
Audit Report

Wyandanch Union Free School District

For the Period

July 1, 2000 through June 30, 2002

SD-0702-1

March 4, 2003

**The University of the State of New York
THE STATE EDUCATION DEPARTMENT
Office of Audit Services
Albany, New York 12234**





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March 4, 2003

Mr. Michael Talbert
President, Board of Education
Wyandanch Union Free School District
1445 Straight Path
Wyandanch, New York 11798-3997

Dear Mr. Talbert:

The following is our final audit report (SD-0702-1) on actions taken by officials of the Wyandanch Union Free School District (District) to implement the recommendations included in our prior audit (Report SD-0200-3 issued January 12, 2001). The objectives of the prior audit were to verify the adequacy of the District's system of management controls and to verify the adequacy and reliability of the policies and procedures for collecting and reporting both financial data and certain student performance data, such as the student dropout rate. The audit was conducted pursuant to Education Law, Section 305 and the Board of Regents / State Education Department Strategic Plan – Goal #5, which states: "Resources under our care will be used or maintained in the public interest."

Background

The mission of the District is "to provide a positive learning experience, which will ensure the highest quality educational opportunities for each child to master the knowledge, skills, attitudes, and behavior to be a successful, responsible citizen, a life long learner and positive contributor to society." The District describes its vision as a commitment to success and excellence for each student. The District, located in western Suffolk County (Long Island), served about 2,221 students in three schools and spent approximately \$35.5 million in the 2001-02 school year and has high needs relative to the local resource capacity.

The Department previously conducted an audit of the District for the period July 1, 1998 through March 31, 2000. At the time of that audit, the District faced a number of formidable challenges including fiscal stress, significant turnover in administrative and teaching positions, below average student performance, and a student dropout rate several times the State average. The audit made 68 recommendations regarding improvements in governance, finance, and management controls. Generally, District officials agreed with the findings and recommendations and submitted a corrective active plan that included dates of implementation for each action and designating the persons responsible for accomplishing those actions.

Subsequent to the prior audit, two of the District's three schools were placed under registration review (SURR) for poor performance. In addition, the District has been compelled to conduct its operations within the constraints of contingency budgets. To assist the District in its improvement efforts, the Department formed a technical assistance team composed of representatives from various Department offices including the School Improvement Team, Audit Services, Child Nutrition, and Special Education Quality Assurance. Representatives from regional networks including the Western Suffolk Board of Cooperative Educational Services (BOCES), Suffolk Special Education Training Resource Center (SETRC), the Long Island Regional School Support Center, and others have also worked in close cooperation with the Department and the District in these efforts. The team has and continues to work with District officials and staff to address State concerns in the areas of governance, finance, academic performance and learning supports.

Summary Conclusions

The prior audit found that improvements were needed in the Board's governance and oversight of management's planning, organizing, directing, and controlling operations. It found the policies and procedures for collecting and reporting financial and student performance data were inadequate and unreliable. For example, the audit determined that the District's actual dropout rate for the 1998-99 school year was 19.7 percent, or twice the published rate. The audit also found improvement opportunities related to Board responsibilities, including the appointment and retention of qualified administrators and teachers, and financial controls, including assignment of the treasurer's responsibilities and the preparation of financial reports. Finally, the audit found improvement opportunities related to technology planning, instructional staffing, special education related issues, and student health records.

Our follow-up audit found that although District officials agreed with the findings and recommendations in the prior audit, they failed to fully implement most of the recommendations, and, therefore, many of the conditions first cited still exist. The District still needs to make improvements in Board governance and oversight, and the collecting and reporting of financial and student performance data. For example, we found that the District was again not able to adequately support its dropout statistics and that the actual dropout rate was 22 percent, or four times the preliminary estimates. In addition, we found the District still needs to make improvements in financial controls, some of which have deteriorated since our prior audit. For example, we found that, although the District has a treasurer, this Treasurer was not officially appointed by the Board and is still not fulfilling many of the responsibilities of the position.

Summary of Status of Prior Audit Recommendations

Of the 68 prior audit recommendations, the District implemented 7, partially implemented 27, and has not implemented 34. The District responded to this audit indicating agreement, partial agreement or disagreement with the findings, and providing explanations to support its position. Although the District agrees with the majority of findings (85 percent), it disagrees with others. In addition, the Business Manager disagrees with the responses previously provided by the District during the prior audit for four of the recommendations. Attachment A to this letter includes a summary of the status of each recommendation. A more detailed description of the conditions found for each recommendation during the follow-up audit is included as Appendix B.

To ensure on-going accountability with the improvement opportunities recommended in this report, the Performance Plan for the Wyandanch UFSD will include a provision for the District to continue reporting on actions taken on recommendations not yet implemented, as reflected in this report. This will begin with the quarter ending June 30, 2003. Dr. James Butterworth, Associate Commissioner for Regional School and Community Services and coordinator of the technical assistance team assigned to the District, concurs in this approach.

I appreciate the cooperation and courtesies extended to the staff during the audit.

Sincerely,

Daniel Tworek

Attachments

cc: Commissioner Mills, J. Butterworth, R. Cate, L. Gloeckler, J. Kadamus, A. King, B. Porter, T. Sheldon, C. Szuberla, C. Foster (DOB), J. Dougherty (OSC), J. Galloway (Superintendent), D. Gee (District Superintendent)

Oversight and Management of the District:

Recommendation #1

Develop a corrective action plan that addresses the findings and recommendations in the audit report.

Status: Partially implemented.

District Action: The District did not fully address some of the audit findings and recommendations in its corrective action plan, nor did it communicate the plan to all the relevant District employees who would be held responsible for implementing the actions. Consequently, most of the plan was not implemented.

Reliability and Validity of Data:

Recommendation #2

Submit an application for State reimbursement for each student with a disability in a private, special act or State operated school within the required timeframe.

