

NEW YORK STATE OFFICE OF THE STATE COMPTROLLER

**H. Carl McCall
STATE COMPTROLLER**



***NEW YORK CITY BOARD OF EDUCATION
CENTRAL OFFICE FINANCIAL MANAGEMENT
CENTERS
PAYROLL AND INVENTORY CONTROLS***

2000-N-11

**DIVISION OF MANAGEMENT AUDIT AND
STATE FINANCIAL SERVICES**

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H. Carl McCall
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Report 2000-N-11

Mr. Harold O. Levy
Chancellor
New York City Board of Education
110 Livingston Street
Brooklyn, NY 11201

Dear Chancellor Levy:

The following is a report addressing payroll and inventory controls for the Central Office Financial Management Centers of the New York City Board of Education.

This audit was performed under the State Comptroller's authority as set forth in Article V, Section 1 of the State Constitution and Article III, Section 33 of the General Municipal Law. Major contributors to this report are listed in Appendix A.

Office of the State Comptroller
Division of Management Audit
and State Financial Services

September 19, 2001

Division of Management Audit and State Financial Services

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***A REPORT BY THE NEW YORK STATE
OFFICE OF THE STATE COMPTROLLER***

**H. Carl McCall
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EXECUTIVE SUMMARY

NEW YORK CITY BOARD OF EDUCATION CENTRAL OFFICE FINANCIAL MANAGEMENT CENTERS PAYROLL AND INVENTORY CONTROLS

SCOPE OF AUDIT

The New York City Board of Education (Board) operates more than 1,100 public schools throughout the five boroughs of New York City. To administer the school system, the Board uses 39 Central Office Financial Management Centers (FMCs), which represent distinct organizational units. During fiscal year 2000, the Board expended more than \$285 million to operate its FMCs. Of this amount, about \$185 million was expended on other than personal service items such as goods and contractual services. Personal services costs for staff salaries and fringe benefits were about \$100 million.

Our audit addressed the following questions about the FMCs' payroll and inventory controls for the period of July 1, 1999 through December 31, 2000:

- Do the FMCs follow adequate risk management processes for their payroll and inventory functions?
- Do FMCs adhere to the Board's Standard Operating Procedures Manual for performing payroll and inventory functions?

AUDIT OBSERVATIONS AND CONCLUSIONS

We found that the FMCs did not adhere to an adequate risk management process for payroll and inventory controls. We conclude that this may be contributing to several deficiencies in inventory and payroll control that we identified in our review of operations at eight FMCs. The deficiencies in the payroll area present opportunities for inappropriate payments to occur. Deficiencies in equipment and fixed asset inventory controls may result in undetected loss, theft or misplacement of costly assets.

The Board annually prepares an internal control checklist to comply with Directive One of the New York City Comptroller's Office. The checklist is a form of risk assessment that should help the Board to evaluate the level of internal

control that exists throughout the organization and to determine where controls need to be strengthened. However, our audit shows that the Board is not relying on the checklist for formal risk management. In addition, while payroll and inventory responsibilities are decentralized throughout the FMCs, only selected FMCs participate in the Directive One process. Board officials indicate that they are implementing a risk-based management approach throughout the organization. Board officials also indicated that their outside auditor plans audits of the Board based on a risk assessment of the Board system. In addition, Board officials stated that the Office of the Auditor General has been using a risk based analysis to plan work. (See p. 3)

While the Board's Standard Operating Procedures Manual requires that former employees be promptly removed from the payroll, our audit shows that this important control objective is not always being attained. For example, our comparison of the Board's payroll information to the death records of the Social Security Administration identified 13 deceased staff. Follow up showed that six of these employees had been removed on a timely basis from the payroll. Of the remaining seven employees, two were actually alive and still employed. The Board needed to determine why these employees were apparently using invalid social security numbers. Paychecks were produced and distributed for three deceased employees and the Board either recovered or was in the process of recovering about 33 inappropriately distributed paychecks. The names of two deceased employees remained on the payroll, but no paychecks were issued to them. We also identified that undistributed paychecks remained on hand for extended periods, many employees in our audit samples did not submit time and attendance records in a timely manner, and the Board lacked a standardized system for tracking employee time and attendance and related leave accruals. (See pp. 5-9)

We found no indication that seven of the eight FMCs covered by our audit completed a required November 1999 physical inventory of equipment assets. In addition, we found that Equipment Inventory Lists for prior years physical inventory were not on file as required for any of the eight FMCs. These conditions indicate a breakdown of controls and a disregard for specific requirements of the Board's Standard Operating Procedures Manual. Furthermore, we found that 101 of 152 purchased equipment items of a sensitive nature, such as computers, had not been posted to existing inventory records. Besides not being posted, 17 items valued at \$101,344, could not be located. The unaccounted for items included computers and digital cameras. We also found that equipment was often not tagged for identification purposes and inventory records of several FMCs did not conform with Board requirements. (See pp. 11-17)

COMMENTS OF BOARD OFFICIALS

Board officials generally agree with our audit recommendations and indicate that actions have been or will be taken to implement them. Officials disagree with certain information presented in our audit report.

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Major Contributors to This Report

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INTRODUCTION

Background

The New York City Board of Education (Board) operates more than 1,100 public schools throughout the five boroughs of New York City. To administer the school system, the Board uses 39 Central Office Financial Management Centers (FMCs), which represent distinct organizational units that report either to an Executive Director or directly to the Board Chancellor or Deputy Chancellor. During fiscal year 2000, the Board expended more than \$285 million to operate its FMCs. Of this amount, about \$185 million was for other than personal service goods and contractual services. The Board also spent about \$100 million for personal service staff salaries and fringe benefits.

Audit Scope, Objectives and Methodology

We audited FMC payroll and inventory control for the period July 1, 1999 through December 31, 2000. The objectives of our performance audit were to determine whether the FMCs practiced adequate risk management for payroll and inventory functions and whether FMC staff were adhering to the payroll and inventory procedures in the Board's Manual of Standard Operating Procedures (Manual). To accomplish these objectives, we reviewed Board records, interviewed FMC management and staff, and examined operations at a judgmental sample of eight of the 39 FMCs. These eight FMCs accounted for approximately 80 percent of the other than personal service costs and 70 percent of the personal service costs of all the FMCs. The eight selected FMCs included: Divisions of Budget Operations and Review (FMC #39), Human Resources (FMC #46), Management Information Services (FMC #49), Instructional Support (FMC #51), School Facilities (FMC #52), School Food and Nutritional Services (FMC #58), and the Offices of Financial Operations (FMC #54), and Pupil Transportation (FMC #61).

