic Services	Transformation and Innovation
School Leadership	Student Services	Special Populations	Evaluation and Assessment
Legal	Racial Equity	Professional Standards Office	Communication Services
Partnership and Volunteer Services/ Intergovernmental Relations	Board Services	Safety and Security	

*Order is not intended to reflect a rank*

Once risks are determined they are then scored based on probability and impact using the risk factors noted in the chart below.

### Probability and Impact Risk Factors

<b>Probability</b>		Internal Control	<b>Impact</b>		Critical Nature of Entity
		Changes in the Entity			Financial Impact
		Complexity			Regulatory Compliance
		Audit/Evaluation History			Reputational Impact

Each area of the audit universe has individual risks populated that are rated high, medium, or low for probability and impact using the definitions below.

Risk Level	Definition
<b>High</b>	These risks could directly impact achievement of a strategic or important operational objective of the District. There is a high probability of occurrence that would significantly impact the District and/or have a significant financial, reputational, or compliance risk.
<b>Medium</b>	Risks are considered to be substantially undesirable and pose a moderate level of risk exposure to District operations. Without appropriate controls, these risks will happen on a consistent basis.
<b>Low</b>	The risks are considered to be undesirable and could moderately expose the District. Without appropriate controls, these risks will occur some of the time.

Based upon these ratings, each risk is assigned an overall score of high, medium, or low (see table below) that rolls up into an overall risk rating for each area in the audit universe.

Risk Scoring Matrix		Impact		
		Low	Medium	High
Probability	High	M	H	H
	Medium	L	M	H
	Low	L	L	M

# Audit Plan Development

Internal Audit prioritizes high-risk areas when developing the audit plan. The audit plan is designed to be flexible and to account for unexpected, changing, or newly identified risks. Risk areas rated high in both probability and impact that cannot be addressed in the current fiscal year will be planned for audits in future years.

The chart below represents the FY 2024-2025 engagements by primary dimension:



Note: Some engagements apply to multiple dimensions.

## FY 2024-2025 Audit Plan

Type	Description	Hours	% of Total
Assurance Engagements	Vendor Performance (rollover from FY23-24)	500	2.6%
	Supplemental Earnings	1,200	6.4%
	Fleet	1,000	5.3%
	Facilities Access	1,000	5.3%
	Section 504 Americans with Disabilities Act	1,000	5.3%
	Campus Commissions	700	5.3%
	Student Devices and Asset Management	1,000	5.3%
	Campus Partnership Agreements	1,000	3.7%
	Dallas ISD Police Department Quartermaster	1,000	5.3%
	Food Quality Management	750	4.0%
	E-Rate Program	200	1.1%
	Standardized Testing (STAAR)	300	1.6%
	Follow-up Audits	1,000	5.3%
	Superintendent's Expenses	40	0.2%
	Continuous Auditing – Bond Funded Projects	800	4.3%
	Continuous Auditing – Disbursements and Payroll	300	1.6%
	Security	500	2.6%
Campus Based Controls	1,500	7.9%	
Consulting	Reserve for consulting and changes to Audit Plan	1,500	7.9%
Department Operations	Hotline Management	500	2.6%
	Investigations	1,500	7.9%
	External Audit Oversight	300	1.6%
	Risk Assessment	1,000	5.3%
	Quality Review	300	1.6%
<b>Totals</b>		<b>18,890</b>	<b>100%</b>

*Order is not intended to reflect a ranking.*

Respectfully Submitted,

*Robert Rubel*

Robert Rubel, MBA, CPA, CIA, CISA  
Chief Internal Audit Officer

Acknowledgments:

Eva Narten, Deputy Chief, Internal Audit  
Shelly Kelley, CPA, Director II  
Sam Willson, CFE, Manager II