Status: Partially implemented.

District Actions: The District took preliminary steps to implement the recommendation by making organizational changes and hiring a consultant to train District staff in the process.

Recommendation #3

Review selection criteria to ensure all eligible students, including students served within the District, are claimed for High Cost Aid (HCA).

Status: Partially implemented.

District Actions: Aside from training staff, the consultant hired by the District was to recommend improvement to procedures in claiming High Cost, Public Excess Cost, and Private Excess Cost aids. Although the District took steps towards implementing the recommendation, it still remains to be seen whether these steps are sufficient to address the condition.

Recommendation #4

Report all eligible costs, including the costs of related services, for all eligible students for HCA.

Status: Partially implemented.

District Actions: The District terminated the contract with a consulting company and took over the filing of STAC reports with the intention of implementing the recommendation.

Recommendation #5

Ensure Public Excess Cost aid data are accurately reported.

Status: Partially implemented.

District Actions: The organizational changes made and the hiring of a consultant are aimed towards the implementation of the recommendation.

Recommendation #6

Accurately accumulate and report FTE enrollment for students with disabilities in the appropriate weighting categories for Public Excess Cost aid. Maintain adequate documentation to support the inclusion of student FTE enrollment in each weighting category.

Status: Partially implemented.

District Actions: Along with making organizational changes, the data collection and reporting procedures were also revised to ensure all pertinent information is collected and reported.

Recommendation #7

Sign and submit project budgets for all categorical aid programs in a timely manner.

Status: Partially implemented.

District Actions: Although efforts were made to submit special education related grant budgets on time, the condition has not substantially changed for other categorical aid grants.

Recommendation #8

Implement a monitoring system to ensure all categorical aid reports are prepared and submitted to the Department on a timely basis.

Status: Not implemented.

District Actions: Although efforts were made to submit grant budgets on time, no monitoring system is in place to ensure that categorical aid reports, especially non-special education grants, are prepared and submitted timely.

Recommendation #9

Ensure BOCES has a complete and accurate list of Medicaid eligible students, and provide any updates or corrections in a timely manner.

Status: Partially implemented.

District Actions: Organizational changes were made in the District, including the hiring of a new employee who was responsible for addressing this recommendation.

Recommendation #10

Accurately track and report all eligible hours for Educationally Related Support Services (ERSS) aid by the due dates. Report the hours for 1998-99 as soon as possible.

Status: Partially implemented.

District Actions: Changes have been made in the collection and reporting process to ensure that hours are being reported.

Recommendation #11

Ensure that all transportation contracts are approved and submitted to the Department by the required dates.

Status: Not implemented.

District Action: While an improvement in timeliness was noted, the District still does not approve and submit the contracts by the required dates.

Recommendation #12

Consider requesting special legislation to receive the full amount of available Transportation aid for the 1999-2000 school year contracts.

Status: Not implemented.

District Actions: No special legislation was requested by the District.

Recommendation #13

Ensure that the number of reported dropouts includes all students who left school prior to graduation for any reason, except death, and did not enter another school or approved high school equivalency preparation program.

Status: Not implemented.

District Action: The District does not adhere to the Department's definition of a dropout. Although the District identified 11 dropouts, the audit identified 120 students who met the dropout definition for the 2001-02 school year.

Recommendation #14

Track students who have left the District to determine whether they have entered another school or approved high school equivalency preparation program. Maintain adequate documentation to support the reported dropout rate.

Status: Not implemented.

District Action: The District does not track all students who leave the District to determine whether they have entered other programs or dropped out. For example, the District could not provide any documentation to support the status of 74 students who left the District.

Recommendation #15

Retain adequate documentation to support student attendance data as reported to the Department.

Status: Not implemented.

District Action: The District is unable to provide documentation that supports the student attendance data reported to the Department.

Recommendation #16

Maintain the required permanent student records for all students.

Status: Not implemented.

District Action: The information contained in many student folders was incomplete or was contradicted by other records. Approximately 10 percent of a sample of student folders could not be found.

Recommendation #17

Ensure that all permanent student records are properly secured in a file room dedicated to this purpose. Provide an adequate number of file cabinets for this purpose.

Status: Partially implemented.

District Action: The records are in a file room which could be locked; however, the file room is also used as a general storage for the High School and, on occasion, is left open and unattended.

Recommendation #18

Determine how students were shown as graduated June 28, 1998 on the transcripts if they had, in fact, not graduated at that time. Correct the student transcript program to ensure that student graduation dates are accurate. Correct student transcripts as necessary.

Status: Not implemented.

District Action: The information on some student transcripts was contradicted by other student records, did not always accurately reflect the credits earned and did not indicate whether or when the students graduated from the District.

Management Controls:

Recommendation #19

Consider developing a training program for Board members and using a facilitator at Board meetings

Status: Not implemented.

District Action: The members of the Board were unable to agree on a date for a retreat, nor has the Board taken advantage of several offers of assistance to facilitate meetings.

Recommendation #20

Limit the length of Board meetings to a reasonable number of hours.

Status: Partially implemented.

District Actions: Some improvement has been observed on the length of Board meetings. On an average, meetings lasted about 2.5 hours with longer meetings lasting between four to five hours. In one instance, a meeting ended after midnight.

Recommendation #21

Constantly strive to improve the Board's skill as a policy-making body and delegating the administration of the District to the Superintendent and senior administrators.

Status: Not implemented.

District Action: The Board has not been able to function as a united body. As such, it has neglected to establish goals that address the District's many and diverse challenges, develop policies that support the achievement of those goals, and provide sufficient direction to the Superintendent and senior administrators.