We conducted our audit in accordance with generally accepted government auditing standards. Such standards require that we plan and perform our audit to adequately assess those

operations of the Board, which are included within our audit scope. These standards also require that we understand the Board's internal control structure and compliance with those laws, rules and regulations that are relevant to the Board's operation included in our audit scope. An audit includes examining, on a test basis, evidence supporting transactions recorded in the accounting and operating records and applying such other auditing procedures as we consider necessary in the circumstances. An audit also includes assessing the estimates, judgments and decisions made by management. We believe that our audit provides a reasonable basis for our findings, conclusions and recommendations.

We use a risk-based approach to select activities for audit. We therefore focus our audit efforts on those activities we have identified through a preliminary survey as having the greatest possibility of needing improvement. Consequently, by design, finite audit resources are used to identify where and how improvements can be made. Thus, little audit effort is devoted to reviewing operations that may be relatively efficient and effective. As a result, our audit reports are prepared on an "exception basis." This audit report, therefore, highlights those areas needing improvement and does not address those activities that may be functioning properly.

Response of Board Officials

A draft copy of this report was provided to Board officials for their review and comment. Their comments were considered in preparing this report and are included as Appendix B.

Within 90 days after the release of the final report, we request that the Chancellor of the New York City Board of Education report to the State Comptroller, advising what steps were taken to implement the recommendations contained in the report, and, where recommendations were not implemented, the reasons therefor.

RISK ASSESSMENT

Risks are events that threaten the accomplishment of objectives and can ultimately impact an organization's ability to accomplish its mission. Risk assessment is the process of identifying, evaluating, and determining how to manage these events. To have reasonable assurance that they will achieve their objectives, Board officials should follow an effective risk assessment process.

Board officials prepared an annual internal control checklist report to comply with the Directive One risk assessment process of the New York City Comptroller's Office. However, while many aspects of the Board's payroll and inventory practices are decentralized within each FMC, only selected FMCs participate in the Directive One process. In addition, Board officials informed us that they neither verified checklist information, nor used the checklist for risk management decisions. As a result, Board management does not have an effective risk management process for payroll and inventory controls. This may be a contributing factor to deficiencies we found in the payroll and inventory practices of the eight FMCs we sampled.

Board officials told us that, in previous years, when they had required all FMCs to submit answers for Directive One, the process was cumbersome. However, Board officials agreed that an effective risk assessment process was needed. They pointed out that the Office of Financial Operations, which includes payroll operations, has such a process. Board officials also stated that they are planning to implement a risk-based management approach throughout the organization. We believe these efforts should be expedited.

(In response to our draft audit report, Board officials indicate that their outside auditor plans audits of the Board based on a risk assessment of the Board system. In addition, Board officials stated that the Office of the Auditor General has been using a risk based analysis to plan work.)

Auditors' Comments: An effective internal risk assessment process is still necessary for the business units.

Recommendation

1. Expedite the establishment of an effective risk assessment process that the Financial Management Centers can follow to attain their control objectives, including those for payroll and inventory.

(Board officials agree with recommendation number 1.)

PAYROLL

To safeguard Board funds from waste and abuse, adequate internal controls must be established over payroll activities. The Board's Financial Status Report, as of May 2000, reported that the 39 FMCs employed 2,142 staff and expended about \$100 million to pay for staff salaries and fringe benefits. The eight FMCs we sampled accounted for 1,502 staff, or 70 percent of the total staff employed by FMCs. Our review found that payroll controls of some of the FMCs needed to be improved.

Payroll Deletions

Section 4.4.2 of the Internal Control section of the Manual states that inappropriate payments should be prevented by promptly removing the names of former employees from the payroll records. To initiate such removal, the responsible FMC is supposed to prepare a Position Control Form (Form 9902) and submit it to the Board's Division of Human Resources (FMC #46), which is then required to discontinue the employee's paychecks as of the date the employee left Board service.

To determine whether the names of deceased employees were being removed promptly from the payroll records, we reviewed a computer download listing the names of individuals who had worked for the Board at various locations during fiscal year 2000. The download included the names of 57,721 full-time and part-time personnel. Using software designed to validate Social Security numbers, we found that 13 of the employees whose names were listed on these payrolls records had been reported to the Social Security Administration as deceased. We then reviewed FMC #46 records, and determined that the names of six of these individuals had properly been removed from the payroll on a timely basis.

Of the remaining seven employees, we found that two of those originally identified as deceased were actually alive and still employed by the Board. Board officials were unable to explain how persons with social security numbers that should have been considered invalid were hired and on the payroll. After the deaths of two of the other employees, the Board had inappropriately issued paychecks in their names. In total, three

such checks were issued for one deceased employee, and eight were issued to the other deceased employee. All of these checks have now been recovered except for a \$2,917 check made out to one of the deceased employees and a \$2,925 check made out to the other. In the case of a third deceased employee, 22 paychecks, totaling \$15,843, had been sent to his former work location during the 11 months since his death, up until January 2001. After months of delay, staff at the employee's former work location returned the paychecks to the Check Management Bureau (CMB). However, management at the employee's former work location had yet to initiate the paper work to remove the employee's name from the payroll. The names of two other deceased employees, who were paid on an hourly basis, are also still listed on the Board's payroll, but no checks had been made out to them from the date of their deaths up to the time of our review.

When we informed officials in the Office of Payroll Administration (OPA) about these matters, they told us they would collect the remaining overpayments from the estates of both employees. However, they also pointed out that they continue to issue paychecks unless they are officially notified of an employee's death. As a result, paychecks for deceased employees continue to be issued until designated staff at the FMC initiates and processes Form 9902, the paperwork necessary to remove the names of deceased employees from payroll records. OPA officials explained that, because FMC personnel do not always process this form on a timely basis, employees do sometimes continue to receive paychecks even after they have left service, requiring the Board to undertake a tedious process of trying to recover the overpayments.

(In response to our draft audit report, Board officials reported that they now receive updates of deceased persons from the Social Security Administration so that the Board can compare this information with their payroll records. Officials responded that the social security numbers of new employees are now verified. They informed us that overpayments to be recovered from 41 central FMC employees total \$66,249 as of August 2001.)