## Appendix A

### Internal Audit Past Five Years Audits by Dimension

	FY 23-24	FY 22-23	FY 21-22	FY 20-21	FY 19-20
<b>Governance</b>	Incorporated in all engagements	Incorporated in all engagements	Incorporated in all engagements	Incorporated in all engagements	Incorporated in all engagements
<b>Financial Services</b>	Campus Based Controls	Campus Based Controls – Activity Fund Process Review	Campus Based Controls	Campus Based Controls	Campus Based Controls
	Superintendent’s Expenses	Superintendent’s Expenses	Superintendent’s Expenses	Superintendent’s Expenses	Superintendent’s Expenses
	Continuous Monitoring – Disbursements and Payroll	Continuous Monitoring – Disbursements and Payroll	Continuous Audit of Disbursements	Continuous Audit of Disbursements	Continuous Monitoring Utility Bills
	Continuous Auditing - ESSER Funding	Continuous Auditing - ESSER Funding	ESSER Funding	Travel Claim Reimbursement	
	PEIMS	PEIMS (completed in FY 23-24)	EDGAR Compliance	EDGAR Compliance (completed in FY21-22)	
			Medicaid SHARS	Continuous Audit of General Ledger Account Reconciliations	
<b>Budget</b>	Continuous Auditing – ESSER Funding	Continuous Auditing – ESSER Funding	ESSER Funding		
		Budget Processes			
<b>Payroll</b>	Campus Based Controls	Campus Based Controls – Activity Fund Process Review	Campus Based Controls	Campus Based Controls	Campus Based Controls
	Continuous Auditing – Disbursements and Payroll	Continuous Auditing – Disbursements and Payroll	Human Capital Management and Payroll Overtime and Supplemental Pay	Continuous Audit of Payroll	Payroll Processing
	Continuous Auditing - ESSER Funding	Continuous Auditing - ESSER Funding	ESSER Funding		
			Payroll		
<b>Procurement</b>	Campus Based Controls	Campus Based Controls – Activity Fund Process Review	Campus Based Controls	Campus Based Controls	Campus Based Controls
	E-Rate Program Compliance	E-Rate Program Compliance	E-Rate	E-Rate	E-Rate
	Continuous Auditing - ESSER Funding	Continuous Auditing - ESSER Funding	ESSER Funding	Inventory	Temporary Labor Services Contract
	Continuous Auditing - Bond Funded Projects	Bond Funded Projects – CSPs Process Review	Vendor File	Vendor Payments	
	Vendor Performance (to be completed in FY 24-25)	Bond Funded Projects – JOCs Process Review		Purchasing	
		Bond Funded Projects - CMARs		EDGAR Compliance	

	FY 23-24	FY 22-23	FY 21-22	FY 20-21	FY 19-20
MWBE	Vendor Performance (to be completed in FY 24-25)			Purchasing	
Maintenance and Facilities	Environmental Health and Safety (EHS)		Maintenance and Facility Services – Preventive Maintenance	Continuous Monitoring of the Dallas ISD MFS SchoolDude Work Order System	Job Order Contracting 2015-2019
Construction	Continuous Auditing - Bond Funded Projects	Bond Funded Projects – CMAR	Bond Funded Projects – CMAR	CMAR Audit Interim Audit Report	Districts Established Project Selection Methodology for the 2015 Bond Program
		Bond Funded Projects – CSPs Process Review	Construction Closeouts	South Oak Cliff High School Construction	Job Order Contracting 2015-2019
		Bond Funded Projects – JOCs Process Review			
Risk Management	Campus Emergency Operations Plans	Bond Funded Projects – CSPs Process Review	Construction Closeouts	Information Technology Disaster Recovery Plan	
		Bond Funded Projects – JOCs Process Review		Cyber security	
		Student Transportation			
Information Technology	E-Rate Program Compliance	E-Rate Program Compliance	E-Rate	E-Rate	
	Mental Health Management System (Welligent)	Student Discipline Data	IT Governance - Software Procurement	Information Technology Disaster Recovery Plan	Systems Access Assessment
	PEIMS	PEIMS (completed in FY 23-24)	Technology Resources for Virtual Learning	Cyber Security	Continuous Monitoring Disaster Recovery Plan
	Dallas ISD PD Property Room		Major IT Systems - PowerSchool Application Controls		
Food and Child Nutrition Services	Campus Based Controls		Food and Child Nutrition	Continuous Audit of Dallas ISD Food and Child Nutrition Services	
Student Transportation		Student Transportation			
District Fleet				Continuous Monitoring of the STS Fleet Vision Work Order System	
Human Capital Management	Continuous Auditing – Disbursements and Payroll	Continuous Auditing – Disbursements and Payroll			
	Background Checks	HCM – temporary labor contracts	Human Capital Management and Payroll Overtime and Supplemental Pay	Human Capital Management – new hires/on-boarding, background checks, employee separation	Contract Compliance with the Third-Party Benefits Administration
Academic Services	Campus Standardized Testing (STAAR)	Campus Standardized Testing (STAAR)	Campus Standardized Testing (STAAR)	Campus Standardized Testing (STAAR)	Campus Standardized Testing (STAAR)
	Tutoring		Special Services (SSD) completed in FY 22-23		
Transformation and Innovation	PEIMS	PEIMS (completed in FY 23-24)	Enrollment and Attendance		