Recommendation #22

Approve the minutes of each Board meeting at the following meeting. If the minutes cannot be approved "as presented," the Board, following appropriate action, should authorize the Clerk to correct the minutes. The Clerk should draw a line in ink through the word or phrase to be deleted, insert the correction directly above the portion deleted, and initial and date the changes. This should be followed by a Board motion to approve the minutes "as corrected."

Status: Not implemented.

District Action: The Board still does not approve minutes of previous meetings in a timely manner.

Recommendation #23

Attract and retain a qualified and experienced school superintendent on a permanent basis.

Status: Implemented.

District Action: The Superintendent was officially appointed by the Board and is currently in the second year of a three-year contract.

Recommendation #24

Attract and retain qualified and experienced administrators.

Status: Partially implemented.

District Action: The District continues to experience some turnover in administrative positions. Its financial condition might limit its ability to attract and retain qualified, experienced individuals.

Recommendation #25

Address poor administrative performance through the Administrators' Contract.

Status: Not implemented.

District Action: Poor performance has not been adequately addressed.

Recommendation #26

Attract and retain a full-time qualified and experienced district treasurer.

Status: Not implemented.

District Action: The Treasurer, while meeting the minimum qualifications, does not possess the educational background or sufficient experience to fulfill the responsibilities of the position. In fact, the Treasurer does not perform most of the duties that were assigned by the Board. In addition, the Board has not officially appointed the Treasurer for the current school year.

Recommendation #27

Consider hiring a qualified and experienced internal claims auditor.

Status: Implemented.

District Action: The District filled the position in January 2001; however, the individual resigned in October 2002. The District filled the position again on a part-time basis effective January 15, 2003.

Recommendation #28

Review all existing policies and add, change or delete policies as appropriate. Ensure all policies are in compliance with laws, regulations and Department guidelines.

Status: Not implemented.

District Action: The District's policy manual has not been updated in several years. Some policies (e.g., purchasing) lacked sufficient detail and do not reflect aspects of operations that are unique to the District.

Recommendation #29

Establish written procedures guiding all District operations and distribute the policies and procedures to all District officials and staff.

Status: Not implemented.

District Action: The District has not developed and distributed written guidance to employees at any level within the District. Employees perform their duties without a complete awareness of what is expected of them or standards by which their performance may be measured.

Recommendation #30

Require the Treasurer to perform accurate and timely bank reconciliations, which must include a full reconciliation to the General Ledger, and to submit the bank reconciliations to the Board on a timely basis. If necessary, ensure the Treasurer has the necessary knowledge and ability to perform the bank reconciliations.

Status: Not implemented.

District Actions: The Treasurer does not reconcile bank statements with the General Ledger.

Recommendation #31

Require a responsible official to review all bank reconciliations and financial reports for accuracy before they are submitted to the Board.

Status: Not implemented.

District Action: The District does not require the review of financial reports before they are submitted to the Board. The reports are untimely and incomplete.

Recommendation #32

Review stale checks on a regular basis and make any appropriate adjustments on a timely basis.

Status: Not implemented.

District Actions: Stale checks are not reviewed on a timely basis.

Recommendation #33

Require the Treasurer to submit accurate cash reports to the Board on a timely basis.

Status: Not implemented.

District Actions: In addition to the cash reports being incomplete, they did not include all accounts, were not submitted timely, and were not reconciled to the General Ledger.

Recommendation #34

Require the Treasurer to render budget status reports at least quarterly (and monthly in the event that budget transfers have been made since the last report) for each fund, including the revenue and appropriation accounts required in the annual State budget form.

Status: Partially implemented.

District Actions: The Business Manager, not the Treasurer, continues to prepare and submit the budget status report to the Superintendent, not the Board.

Recommendation #35

Submit the required audited financial statements to the Department by October 1 of each year. Also, consider appointing the auditor at the organizational meeting for the year to be audited, not the subsequent year.

Status: Implemented

District Action: The audited financial statements for the year ending June 30, 2002 were submitted on time. In August 2002, the Board appointed the auditor for the 2002-03 school year.

Recommendation #36

Ensure the Central Treasurer of the extra-classroom activity fund is provided with a copy of the policy governing this fund.

Status: Not implemented.

District Actions: The District has no policy regarding the extra-classroom activity fund.

Recommendation #37

Require the Central Treasurer of the extra-classroom activity fund to properly reconcile the account and to submit the required reports to the Board.

Status: Not implemented.

District Actions: The Central Treasurer does not reconcile the account and does not submit any reports to the Board.

Recommendation #38

Utilize the fully integrated accounting system.

Status : Not implemented.

District Action: Because the District does not use the full capabilities of the accounting software, the current accounting system is cumbersome, inefficient, and untimely. The District continues to be subject to a number of risks identified in the original audit report.

Recommendation #39

Keep all accounting records current.

Status: Not implemented.

District Actions: The manual maintenance of the General Ledger results in accounting records not being updated timely.

Recommendation #40

Record all payroll expenditures when they are incurred.

Status: Not implemented.

District Actions: Although payroll expenditures are properly dated in the General Ledger, the expenditures are not recorded on the dates incurred. As a result, the General Ledger may not provide timely and accurate balances of its payroll accounts.

Recommendation #41

Limit the use of confirming purchase orders to emergency situations.

Status: Not implemented.

District Action: The District did not limit the use of confirming purchase orders to emergency situations.

Recommendation #42

Ensure all purchases, including Board expenditures, are adequately documented.

Status: Not implemented.

District Action: Many transactions were not adequately documented and some contracts and agreements were not available for audit.

Recommendation #43

Consider preparing a purchasing manual.

Status: Not implemented.

District Action: The District has not prepared a purchasing manual.

Recommendation #44

Adequately supervise and train the accounts payable clerks.

Status: Partially implemented.

District Actions: The intent of the recommendation is to improve the overall payable process through adequate supervision and training of staff. Although the District hired an additional clerk to improve the process, minimal progress was made because of the continuous circumvention of the purchasing process and the delay in payment of vendors.