Paycheck Distribution Procedures

Employees who do not authorize the direct deposit of their paychecks into their bank accounts generally obtain their checks in person from their respective FMCs at the end of the

pay period. According to the Manual, when employees are not present on payday, their undistributed paychecks are to be returned immediately to the CMB. The Manual also states that undistributed paychecks may be held at the check distribution point for as many as five working days if the employees are currently employed by the Board and are entitled to the full amount, and if the paychecks are being safeguarded. Even if these conditions are met, the checks must be returned to the CMB at the end of that five-day period. Furthermore, the Manual requires all checks to be kept in a locked safe or in a secured area; paychecks may be mailed to employees only upon written request.

To determine whether our sampled FMCs were handling undistributed paychecks properly and were following the required check-distribution procedures, we interviewed designated FMC staff members responsible for these tasks. We also examined the contents of desks and safes, and found that two of the eight FMCs were holding 14 checks totaling \$10,930 that had not been returned promptly to the CMB, as required. At the Division of School Facilities (FMC #52), we found four undistributed paychecks belonging to two employees. At the Division of Management Information Services (FMC #49), we found ten paychecks, dated March 2000 through August 2000 and totaling \$7,124, that were made out to one employee. The timekeeper informed us that this employee had exhausted all leave credits and had applied for additional sick leave with pay, which can be approved for up to six months. She told us that, because she believed that the additional sick leave would be approved, she decided not to return the paychecks to the CMB, explaining that the checks could eventually be distributed to the employee after the request was approved. Eventually, the additional sick leave was approved, but this fact should not have precluded the timekeeper from following established procedures.

(In response to our draft audit report, Board officials acknowledged that the timekeeper did ignore standard operating procedures. They added that cancellation of health benefits is detrimental where an employee is experiencing terminal or serious illness.)

Auditors' Comments: Paycheck control procedures must be followed. Management must process employee requests for additional sick leave with pay in a timely manner.

We also found that two of the eight FMCs in our sample routinely mailed paychecks without a prior written request from the employee, as is required in the Manual. Staff at School Facilities (FMC #52) stated that they mailed paychecks upon a verbal request by the employee. When we reviewed the paycheck register of Division of Human Resources (FMC #46), we found that 10 of the 28 paychecks mailed most recently had been mailed without written authorization.

The Board has established paycheck-control procedures through the Manual. Disregarding or overlooking these procedures increases the risk that paychecks may be mishandled, lost or stolen; or may be inappropriately issued and cashed. In response to our conclusions, Board officials stated that they are preparing to reissue the procedures to appropriate staff, and will cover this topic in future staff training workshops.

Time Records

Time records indicate the days and the specific hours of service performed by Board employees. The New York City Chancellor's Regulation 605 states that employees must submit monthly time records that are due two weeks after the end of the month. In addition, the FMCs are required to develop an adequate system for the reviewing and accounting for the timesheets of all their staff. If time records are not submitted on a timely basis, leave charges and balances cannot be reviewed properly. If time records are not submitted at all, the leave credits of absent employees will not be reduced accordingly.

To determine whether employees were submitting attendance records in a timely manner, we reviewed a systematic sample of 823 timesheets and timecards out of a total of 2,379 for the eight sampled FMCs for May 2000. We selected May as the month to review as it was the last full month of the 1999 - 2000 school year. As of October 2000, five of the eight FMCs had not received all of the time records due in May 2000. A total of 24 employees had not submitted the required records. In fact, we found that 12 of 150 employees employed at the Office of Financial Operations (FMC #54) still had not submitted the May 2000 time records by December 2000.

This noncompliance is due primarily to the lack of a standardized mechanism for monitoring employee timesheet submission. For example, several timekeepers informed us that they have no formal records indicating who is supposed to turn

in their timesheets or when such timesheets were actually submitted. In total, five of the eight sampled FMCs lack such formal mechanisms needed to provide controls consistent with Chancellor's Regulation 605.

Timekeeping systems track employee time and attendance and, accordingly, maintain employee leave accrual balances. A standardized timekeeping system used by all FMCs eliminates duplication of effort and provides management with the opportunity to access all time and attendance and leave accrual information for all employees. However, our audit found such standardization is lacking. As shown in the following table, some FMCs use the Board's computerized Automated Time Keeping System (ATKS), while others use various manual methods.

	Payrolls		
FMC	<i>Administrative</i>	Paraprofessionals	Hourly
#39	ATKS	ATKS	ATKS
#46	Manual	None employed	ATKS
#49	ATKS	ATKS	ATKS
#51	ATKS	ATKS	ATKS
#52	ATKS	None employed	Manual
#54	Manual	Manual	Manual
#58	Manual	Manual	Manual
#61	Manual	Manual	Manual

Some FMC timekeepers stated that they simply prefer a manual system. Board officials told us that some prefer to use the older manual methods because ATKS is not always accurate. However, without a standardized timekeeping system, it is difficult for management to monitor employee time and attendance at 39 different FMCs. In addition, the maintenance of multiple systems is inefficient and does not maximize the Board's investment in automation.

(In response to our draft audit report, Board officials responded that the implementation of an automated timekeeping system beginning in the fall of 2001 will ensure improvement in these areas.)

Recommendations

2. Remove the names of former employees from the payroll in a timely manner.
3. Match the Social Security numbers listed for employees in Financial Management Center records with the numbers listed for the same individuals in Social Security Administration records.
4. Determine why the names of two current employees of Financial Management Centers are listed among the deceased in Social Security Administration records.
5. Take steps to recover overpayments from the estates of deceased Financial Management Center employees.
6. Verify that Financial Management Center staff are familiar with and are adhering to procedures approved for the handling of undistributed paychecks.
7. Require Financial Management Centers to develop a tracking system that will ensure the submission of accurate time records in a timely manner.
8. Establish a standardized timekeeping system for all Financial Management Center employees.

(Board officials agree with recommendations number 2 through number 8.)

INVENTORY

Section 2554, paragraph 4, of the New York State Education Law specifies that the Board shall prescribe rules and regulations for the preservation of its property. According to the Manual, a physical inventory of supplies and equipment is to be taken by November 1 of each year. This physical count is to be reconciled to an existing inventory record, which should consist of the prior year's inventory and account for any additions or deletions that have occurred since that inventory. The Manual also states that inventory records must be readily accessible for inspection by authorized State officials. In addition, a fixed asset inventory must be prepared. Our review found a need to improve inventory practices of the FMCs.