	FY 23-24	FY 22-23	FY 21-22	FY 20-21	FY 19-20
School Leadership	Campus Based Controls	Campus Based Controls – Activity Fund Process Review	Campus Based Controls	Campus Based Controls	Campus Based Controls
	Campus Standardized Testing (STAAR)	Campus Standardized Testing (STAAR)	Campus Standardized Testing (STAAR)	Campus Standardized Testing (STAAR)	Campus Standardized Testing (STAAR)
	Tutoring	Attendance for Credit	Enrollment and Attendance		
	Truancy	PEIMS (completed in FY 23-24)			
	PEIMS	Athletics			
Student Services	Mental Health Management System (Welligent)	Records Management	Medicaid SHARS		
		PEIMS (completed in FY 23-24)			
		Student Discipline Data			
		Student Engagement and Support			
Special Populations	PEIMS	Special Services	Special Services completed in FY 22-23		
Evaluation and Assessment	Campus Standardized Testing (STAAR)	Campus Standardized Testing (STAAR)	Campus Standardized Testing (STAAR)	Campus Standardized Testing (STAAR)	Campus Standardized Testing (STAAR)
	Tutoring				
Legal	Incorporated in all engagements	Incorporated in all engagements	Incorporated in all engagements	Incorporated in all engagements	Incorporated in all engagements
Racial Equity	Incorporated in all engagements	Incorporated in all engagements	Incorporated in all engagements	Incorporated in all engagements	Incorporated in all engagements
Professional Standards Office (PSO)	Incorporated in all engagements	Incorporated in all engagements	Incorporated in all engagements	Incorporated in all engagements	Incorporated in all engagements
Communication Services		Campus Social Network Management			
Partnership and Volunteer Services/Intergovernmental Relations	Campus Based Controls	Campus Based Controls – Activity Fund Process Review	Campus Based Controls	Campus Based Controls	Campus Based Controls
Board Services	Incorporated in all engagements	Incorporated in all engagements	Incorporated in all engagements	Incorporated in all engagements	Incorporated in all engagements
Safety and Security	Campus Security	Campus Security	Campus Security	Campus Security	Campus Security
	Dallas ISD PD Property Room			District Emergency Operations Plan	
	Campus Emergency Operations Plans				

# Appendix B

## Audit Universe

### FY 2024-2025 Dimensions (including sub-dimensions)

#### 1. Governance

#### 2. Financial Services

- Financial Reporting
- Funding/Revenue
- Campus Support

#### 3. Budget

- Allocation of State and Local funds
- Budget Oversight/Approval
- Budget Development

#### 4. Payroll

#### 5. Procurement

- Bidding
- Evaluation/Award
- Contracting
- Requisition/PO Process
- Vendor Management

#### 6. Minority Women Business Enterprises

#### 7. Maintenance and Facilities

- Grounds and Athletic Fields
- Heat, Ventilation & Air Conditioning
- Maintenance and Facility Services
- Service Centers
- Environmental Health and Safety

#### 8. Construction

- Planning and Design
- Construction Procurement
- Contract Management
- Construction Compliance
- Property Management

#### 9. Risk Management

- Insurance
- Emergency Preparedness

#### 10. Information Technology

- IT Leadership & Governance
- IT Operations
- IT Infrastructure



IT Security

**11. Food and Child Nutrition Services**

- Accounting/Reporting
- Accounts Payable
- Audits
- Budgetary Control
- Cafeteria Operations
- Cash Management
- Catering & 9400 Café
- Central Kitchen
- Claims/TDA
- Menu Planning
- Payroll/Position Control
- Procurement
- Inventory Management
- HACCP
- Warehouse/Distribution
- Kitchen/Dining Design
- LRE (Equipment)

**12. Student Transportation**

- Service Centers
- Operations
- Administrative Services

**13. District Fleet**

**14. Human Capital Management**

- Staffing (Onboarding, Termination, Position Control)
- Benefits
- Compensation
- Employee Records
- Employee Relations
- Recruiting
- Talent Development
- Policy & Compliance
- Employee Retention & Succession Planning
- Temporary Labor Contracts

**15. Academic Services**

- Instruction
- Curriculum Development
- Early Learning
- Student Retention and Graduation
- Library Services
- STEM
- Professional and Digital Learning
- Health and Physical Education

## **16. Transformation and Innovation**

- Transformation Schools
- Innovation Schools
- School Choice
- Demographics, Enrollment, and Registration
- Recruitment
- Postsecondary Partnerships
- Personalized Learning
- Career Institutes/CTE
- Early College/P-TECH
- Instructional Redesign
- Counseling and Advising
- Gifted and Talented
- Campus Culture and Academic Success
- Dual Credit

## **17. School Leadership**

- Enrollment
- Attendance
- Grading Practices
- Districtwide Student Initiatives
- Athletics
- Off Campus Activities
- Master Schedules
- Student Programs
- Extended Learning (Tutoring)
- After School Programs

## **18. Student Services**

- Health Services
- Mental Health Services
- Student Engagement & Support
- Student Records Services

## **19. Special Populations**

- Special Services (SPED)
- Dual Language ESL
- ADA 504

## **20. Evaluation and Assessment**

- Program Evaluation
- Institutional Research
- Federal and State Accountability
- Assessment

## **21. Legal**

- Legal Obligation
- Contract Oversight
- Open Records/Record Retention
- Litigation

**22. Racial Equity**

**23. Professional Standards Office**

Compliance  
Investigative

**24. Communication Services**

Student/Parent Communication Channels  
Staff Communication Channels  
Social Media  
Marketing  
Media/Public Affairs  
Districtwide Events  
Web Services  
Translation Services

**25. Partnership and Volunteer Services/Intergovernmental Relations**

Parent Advocacy and Support  
Partnership and Volunteer Services  
Dallas Education Foundation  
Bond Marketing Services

**26. Board Services**

Policy Management

**27. Safety and Security**

Central Police Department  
Emergency Management  
Physical Security  
Communication Infrastructure