Recommendation #45

Investigate and resolve all invoices in the accounts payable invoice box. Also, ensure all invoices are reviewed and processed on a timely basis.

Status: Partially implemented.

District Actions: Issues related to unpaid invoices existing during the prior audit have been resolved. However, the same conditions generally still persist.

Recommendation #46

Establish procedures whereby the person signing the checks is responsible for mailing the checks.

Status: Not implemented.

District Actions: The procedure has not changed since the prior audit.

Recommendation #47

Prohibit checks from being removed from the District offices until they are ready to be mailed.

Status: Implemented.

District Actions: Checks remain in the safe until they are signed and ready to be mailed.

Recommendation #48

Establish procedures to monitor whether checks have been signed and mailed.

Status: Not implemented.

District Actions: The District has not established a system to monitor when checks are signed and mailed.

Recommendation #49

Implement the necessary inventory controls for assets including: establishing comprehensive policies and procedures; assigning responsibility to one individual; conducting annual physical inventories; tagging all new purchases with ownership decals; recording any new acquisitions, transfers or disposals on the system; ensuring Board approval of all disposals; and keeping the system up-to-date.

Status: Not implemented.

District Action: The District has not implemented the necessary controls.

Recommendation #50

Limit the use of overtime. Consider making staffing changes to minimize overtime payments.

Status: Partially implemented.

District Action: Two employees continue to receive large amounts of overtime for routine work.

Recommendation #51

Eliminate the use of compensatory time in lieu of overtime pay, as required by the Fair Labor Standards Act (FLSA) and employment contracts.

Status: Not implemented.

District Actions: According to District officials, granting compensatory time has been the District's long-term practice and therefore is allowable per the FLSA. However, the District practice does not meet the requirements of the FLSA and should be discontinued.

Recommendation #52

Reclassify the Director of Security position as an employee position, and follow all Civil Service requirements for filling this position.

Status: Not implemented.

District Actions: The District simply replaced one independent contractor with another.

Recommendation #53

Prepare a District-wide technology plan, share this plan with building level staff, and provide staff with adequate training on how to integrate computers and technology into instructional plans.

Status: Not implemented.

District Actions: Although a technology committee was formed, no plan was established.

Recommendation #54

Assess the need for additional student support staff.

Status: Partially implemented.

District Action: The District hired a psychologist, speech therapist, and a guidance counselor during the 2001-02 school year.

Recommendation #55

Give immediate attention to improving the library services and the library collection, and provide teachers with adequate classroom libraries. Ensure a school library-media specialist is assigned to each of the three schools.

Status: Partially implemented.

District Actions: At the beginning of 2001-02 school year, all three media specialist positions were filled. However, the Media Specialist at the High School resigned, leaving the position vacant. The collection at the Middle School library continues to need improvement.

Recommendation #56

Consider hiring both an English Language Arts (ELA) Coordinator and a Math Coordinator.

Status: Not implemented.

District Action: The District has not acted on the recommendation.

Recommendation #57

Ensure that all current teachers are properly certified in the areas they are teaching. Also, verify the certifications of all prospective teachers before they are hired. Obtain the appropriate waivers from the Department for any exceptions.

Status: Partially implemented.

District Actions: The District made policy changes regarding its requirement for teacher certification.

Recommendation #58

Ensure that personnel files contain copies of all teacher certifications.

Status: Partially implemented.

District Actions: A review of teachers/administrators files showed considerable improvement from the prior audit. A limited review showed only one of ten files did not include teacher certification.

Recommendation #59

Develop a policy to ensure that students with disabilities have the opportunity to participate in programs to which they are entitled.

Status: Partially implemented.

District Actions: The District has developed a policy and plans to introduce inclusion in the District by the end of the 2002-03 school year.

Recommendation #60

Retain an administrator with experience and qualifications to plan and direct implementation of the special education policy on a permanent basis.

Status: Implemented.

District Action: The District appointed a Director of Student Services in January 2002.

Recommendation #61

Plan and implement the special education policy.

Status: Partially implemented.

District Actions: The District has yet to implement the plan.

Recommendation #62

Bring all special education evaluations up-to-date, and complete all future special education evaluations within the required timeframe.

Status: Implemented.

District Actions: Special education evaluations are now up-to-date.

Recommendation #63

Review all individual education plans (IEP), Section 504 Accommodation Plans, and assessment exemptions for appropriateness. Exempt students from assessments only as allowed by the Regulations. Provide testing modifications as appropriate.

Status: Partially implemented.

District Actions: The District made policy changes in the area of standardized testing for students with disabilities. The District will encourage staff training in the area of special education Regulations.

Recommendation #64

Assign responsibility for supervising the District's physician and the school nurses to a responsible administrator.

Status: Implemented.

District Action: The school nurses are now employees of the District under the administrative direction of the Director for Student Services.

Recommendation #65

Ensure that all students provide health certificates as required. Require the District's physician to examine all students who have not furnished health certificates.

Status: Partially implemented.

District Action: Conditions have improved; however, the high school nurse does not receive adequate and timely student enrollment information.

Recommendation #66

Ensure that medical exams are provided for all students as required, and ensure that all students have received the required immunizations.

Status: Partially implemented.

District Action: Conditions have improved. Changes were initiated to ensure all students receive medical exams and required immunizations.

Recommendation #67

Ensure that all student health records are kept current.

Status: Partially implemented.

District Action: Conditions have improved; however, the Guidance Office did not always forward student health information to the school nurses in a timely manner. In addition, the Health Office did not have emergency contact information for all students.

Recommendation #68

Retain all student health records for the required periods of time.

Status: Partially implemented.

District Action: The High School student health records were retained; however, the District should address the need for additional storage space.