Equipment Inventory

The Board's inventory must include all equipment items costing more than \$100 from non reimbursable sources and all reimbursable items valued at more than \$300. In addition, FMC staff must prepare and maintain on file a completed Equipment Inventory List, along with a signed Annual Inventory Statement to certify that the annual inventory was performed.

To determine whether the required annual physical inventories were performed, in October 2000 we sought the required records for the inventories that our sampled FMCs should have completed 11 months earlier, in November 1999.

Our review found no evidence that seven of the eight FMCs in our sample had completed the November 1999 physical inventory. Officials at four of the FMCs conceded that they had not performed a physical inventory during fiscal year 2000. In addition, we found that Equipment Inventory Lists from prior years were not on file, as required by the Manual, for any of the eight FMCs.

Furthermore, the Division of Budget Operations and Review (FMC #39), the only FMC with evidence that an inventory had been performed in November 1999, had used the same staff that compiled the inventory records to complete the task, not independent staff, as required. FMC officials told us that annual

physical inventories were not completed because staff were not familiar with the requirements to do so and because FMC management was not monitoring or enforcing compliance with the Manual. In addition, it appears that senior Board officials were aware of this situation. An executive-level memorandum dated August 2, 2000, recommended that physical inventories be completed in anticipation of our audit. The conditions we identified indicate a breakdown in controls and disregard for the Manual. As a result, management lacks assurance that costly equipment is accounted for and is being effectively utilized.

As previously discussed, the Board is required to submit an annual internal control checklist report to the New York City Comptroller's Office indicating the status of internal controls and practices. The report submitted for October 1998 indicated that internal controls over equipment inventory were good – including the taking of an annual inventory. Our audit findings contradict the assertions made by the Board in response to the Directive One report. Future Directive One reports to the NYC Comptroller should correctly reflect the level of equipment inventory control.

In accordance with the Manual, each newly-acquired item should be added to the inventory list as soon as it is received. FMC management has the overall responsibility for maintenance of these inventory records, including updates at required intervals. Finally, discrepancies are to be reported to Board officials.

We attempted to determine whether FMC inventory records were complete and accurate. We reviewed the existing inventory records of the six FMCs in our sample that had made equipment purchases during our audit period. Of the 1,893 purchase orders noted, we selected a judgmental sample of 10 purchase orders that contained 152 equipment items. We then determined whether these items had been included in the FMCs' respective inventory listings. We selected items that we considered to be at risk of loss or theft, such as computer-related items. Our review indicated that 101 (66 percent) of the 152 items were not listed in inventory records, as shown in the following table.

FMC	Sampled Equipment Items	Not Listed on Inventory	Percentage
#39	5	1	20
#46	5	0	0
#49	21	13	62
#51	106	86	81
#52	10	0	0
#54	5	1	20
Total	152	101	66

Besides not being listed, 17 of the 101 items, with a total value of \$101,344, could not be located. Some of the missing equipment included:

- **Eleven computer work stations that cost approximately \$93,500** - - The Division of Management Information Services (FMC #49) was unable to account for these work stations, which had reportedly been installed in a school. The name of the school was not on file.

(In response to our draft audit report, Board officials stated that this problem occurred in the beginning stages of a project and controls are now in place to track the location of resources.)

- **One notebook (laptop) computer that cost almost \$3,400** - - On the day after we noted the missing item, officials of Management Information Services (FMC #49) presented us with a copy of a police report stating that the “missing” computer had been stolen. After reviewing the police document, we noted that the loss had been reported on the previous day, the same day we inquired about it. If we had not performed our audit, it is questionable that anyone would have observed the loss of this computer.

(In response to our draft audit report, Board officials state that the suggestion that the theft was unnoticed is incorrect. They indicate that an original police report was

filed about three months before our observation was made.)

- **Five digital cameras worth almost \$4,500** - - Officials of the Division of Instructional Support (FMC #51) were unable to account for the whereabouts of these cameras.

(In response to our draft report, Board officials presume the cameras were stolen between the time of delivery and the time for locking up equipment.)

We also reviewed a judgmental sample of 40 items that consisted of five listed as purchased at each of the eight FMCs. We found that six (15 percent) of the equipment items were not listed in the inventory records. Some of the items not listed included a notebook computer, as well as computer monitors. If the FMCs had performed a physical inventory, they should have noted that these items did not appear in their records. If equipment on hand is not recorded, the purpose of inventory records is defeated; and the opportunity for a lost or stolen item to go unreported is even greater.

The Manual states that inventory records must be kept on inventory cards or on a computer database. Each FMC has the option of using a commercial database program or customizing its own records. If a computer database is used, it must contain the fields that appear on the inventory card, such as item description, model/serial number, purchase order number, and original cost. Records that have been standardized in this way make the inventory more comprehensible.

To determine whether their inventory records were in the format required in the Manual, we reviewed the available records for our sample of eight FMCs. When we looked for the required data fields, we found that the inventory records of six of the FMCs were not in the correct format. In fact, a portion of the records of the Division of Human Resources (FMC #46) consisted only of a collection of purchase orders kept in a binder.

The Manual states that all equipment items should be safeguarded by engraving or otherwise permanently tagging, thus denoting Board ownership and site location. When equipment is properly identified in this manner, it is less likely to be misplaced or stolen; and law enforcement officials might be more likely to identify and return the items that might be stolen.

To determine whether the FMCs were tagging equipment properly, we reviewed a separate judgmental sample of 50 items that were listed in the inventory records of each of the eight the sampled FMCs. Again, we selected high-risk equipment such as computers, printers, and monitors. We located each item to determine whether it had been tagged, engraved, or otherwise permanently-marked as belonging to the Board. We found that 44 (88 percent) of the 50 sampled items had been neither tagged nor engraved. In fact, we found that only the Division of School Facilities (FMC #52) had implemented tagging and engraving procedures.

The lack of compliance we observed occurred because FMC management did not provide the necessary oversight and because responsible FMC staff were evidently not familiar with required procedures. When queried, most of the FMC staff told us that they were not aware of the requirements or explained that they did not have sufficient time to tag their inventory. For example, one staff member in the Division of Instructional Support (FMC #51) stated that she was told not to inventory any equipment costing less than \$1,000. Staff in the Division of Budget Operations and Review (FMC #39) told us that only equipment with a value of at least \$15,000 had to be tagged.

In response to our conclusions, Board officials acknowledged that inadequate inventory practices are a Board-wide concern. To address that concern, they said the Board intends to make the inventory portion of the Manual accessible on an internal web site by September 2001, and to remind appropriate staff of their inventory responsibilities. Board officials also agreed to purchase and affix serial numbers to the higher-priced inventory items.