Contributors to the Report
Wyandanch Union Free School District

- Rosemary Ellis Johnson, CPA, Audit Manager
- Maria Castro, Auditor-in-Charge
- William Mapes, Senior Auditor

Recommendation #1	Wyandanch Union Free School District
Develop a corrective action plan that addresses the findings and recommendations in this report.	
Findings in the Audit Report of 1/12/01	
District's 11/30/00 Response – The corrective action plan was submitted in August 2001 by the Superintendent.	
Auditor's Follow-up / Observations	
<p>Status: Partially implemented.</p> <p>With few exceptions, the District indicated that it would initiate and/or complete the corrective actions to all recommendations by the end of the 2001-02 school year. Generally, the District agreed with the findings and the recommendations. However, the District did not clearly address certain recommendations or consider the audit findings that actually prompted other recommendations. In such instances, it is unclear whether District actions could effectively improve conditions. The District's responses to the recommendations included designations of the parties responsible for the implementation of the corrective actions. However, many of those responsible parties were not informed of the District's official responses and some did not receive a copy of the audit report or the corrective action plan. Therefore, individuals who would ostensibly be held accountable for corrective actions have continued their duties unaware of the audit findings and their assigned roles in improving the District's operations. Because the District did not communicate its expectations to all the relevant and responsible parties, a significant number of the findings noted in the audit report persist.</p>	
District's 12/20/02 Response	
<p>“This amended corrective action plan incorporates the comments from various site supervisors and insures the dissemination of the responses provided.”</p>	

Recommendation #2	Wyandanch Union Free School District
Submit an application for State reimbursement for each student with a disability in a private, special act or State operated school within the required timeframe.	
Findings in the Audit Report of 1/12/01	
<ul style="list-style-type: none"> • The District did not claim all the aid that it was entitled to receive. • The District did not obtain prior approval from the Department for private placements of students with disabilities in the 1998-99 and 1999-2000 school years. 	
District's 11/30/00 Response – The District engaged a consultant to file for State reimbursement for each student with disabilities (SWD) for the two years ending June 30, 2001. The Board is reviewing a continuing contractual relationship with the consultant to assure consistency and continuity in reimbursement applications.	
Auditor's Follow-up / Observations	
<p>Status: Partially implemented.</p> <p>The District hired a new Director of Student Services, (see recommendation #60) effective January 2002. She is in the process of implementing new procedures, changing existing inefficient processes, and training staff. Among the changes made was the hiring of a new consultant to provide staff training in the System to Track and Account for Children (STAC) and Medicaid process. The contract with the consultant lists areas needing immediate attention. The Director of Student Services expects the training will address the findings in the audit report.</p> <p>Subsequent to the signing of the contract with the new consultant, the District terminated the contractual services of the previous consultant effective October 2002. Staff in the Special Education Office will do the work that the previous consultant provided the District.</p>	
District's 12/20/02 Response	
<p>“The District hired a new Director of Student Services, (see recommendation #60) effective January 2002. She is in the process of implementing new procedures, changing existing inefficient processes, and training people.</p> <p>Among the changes made was the hiring of a consultant to provide staff training in the System to Track and Account for Children (STAC) and Medicaid process. The contract lists areas needing immediate attention after a preliminary visit by the consultant on July 9, 2002.</p> <ul style="list-style-type: none"> – Train the Office Application Specialist in all aspects of the STAC Program. – Review the Medicaid program to ensure that all pertinent documentation necessary for claiming reimbursement is on file. – Review the Medicaid remittances to determine whether the District is maximizing its claims (some claims were not being made). – Review the status of all related services contracts with outside providers, for accuracy and accountability. – Assist in establishing internal controls for the accounts payable relative to special education. – Conduct an audit of claims for reimbursement being made by the management company that is currently overseeing the STAC program. – Review the IDEA 611 and 619 sub-allocation, and assist with clearing up “out of compliance issues” that continue to cause ‘red flagging’.” 	

Recommendation #3	Wyandanch Union Free School District
Review selection criteria to ensure all eligible students, including students served within the District, are claimed for High Cost aid (HCA).	
Findings in the Audit Report of 1/12/01	
<ul style="list-style-type: none"> The District did not determine whether the costs for any students served within the District were high enough to qualify for HCA. 	
District's 11/30/00 Response – The District anticipates assistance from a consultant to review claims for HCA. The Assistant Superintendent for Student Services is responsible for implementation by October 2001.	
Auditor's Follow-up / Observations	
Status: Partially implemented.	
See Recommendation #2. According to the Director of Student Services, the consultant will also provide training on HCA eligibility and tuition cost related services. In addition, the consultant also found the District's procedures in claiming HCA, Public Excess and Private Excess Cost aids are in need of improvement.	
District's 12/20/02 Response	
“As noted in recommendations #2, the Consultant will provide training on High Cost aid eligibility and tuition cost related services, and will review and update procedures in claiming High Cost aid, along with Public and Private Excess Cost aid.”	

Recommendation #4	Wyandanch Union Free School District
Report all eligible costs, including the costs of related services, for all eligible students for HCA.	
Findings in the Audit Report of 1/12/01	
<ul style="list-style-type: none"> • The District did not claim all the HCA to which it was entitled. • The District did not report the tuition costs for related services (speech, physical therapy, occupational therapy, etc.) 	
Note: Due to Save Harmless, the District's aid was actually not affected in the 1999-2000 aid year (1998-99 school year).	
District's 11/30/00 Response – The District contracted with a consultant to report permitted costs for the two years ending June 30, 2001. This was coordinated and accomplished by the Assistant Superintendent for Student Services. The District anticipates renewing this contract for the 2001-02 school year.	
Auditor's Follow-up / Observations	
Status: Partially implemented.	
See Recommendations #2 and #3.	
According to the Director of Student Services, when the District took over the filing of reports from the consultant (effective October 1, 2002), District staff found reports for 2000-01 and 2001-02 that were not filed and reports filed with incorrect information. District staff is reviewing documents from the former consultant, submitting reports, and revising incorrect information as it is identified.	
District's 12/20/02 Response	
“Refer to recommendations #2 and #3. As reported to the Board in the Director's presentation of December 10, 2002, the District no longer utilizes the [consultant] and has submitted appropriate application forms as required.”	