(In response to our draft audit report, Board officials stated that new system will flag items costing over \$250 for inventory numbering and will transfer these items to an inventory management database. They stated that procedures would be posted to the Board's web site by the start of school in fall of 2001. Workshops on inventory control are also planned for FMC staff.)

Fixed Assets

The Manual requires the Division of School Facilities (FMC #52) to conduct an annual Board-wide inventory of fixed assets (those costing more than \$15,000) by distributing a

listing of such items to each FMC by April of each year. The listing, which should include all fixed assets that had been reported previously, is to be confirmed, updated, and otherwise revised; and then returned promptly to FMC #52. In turn, FMC #52 is to compile the information and then submit the total inventory of fixed assets data to the New York City Comptroller. These items are also included in the total fixed assets inventory portion of the Board's annual financial statements.

To determine whether FMC #52 had distributed the fixed asset inventory lists and whether FMCs had returned the updated lists, we interviewed responsible FMC #52 staff and reviewed records for our sample of eight FMCs. We found that for the 1999 inventory, FMC #52 had sent out fixed asset listings to seven of the eight FMCs; the Office of Financial Operations (FMC #54) had not received the correspondence. Furthermore, the FMC #52 listings only included fixed assets that had been purchased in the previous year, but did not include all previously reported fixed assets as required. In addition, FMC #52 distributed the lists in October 1999 instead of mid-April, when they were supposed to be distributed. As of the beginning of December 1999, four FMCs had not returned updated lists.

We also determined that three of the sampled FMCs did not respond for the 1998 inventory. FMC #52 management informed us that they had chosen not to follow the approved fixed asset procedures because they considered them to be outdated. Instead, they send out the listings in October and require the FMCs only to review the items listed as purchased during the previous year. Officials stated they did not know why the FMCs had not returned the updated lists, but pointed out that they do not follow up after they send a second notice.

In response to our conclusions, Board officials stated that the Board's equipment represents just 2.3 percent of the total number of reported fixed assets, and that these assets are very large items for which there is a low security risk. They said that greater controls over fixed asset inventory will be established when installation of a new software application is complete.

(In response to our draft audit report, Board officials reiterated their opinion that the security risk for fixed asset equipment was low. They stated that they will update procedures to require that updates to the fixed asset equipment inventory be taken in October. They also indicated that a new fixed asset software

application will allow better tracking and reporting of fixed asset equipment.)

Recommendations

9. Verify that FMCs are performing all required annual physical inventories; maintaining accurate and complete databases of inventory items that comply with Board requirements; and are permanently tagging or identifying required items as the property of the New York City Board of Education.
10. Verify that the Standard Operating Procedures for FMCs are being disseminated to all appropriate staff, and that the staff is becoming familiar with the procedures they are supposed to follow. Provide training as necessary.
11. Verify that fixed assets are reported properly and on a timely basis.

(Board officials agree with recommendations number 9 through number 11.)

MAJOR CONTRIBUTORS TO THIS REPORT

Jerry Barber
Michael Solomon
Tom Trypuc
Stephen Lynch
Joseph Giaimo
Orin Ninvalle
Wayne Scully
Marticia Madory



BOARD OF EDUCATION OF THE CITY OF NEW YORK

DAVID KLASFELD, *Deputy Chancellor of Operations*

OFFICE OF THE DEPUTY CHANCELLOR
110 Livingston Street, Brooklyn, NY 11201

August 3, 2001

Jerry Barber
Audit Director
State of New York
Office of the State Comptroller
A.E. Smith Office Building
Albany, NY 12236

Dear Mr. Barber,

We are enclosing our response to your office's draft audit report (2000-N-11) addressing the Board of Education's payroll and inventory controls for the Central Office Financial Management Centers. Our response includes the requested representation letter, points of disagreement with the actual text, and in the subsequent pages, our responses to the actual recommendations of the report.

Should you have additional questions or require additional information, please feel free to contact my assistant, Sarah Carotenuto at (718) 935-2616.

We appreciate your inclusion of these comments in your final report.

Warmly,

A handwritten signature in cursive script that reads "David Klasfeld".

David Klasfeld

CC: Harold O. Levy, Tony Shorris, Judy Rizzo, Lou Benevento, Jackson Tung, Patricia Zedalis, Beverly Donahue, Howard Tames, Kevin Gill, Jess Fardella

**Responses to Text of
Audit Report 2000-N-11**

August 3, 2001

BOARD OF EDUCATION OF THE CITY OF NEW YORK

Response to Audit 2000-N-11, August 2001

1. Executive Summary, Page 2, First Paragraph

Original Text: "However, our audit shows that the Board is not relying on the checklist or an alternative approach for formal risk management."

Response: In fact, the Board uses KPMG as an independent auditor. KPMG plans its audits based on a risk assessment of the entire BOE system, including its Central Office FMCs. Findings related to improvements are detailed in the Auditor's Management Letter, which are addressed by the Board's management through timely implemented corrective actions. In addition, during the latter half of FY 2001, the Office of the Auditor General has been using a risk-based analysis to develop its work plan for fiscal year 2002, and will continue such an analysis and develop a work plan from it during this fiscal year and thereafter.

*
Note
1

2. Audit Report, Page 2, Second Paragraph

Original Text: "At the request of Board officials we requested representation letters from the Directors of the payroll and inventory operations, with only the letter regarding inventory operations being received. As a result, we lack assurance from Board Officials that all relevant information regarding payroll operations was provided to us during this audit. We consider this refusal to provide a representation letter to be a scope limitation on our audit."

Response: A representation letter is enclosed signed by the Division of Financial Operations and Division of Human Resources indicating that all inventory and payroll operations material has been duly presented to the auditors. The issuance of one representation letter signed by the responsible FMCs is consistent with Board policy, and should be taken with the assurance that all materials were provided in a timely and open manner.

*
Note
1

3. Audit Report, Page 6, Second Paragraph

Original Text: "According to Board records for March 2001, outstanding balances of \$249,353 remain due for payroll overpayments to 117 past and current FMC employees, dating back as far as 1994."

Response: The \$249,353 balance for overpayment is a system wide balance that also includes overpayments to teachers and employees of the district offices. It is not simply for 117 FMC employees, but for overpayments to employees out of the scope of this audit. Additionally, these overpayments are not the result of a breakdown in controls, but primarily applicable to a collective bargaining agreement that permits pedagogic staff to borrow up to 20 days for sick leave. These employees eventually leave the system and are subsequently billed for this time. We promptly bill these individuals and furthermore use the services of a collection

*
Note
1

* See State Comptroller's Note, Appendix B-6

BOARD OF EDUCATION OF THE CITY OF NEW YORK

Response to Audit 2000-N-11, August 2001

agency. Given the scope of your audit we do not believe this information has any relevance to this report and should therefore be removed.

4. Audit Report, Page 7, Second Paragraph

Original Text: “The timekeeper informed us that this employees had exhausted all leave credits and had applied for additional sick leave with pay, which can be approved for six months. She told us that, because she believed that the additional sick leave would be approved, she decided not to return the checks to the CMB, explaining that the checks could eventually be distributed to the employee after the request was approved.”

Response: While the timekeeper did ignore the standard operating procedures of check-distribution, had the timekeeper returned the checks to CMB, the employee’s health insurance would have been cancelled with the cancellation of the undistributed checks. This cancellation of health benefits is especially detrimental in a situation where an employee is experiencing a terminal or serious illness.

5. Audit Report, Page 7, Third Paragraph

Original Text: “Staff at School Facilities (FMC #52) stated that they mailed paychecks upon a verbal request by the employee.

Response: It should be noted that, the Division’s payroll section knows the employees working for the division and there was little risk of misuse in mailing the check to the employee as a result of a verbal request. However, School Facilities is now requiring a written authorization before paychecks are mailed to its employees.

6. Audit Report, Page 9, Chart

Original Text: “FMC #46; Administrative: Manual; Paraprofessionals: Manual; Hourly: ATKS”

Response: District 46, as a central office, does not employ paraprofessionals, has none on their payroll, and is not responsible for timekeeping related to this position. In addition, hourly timekeeping is not performed using ATKS, but is kept using the APRL system. The chart should read: FMC #46; Administrative: Manual; Paraprofessionals: None Employed; Hourly: APRL.

* Note 1

7. Audit Report, Page 13, Bullets

Original Text: “Eleven computer workstations that cost approximately \$93,500 – The Division of Management Information Services (FMC #49) was unable to account for these work station, which had reportedly been installed in a school. The name of the school was not on file.”

* See State Comptroller's Note, Appendix B-6

BOARD OF EDUCATION OF THE CITY OF NEW YORK

Response to Audit 2000-N-11, August 2001

Response: The incident where eleven computers were sent out to a school with retaining the school information occurred in the beginning stages of Project Smart. Since then, the Division has implemented an inventory-tracking database, complete with serial number tracking to ensure knowledge of where inventory resources reside.

8. Audit Report, Page 13, Bullets

Original Text: "One notebook (laptop) computer that cost almost \$3,400 – On the day after we noted the missing item, officials of Management Information Services (FMC #49) presented us with a copy of a police report stating that the "missing" computer had been stolen. After reviewing the police document, we noted that the loss had been reported on the previous day, the same day we inquired about it. If we had not performed our audit, it is questionable that anyone would have observed the loss."

Response: The report provided to the audit team on October 19, 2000, which is the report in question, was a duplicate copy of the original police report. The original report was filed with the police on July 7, 2000, when the theft occurred. The suggestion that the theft was unnoticed is incorrect.

9. Audit Report, Page 13, Bullets

Original Text: "Five digital cameras worth almost \$4,500 – Officials of the Division of Instructional Support (FMC #51) were unable to account for the whereabouts of these cameras."

Response: The Office of Instructional Technology, within the Division of Instructional Support, maintains strict procedures that are established to track and keep secure the many hundreds of pieces of equipment that are used by or pass through the office each year. These procedures include recording every piece of equipment coming in and out of the Office into a database, as well as storing interim equipment in a locked storage cabinet. Unfortunately after an exhaustive search for the five cameras, which included tracing them back through their shipment path from Washington Computer via UPS to the office, the cameras cannot be located and it is presumed that the cameras were stolen between the time of delivery and the time of locking up the equipment. The Office of Instructional Technology is in the process of filing a police report, and will work to remedy this situation.

10. Audit Report, Pages 15+16

Original Text: Entire Section

Response: School Facilities is responsible for entering the data into the city's FMS database. The FMS database is used to prepare financial statements for both the BOE and the City of New York. The equipment component of the BOE's fixed assets represents approximately 2.3% (\$179 million) of the gross fixed asset value of \$7.9 billion in FY 2000.

BOARD OF EDUCATION OF THE CITY OF NEW YORK

Response to Audit 2000-N-11, August 2001

The financial statements for the BOE, which include fixed assets, are audited annually by a CPA firm, in accordance with generally accepted auditing standards and standards applicable to financial audits contained in Government Auditing Standards. The Board's CPA firm has concluded that the BOE's financial statements, including the fixed assets section, are fairly presented in conformity with generally accepted accounting principles. In addition, it should be noted that the risk assessment concerning the security of these equipment items is very low. These assets include such items as mainframe computers, large planetarium installation equipment, and donated jet engines, which used as teaching tools.

Beginning in June 2000, the city implemented the use of a new fixed asset software application in the FMS computer system. The previous software application was subject to extensive data entry time delays and was not descriptive enough for accurate reconciliation by the various FMC's. The new FMS software allows for greater detailed data entry for fixed asset equipment and provides for real time data entry. As an example of how the new system will allow us to track equipment, the system's reporting capability allows for the inclusion of make, model, serial number, detailed description and location of the asset. When the new system is fully installed, School Facilities will be able to provide turn-around documents to each FMC so that they will be able to update their fixed asset equipment inventories.

School Facilities has determined that it is more productive and operationally effective to conduct the annual fixed asset inventory in October for purchases and payments for equipment made during the previous fiscal year ending on June 30th. The Board's SOPM will reflect this more appropriate date for data collection and entry.

Beginning in October 2001, School Facilities will send out mailing to all Board of Education FMCs with a list of any purchased equipment valued at \$15,000 or more for confirmation and updating. The division will follow-up with another mailing, if needed, and a verbal request should FMCs fail to respond to the initial inquiry. This will ensure that fixed asset data is returned and posted into the FMS database.

*State Comptroller's Note

1. Certain matters addressed in the draft report were revised or deleted in the final report. Therefore, some Board of Education comments included in Appendix B may relate to matters no longer contained in this report.