Recommendation #5	Wyandanch Union Free School District
Ensure Public Excess Cost aid data are accurately reported.	
Findings in the Audit Report of 1/12/01	
<ul style="list-style-type: none"> The District did not accurately report its full-time equivalent (FTE) enrollment by disability weighting category. 	
District's 11/30/00 Response – The District engaged a consultant to assist in the accurate reporting of Public Excess Cost aid for the two years ending June 30, 2001. This was coordinated and accomplished by the Assistant Superintendent for Student Services. The District anticipates renewing this contract for the 2001-02 school year.	
Auditor's Follow-up / Observations	
Status: Partially implemented.	
See Recommendation #3.	
District's 12/20/02 Response	
"See Recommendation #3."	

Recommendation #6	Wyandanch Union Free School District
Accurately accumulate and report FTE enrollment for students with disabilities in the appropriate weighting categories for Public Excess Cost aid. Maintain adequate documentation to support the inclusion of student FTE enrollment in each weighting category.	
Findings in the Audit Report of 1/12/01	
<ul style="list-style-type: none"> • The system for collecting the required information is inadequate. • The District could not identify the source of the reported information. • Documentation did not support the data reported. 	
District's 11/30/00 Response – The District engaged a consultant to ensure the appropriate use of weighting categories for Public Excess Cost aid for the two years ending June 30, 2001. This was coordinated and accomplished by the Assistant Superintendent for Student Services. The District anticipates renewing this contract for the 2001-02 school year.	
Auditor's Follow-up / Observations	
<p>Status: Partially implemented.</p> <p>According to the Director of Student Services, the data collection and reporting procedure have been reorganized to ensure that all pertinent information is collected and reported. See Recommendations #2 and #4.</p>	
District's 12/20/02 Response	
“Data collection and reporting procedures have been revised insuring proper follow-through as noted in Recommendations #2 and #4.”	

Recommendation #7	Wyandanch Union Free School District
Sign and submit project budgets for all categorical aid programs in a timely manner.	
Findings in the Audit Report of 1/12/01	
<ul style="list-style-type: none"> • Categorical aid reports were not submitted in a timely manner. 	
District's 11/30/00 Response – This item was missing from the corrective action plan as submitted.	
Auditor's Follow-up / Observations	
<p>Status: Partially implemented.</p> <p>According to the Director of Student Services, certain grant budgets (IDEA and School Improvement) have been completed for the 2001-02 and 2002-03 school years. They have been submitted to VESID and Western Suffolk BOCES Regional Information Center for approval before they were submitted to the Grants Finance office in the Department.</p> <p>According to Department staff, this condition has not substantially changed. In addition, the District has not been maximizing the funds available for a number of grants, including special education and non-special education related. Final expenditure reports for the 2001-02 school year show expenditures far below the budgeted amounts. This condition has led to a loss of unused funds and, in some cases, carrying over of unused funds to the following year with some restrictions.</p>	
District's 12/20/02 Response	
<p>“All IDEA grant budgets have been submitted after having been reviewed by VESID and BOCES personnel.</p> <p>A review of final expenditure reports indicates the need to request carry-over of some unused funds and the reallocation of others. The district accepts the audit's follow up status as partially implemented, and vehemently rejects the follow up note ‘...According to Department staff, this condition has not substantially changed.’ What must change is that the funding agency has to approve grants in a more timely fashion, allowing the district a better opportunity to fully expend its grants. In both 2000/2001 and 20001/2002 school years, late grant approvals caused certain otherwise grant fundable expenses to be expensed to the general fund instead of the grant because there was an insufficient amount of time allotted to order, receive, and pay for items within the grant's final expenditure report filing period. This adds to the district's ‘under spending’ of grant and adds to the carry-over dilemma.”</p>	
Auditor's Notes	
<p>The initial grant applications submitted were not approvable because they did not address key performance indicators. The District had to revise the applications before they were in approvable form.</p>	

Recommendation #8	Wyandanch Union Free School District
Implement a monitoring system to ensure all categorical aid reports are prepared and submitted to the Department on a timely basis.	
Findings in the Audit Report of 1/12/01	
<ul style="list-style-type: none"> No system or procedures were in place to ensure that all categorical aid reports were submitted in a timely manner. 	
District's 11/30/00 Response – This item was missing from the corrective action plan as submitted.	
Auditor's Follow-up / Observations	
Status: Not implemented.	
<p>The District has not implemented a monitoring system. According to the Director of Student Services, all outstanding 2001-02 and 2002-03 grant submissions related to special education have already been completed. They are either with the Western Suffolk BOCES Regional Information Center or VESID for review and approval, or they have already been submitted to the Department. Certain grant payments from 2000-01, which were frozen, have already been released by the Department after the District submitted the final reports.</p>	
See Recommendation #2 and #7.	
District's 12/20/02 Response	
<p>“As indicated in Recommendations #2 and #7, personnel were hired and trained to insure the carrying-out of this function. With the addition of a new Assistant Superintendent for Curriculum and Instruction, further monitoring can now be implemented.”</p>	