**Responses to Recommendations of
Audit Report 2000-N-11**

August 3, 2001

BOARD OF EDUCATION OF THE CITY OF NEW YORK

Response to Audit 2000-N-11, August 2001

RECOMMENDATION 1 OF 11
External Audit Response

RESPONSE DATE: July 2001

AUDIT TITLE: Audit 2000-N-11

AUDITING AGENCY: State Comptroller

DIVISION: Central FMCs

DRAFT REPORT DATE: July 6, 2001

AUDIT NUMBER: 2000-N-11

RECOMMENDATION 1: Expedite the establishment of an effective risk assessment process that the Financial Management Centers can follow to attain their control objectives, including those for payroll and inventory.

WHICH THE AGENCY

HAS PARTIALLY IMPLEMENTED

WHAT HAS BEEN IMPLEMENTED?

The Division of Financial Operations is implementing a risk-based management approach throughout the organization. In the interim, the Board will continue to use KPMG as an external audit to its inventory and payroll operation controls. In addition, during the latter half of FY 2001, the Office of the Auditor General has been using a risk-based analysis to develop its work plan for fiscal year 2002, and will continue such an analysis and develop a work plan from it during this fiscal year and thereafter.

EXPECTED IMPLEMENTATION DATE: Ongoing

Responsibility Center: Division of Financial Operations

Signature: Louis P. Benevento

LOUIS P. BENEVENTO

Print Name:

Print Title: Executive Director

8/22/01
date

BOARD OF EDUCATION OF THE CITY OF NEW YORK

Response to Audit 2000-N-11, August 2001

RECOMMENDATION 2 OF 11 External Audit Response

RESPONSE DATE: July 2001

AUDIT TITLE: Audit 2000-N-11

AUDITING AGENCY: State Comptroller

DIVISION: Central FMCs

DRAFT REPORT DATE: July 6, 2001

AUDIT NUMBER: 2000-N-11

RECOMMENDATION 2: Remove the names of former employees from the payroll in a timely manner.

WHICH THE AGENCY

WILL IMPLEMENT

The Division of Financial Operations will issue a memo to Central FMCs reminding offices to expedite the removal of former employees in a timely fashion. Additionally, an implementation of an automated timekeeping system beginning in the fall of 2001 will ensure separated employees are removed from the payroll in a timely and efficient manner.

EXPECTED IMPLEMENTATION DATE: Fall 2001

Responsibility Center: Division of Financial Operations

Signature: Vincent J. Giordano

Vincent Giordano
Print Name:

8/3/01
Date

Print Title: Deputy Director, Financial Operations

BOARD OF EDUCATION OF THE CITY OF NEW YORK

Response to Audit 2000-N-11, August 2001

RECOMMENDATION 3 OF 11 External Audit Response

RESPONSE DATE: July 2001

AUDIT TITLE: Audit 2000-N-11

AUDITING AGENCY: State Comptroller

DIVISION: Central FMCs

DRAFT REPORT DATE: July 6, 2001

AUDIT NUMBER: 2000-N-11

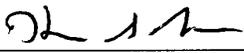
RECOMMENDATION 3: Match the Social Security numbers listed for employees in Financial Management Center records with the numbers listed for the same individuals in Social Security Administration Records.

WHICH THE AGENCY

HAS IMPLEMENTED

The Division of Human Resources now receives a monthly update of deceased persons from the Social Security Administration for cross-verification with Board of Education records. Additionally, as new employees join the Board, their Social Security numbers are verified with the Social Security Administration for accuracy.

Responsibility Center: Division of Human Resources

Signature: 

Howard Tames
Print Name:

8/3/01
Date

Print Title: Director, Human Resources

BOARD OF EDUCATION OF THE CITY OF NEW YORK

Response to Audit 2000-N-11, August 2001

RECOMMENDATION 4 OF 11 External Audit Response

RESPONSE DATE: July 2001

AUDIT TITLE: Audit 2000-N-11

AUDITING AGENCY: State Comptroller

DIVISION: Central FMCs

DRAFT REPORT DATE: July 6, 2001

AUDIT NUMBER: 2000-N-11

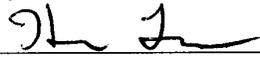
RECOMMENDATION 4: Determine why the names of two current employees of Financial Management Centers are listed among the deceased in Social Security Administration Records.

WHICH THE AGENCY

HAS IMPLEMENTED

The Division of Human Resources verified that the employees are using correct Social Security numbers and the records of the Social Security Administration are incorrect. We have rectified the discrepancy with the Administration.

Responsibility Center: Division of Human Resources

Signature: 

Howard Tames
Print Name:

Director, Human Resources
Print Title:

8/3/01
Date

BOARD OF EDUCATION OF THE CITY OF NEW YORK

Response to Audit 2000-N-11, August 2001

RECOMMENDATION 5 OF 11 External Audit Response

RESPONSE DATE: July 2001

AUDIT TITLE: Audit 2000-N-11

AUDITING AGENCY: State Comptroller

DIVISION: Central FMCs

DRAFT REPORT DATE: July 6, 2001

AUDIT NUMBER: 2000-N-11

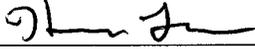
RECOMMENDATION 5: Take steps to recover overpayments from the estates of deceased Financial Management Center employees.

WHICH THE AGENCY

HAS IMPLEMENTED

After three attempts to contact the estate of the deceased employees, the attempt to recover payments was transferred to the Board's external bill collection agency in the spring of 2001.

Responsibility Center: Division of Human Resources

Signature: 

Howard James
Print Name:

8/3/01
Date

Print Title: Director, Human Resources

BOARD OF EDUCATION OF THE CITY OF NEW YORK

Response to Audit 2000-N-11, August 2001

RECOMMENDATION 6 OF 11 External Audit Response

RESPONSE DATE: July 2001

AUDIT TITLE: Audit 2000-N-11

AUDITING AGENCY: State Comptroller

DIVISION: Central FMCs

DRAFT REPORT DATE: July 6, 2001

AUDIT NUMBER: 2000-N-11

RECOMMENDATION 6: Verify that Financial Management Center staff are familiar with and are adhering to procedures approved for the handling of undistributed paychecks.

WHICH THE AGENCY

WILL IMPLEMENT

The Division of Financial Operations will issue a memo to FMC staff reminding them of proper operating procedures concerning the handling of undistributed paychecks.