Recommendation #9	Wyandanch Union Free School District
Ensure BOCES has a complete and accurate list of Medicaid eligible students, and provide any updates or corrections in a timely manner.	
Findings in the Audit Report of 1/12/01	
<ul style="list-style-type: none"> • The District did not notify the BOCES of all students who were eligible for Medicaid. • The District may have lost as much as \$400,000 in Medicaid revenue in the 1998-99 school year. 	
District's 11/30/00 Response – The District anticipated contracting with the software billing system provider to establish a Medicaid billing system by July 2001. The responsible party was the Assistant Superintendent for Student Services.	
Auditor's Follow-up / Observations	
Status: Partially implemented.	
The District no longer contracts with the software billing system provider but hired an employee who is now responsible for Medicaid reimbursement. The employee has contacted Western Suffolk BOCES regarding Medicaid eligibility of students and periodically reviews student files.	
District's 12/20/02 Response	
“The District is no longer in contract with the software billing system provider, effective September, 2001. An Office Application Specialist was hired on November, 2002, and is now responsible for Medicaid reimbursement. The employee has contracted BOCES regarding Medicaid eligibility of students. A periodic review of student files is being done to ensure that the District is reimbursed for eligible services to eligible students. Eventually, the Director of Student Services would like to hire another person (budget permitting) to be responsible for reviewing student files on a regular basis.”	

Recommendation #10	Wyandanch Union Free School District
Accurately track and report all eligible hours for Educationally Related Support Services (ERSS) aid by the due dates. Report the hours for 1998-99 as soon as possible.	
Findings in the Audit Report of 1/12/01	
<ul style="list-style-type: none"> • The District did not report ERSS hours for the 1997-98 school year, forfeiting \$73,015 in aid. • The District did not report ERSS hours for the 1998-99 school year (1999-2000 aid year), failing to claim \$127,389 in aid. 	
Note: If the District reported the hours for the 1998-99 school year by June 30, 2001, the aid would have been paid as a prior period adjustment. Otherwise, the aid was forfeited.	
District's 11/30/00 Response – The District anticipated engaging the software billing system provider to establish a tracking system for ERSS information by July 2001. The responsible party was the Assistant Superintendent for Student Services. The District noted that data for 1998-99 and 1999-2000 did not appear to be available and/or reliable.	
Auditor's Follow-up / Observations	
Status: Partially implemented.	
See Recommendation #9. According to the Director of Student Services, the data collection and reporting procedures have been reorganized to ensure that ERSS hours are being reported. Reports are submitted to the Business Manager who, in turn, submits them to the Department.	
Auditor's Notes	
The District did not respond to this recommendation. The comments shown in the response actually refer to Recommendation #11.	

Recommendation #11	Wyandanch Union Free School District
Ensure all transportation contracts are approved and submitted to the Department by the required dates.	
Findings in the Audit Report of 1/12/01	
<ul style="list-style-type: none"> • In the 1999-2000 school year, the District had submitted only 4 of 31 transportation contracts by the January 1, 2000 due date. • The remaining 27 contracts were submitted six months late. The District risked losing up to \$300,000 in aid. • The District forfeited \$48,000 in Transportation aid in 1997-98. 	
District's 11/30/00 Response – The Business Manager was responsible for taking immediate and ongoing action.	
Auditor's Follow-up / Observations	
Status: Not implemented.	
All the contracts for 2000-01 were submitted five months past the deadline. In 2001-02, the situation improved; the contracts were only three weeks late.	
District's 12/20/02 Response	
“The District does not accept the status of this recommendation being reported as “Not Implemented”. The follow up audit report states that the district went from submitting transportation contracts 5 months late to 3 weeks late. That improvement should at least have given us a “Partially Implemented” status. Additionally, each transportation contract requires the signature of the Contractor, the Superintendent of Schools, and the Board President. A review of the contract documents will show that both the Contractor and Superintendent of Schools signed each contract in a timely manner which would have allowed for a timely filing, the 3 rd party to the contract had adequate time to the same if he so chose. The Board of Education will ensure that is President will sign all properly awarded contracts in a timely manner.”	
Auditor's Note	
The submission of transportation contracts three weeks late does not conform with the recommendation and places the District at risk of losing a portion of its Transportation aid.	

Recommendation #12	Wyandanch Union Free School District
Consider requesting special legislation to receive the full amount of available Transportation aid for the 1999-2000 school year contracts.	
Findings in the Audit Report of 1/12/01	
<ul style="list-style-type: none"> The District risked losing up to \$300,000 in Transportation aid for the 1999-2000 school year if it did not obtain special legislation. 	
District's 11/30/00 Response – The Business Manager was responsible for taking action by January 2001. The District discussed this issue with Sen. Owen Johnson.	
Auditor's Follow-up / Observations	
Status: Not implemented.	
At the time this report was written, the Department was determining any financial impact the late filings may have on the District's Transportation aid. According to the Business Manager, the Department has not informed him of any aid reduction due to the late submission of contracts. See Recommendation #11.	
District's 12/20/02 Response	
“The Business Manager rejects the response provided “The Business Manager was responsible for taking action by January, 2001. The District discussed this issue with Sen. Owen Johnson.” District protocol would suggest, if not require, that request for special legislation be communicated from elected official to elected official. The Business Manager is neither an elected official nor a direct subordinate to an elected official. The Board of Education will correspond with our Senator and Assemblyman requesting any needed special legislation.”	
Auditor's Note	
The Business Manager is rejecting the District's own response to the prior audit which is part of its corrective action plan. This further illustrates the observation made in Recommendation #1 where many of the parties responsible for implementing the recommendations were not informed of their assigned roles as indicated in the District's official response to the prior audit.	