IMPLEMENTATION DATE: Fall 2001

Responsibility Center: Division of Financial Operations

Signature: *Vincent J. Giordano*

Vincent Giordano
Print Name:

8/3/01
Date

Print Title: Deputy Director, Financial Operations

BOARD OF EDUCATION OF THE CITY OF NEW YORK

Response to Audit 2000-N-11, August 2001

RECOMMENDATION 7 OF 11 External Audit Response

RESPONSE DATE: July 2001

AUDIT TITLE: Audit 2000-N-11

AUDITING AGENCY: State Comptroller

DIVISION: Central FMCs

DRAFT REPORT DATE: July 6, 2001

AUDIT NUMBER: 2000-N-11

RECOMMENDATION 7: Require Financial Management Centers to develop a tracking system what will ensure the submission of accurate time records in a timely manner.

WHICH THE AGENCY

WILL IMPLEMENT

The Division of Financial Operations has selected a vendor for an automated timekeeping system and will pilot the program in the Division of Financial Operations, one Community School District, and two Central Offices this fall. This system will enable the automatic flagging of employees who fail to submit their timesheets on time and will notify their timekeeper and supervisor. Prior to system-wide implementation, the Division of Financial Operations will issue a memo to all timekeepers indicating they should use email and phone communication to inform employees and their supervisors of the failure to submit timesheets.

IMPLEMENTATION DATE: Fall 2001 & Ongoing

Responsibility Center: Division of Financial Operations

Signature: 

Vincent Giordano
Print Name:

8/3/01
Date

Print Title: Deputy Director, Financial Operations

BOARD OF EDUCATION OF THE CITY OF NEW YORK

Response to Audit 2000-N-11, August 2001

RECOMMENDATION 8 OF 11 External Audit Response

RESPONSE DATE: July 2001

AUDIT TITLE: Audit 2000-N-11

AUDITING AGENCY: State Comptroller

DIVISION: Central FMCs

DRAFT REPORT DATE: July 6, 2001

AUDIT NUMBER: 2000-N-11

RECOMMENDATION 8: Establish a standardized timekeeping system for all Financial Management Center employees.

WHICH THE AGENCY

WILL IMPLEMENT

Reference response to Recommendation #7.

IMPLEMENTATION DATE: Fall 2001 & Ongoing

Responsibility Center: Division of Financial Operations

Signature: 

Print Name: Vincent Giordano

8/3/01
Date

Print Title: Deputy Director, Financial Operations

BOARD OF EDUCATION OF THE CITY OF NEW YORK

Response to Audit 2000-N-11, August 2001

RECOMMENDATION 9 OF 11 External Audit Response

RESPONSE DATE: July 2001

AUDIT TITLE: Audit 2000-N-11

AUDITING AGENCY: State Comptroller

DIVISION: Central FMCs

DRAFT REPORT DATE: July 6, 2001

AUDIT NUMBER: 2000-N-11

RECOMMENDATION 9: Verify that FMCs are performing all required annual physical inventories; maintaining accurate and complete databases of inventory items that comply with Board requirements; and are permanently tagging or identifying required items as the property of the New York City Board of Education.

WHICH THE AGENCY

WILL IMPLEMENT

The Division of Financial Operations plans to conduct a workshop for all FMCs during the fall of 2001 on the proper inventory control procedures. Additionally, with the implementation of a robust e-Procurement system (currently in proposal review), items the Board receives over the \$250 designated amount will be flagged for inventory numbers and transferred directly into an inventory management database.

IMPLEMENTATION DATE: Fall 2001 & Ongoing

Responsibility Center: Division of Financial Operations

Signature: *Vincent J. Guordano*

Vincent Guordano
Print Name:

8/3/01
Date

Print Title: Deputy Director, Financial Operations

BOARD OF EDUCATION OF THE CITY OF NEW YORK

Response to Audit 2000-N-11, August 2001

RECOMMENDATION 10 OF 11 External Audit Response

RESPONSE DATE: July 2001

AUDIT TITLE: Audit 2000-N-11

AUDITING AGENCY: State Comptroller

DIVISION: Central FMCs

DRAFT REPORT DATE: July 6, 2001

AUDIT NUMBER: 2000-N-11

RECOMMENDATION 10: Verify that the Standard Operating Procedures for FMCs are being distributed to all appropriate staff and that the staff is becoming familiar with the procedures they are supposed to follow. Provide training as necessary.

WHICH THE AGENCY

HAS PARTIALLY IMPLEMENTED

See response to #9 above.

WHAT HAS BEEN IMPLEMENTED?

Additionally, the SOPs for inventory control will be posted to the Board of Education's website by the beginning of school in fall of 2001, in order to facilitate frequent and easy employee reference. Currently only a portion of the chapter dealing with inventory obsolescence is available online.

IMPLEMENTATION DATE: Fall 2001

Responsibility Center: Division of Financial Operations

Signature: 

Print Name: Vincent Giordano

8/3/01
Date

Print Title: Deputy Director, Financial Operations

BOARD OF EDUCATION OF THE CITY OF NEW YORK

Response to Audit 2000-N-11, August 2001

RECOMMENDATION 11 OF 11 External Audit Response

RESPONSE DATE: July 2001

AUDIT TITLE: Audit 2000-N-11

AUDITING AGENCY: State Comptroller

DIVISION: Central FMCs

DRAFT REPORT DATE: July 6, 2001

AUDIT NUMBER: 2000-N-11

RECOMMENDATION 11: Verify that fixed assets are reported properly and on a timely basis.

WHICH THE AGENCY

HAS PARTIALLY IMPLEMENTED

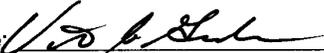
See responses to #9 and 10 above.

WHAT HAS BEEN IMPLEMENTED?

Additionally, because the Board's central facilities are protected by security guards at the entrance, are not subject to break-ins, and employees must have a pass to exit the buildings with assets, the Board considers itself at low risk for fixed asset loss. However, a memo will be circulated to Central FMCs reminding them of the proper procedures surrounding fixed assets. Additionally, the Division of School Facilities will issue lists of fixed asset equipment purchases valued at \$15,000 and over to the Board's Financial Management Centers for confirmation and updating. School Facilities will conduct additional mailing and verbal follow-up with the FMCs as necessary to ensure timely responses and postings into the city's FMS inventory database.

IMPLEMENTATION DATE: Fall 2001

Responsibility Center: Division of Financial Operations, Division of School Facilities

Signature: 

Vincent Giordano
Print Name:

8/3/01
Date

Print Title: Deputy Director, Financial Operations