Recommendation #13	Wyandanch Union Free School District
Ensure the number of dropouts reported includes all students who left school prior to graduation for any reason, except death, and did not enter another school or approved high school equivalency preparation program.	
Findings in the Audit Report of 1/12/01	
<ul style="list-style-type: none"> • The District did not adhere to the Department’s definition of a dropout. 	
District’s 11/30/00 Response – The District would undertake a review of records and certification of data by the Attendance Office. Dr. Sherman Roberts was responsible to implement these activities by January 2001.	
Auditor’s Follow-up / Observations	
Status: Not implemented.	
The conditions persist. The District still does not adhere to the Department’s definition of a dropout, does not maintain a complete list of dropouts, and does not maintain adequate tracking documentation to demonstrate whether students entered other schools or equivalency programs.	
The Director of Attendance and Testing stated in a July 15, 2002 memo to the Superintendent that 11 students dropped out during the 2001-02 school year. However, the audit identified 120 students who meet the definition of a dropout, including:	
<ul style="list-style-type: none"> • 11 identified as dropouts by the Director of Attendance and Testing. • 19 on the September 2001-June 2002 withdrawal list, but not coded as dropouts. • 39 enrolled in the high school in June 2001, but not enrolled in 2001-02 or shown on the September 2001-June 2002 withdrawal list. The District has not yet provided adequate documentation to support the status of 26 of these students and the audit has counted them as dropouts. • 9 enrolled in the middle school in June 2001, but not enrolled in either the middle or high school in 2001-02 or shown on the September 2001-June 2002 withdrawal list. The District has not yet provided adequate documentation to support the status of 6 of these students and the audit counted them as dropouts. • 42 who withdrew for unidentified “other” reasons. Because the District has not provided adequate documentation to support the status of these students, the audit counted them as dropouts. 	
The audit estimates the actual dropout rate for the 2001-02 school year is as high as 22 percent (120 students).	
*According to District staff, “other” is used when a student transfers to another school district within the State and as a default code when a student leaves the District until the actual reason for leaving is ascertained.	
District’s 12/20/02 Response	
“This item was also included in the SED Performance Plan presented to the Board on November 19, 2002. Since that time two (2) meetings have been held, which included all of the persons involved in the Attendance-Dropout arena. The outcome of those sessions was the assignment of specific responsibilities with time lines that would address all of the concerns outlined in the Recommendations. The completion date is January 31, 2003.”	

Recommendation #14	Wyandanch Union Free School District
Track students who have left the District to determine whether they have entered another school or approved high school equivalency preparation program. Maintain adequate documentation to support the reported dropout data.	
Findings in the Audit Report of 1/12/01	
<ul style="list-style-type: none"> • The District did not maintain a list of dropouts. • The District did not maintain adequate tracking documentation to demonstrate whether students entered other schools or equivalency programs. 	
District's 11/30/00 Response – The District anticipated hiring an additional full-time guidance counselor for the high school. It completed installation of the a student information program, enabling the tracking of student attendance on a period-by-period basis. The actions were to be implemented by September 2001 with the high school guidance department, the Director of Attendance/Testing, and the Assistant Superintendent for Student Services as the responsible parties.	
Auditor's Follow-up / Observations	
Status: Not implemented.	
See Auditor's Follow-up / Observations to Recommendation #13.	
District's 12/20/02 Response	
“See recommendation #13.”	

Recommendation #15	Wyandanch Union Free School District
Retain adequate documentation to support student attendance data as reported to the Department.	
Findings in the Audit Report of 1/12/01	
<ul style="list-style-type: none"> Attendance data for the 1998-99 school year were not audited. Though the District used a computerized attendance system, backup data were not maintained and available. 	
District's 11/30/00 Response – The Director of Attendance submitted plans to monitor student attendance with a student information program in each school. The Director of Attendance, guidance personnel at each school, and the Assistant Superintendent for Student Services were responsible for implementation by September 2001.	
Auditor's Follow-up / Observations	
Status: Not implemented.	
<p>The supporting documents requested from and provided by the Director of Attendance do not support the reported attendance information. According to the Business Manager, the document provided by the Director of Attendance contains the incorrect report. At the time this audit report was written, no supporting documentation had been provided.</p> <p>Beginning with the 2001-02 school year, the Department is requiring comprehensive, electronic reporting of student assessments and outcomes through the System for Tracking Education Performance (STEP). The electronic reporting system replaces several paper reports that include the Secondary Examination Report, the Cohort Report, and the Graduation and Dropout Report. The Department issued guidelines for the development of a plan for the implementation of STEP. Additionally, the District was required to designate a STEP Data Coordinator and notify the Department by May 17, 2002. As of October 10, 2002, the District had not submitted the name of a data coordinator because it had not yet assigned administrative responsibility for this function. Furthermore, the District had not made any preparations for transition to STEP, though the report was due to the Department by October 25, 2002. To date, the District has not collected and retained sufficient documentation to support the data that must be reported to the Department through STEP.</p>	
District's 12/20/02 Response	
“See recommendation #13.”	

Recommendation #16	Wyandanch Union Free School District
Maintain the required permanent student records for all students.	
Findings in the Audit Report of 1/12/01	
<ul style="list-style-type: none"> • Information in student records was sometimes incomplete and/or contradictory. • Information pertaining to three students could not be located. 	
District's 11/30/00 Response – By December 2000, the District was to establish a records retention room in the high school, maintained by guidance personnel. The Assistant Superintendent for Student Services was responsible for implementation.	
Auditor's Follow-up / Observations	
<p>Status: Not implemented.</p> <p>The conditions persist. In a review of 201 student folders, the audit found that the information in many folders was incomplete. Some folders contained health records that should have been forwarded to the Health Office and, in some cases, the information was contradictory (see Recommendation #18). Some folders contained misfiled documents that pertained to other students. Furthermore, 20 student folders could not be located.</p> <p>Also, see Recommendation #13.</p>	
District's 12/20/02 Response	
"See recommendation #13."	

Recommendation #17	Wyandanch Union Free School District
Ensure all permanent student records are properly secured in a file room dedicated to this purpose. Provide an adequate number of file cabinets for this purpose.	
Findings in the Audit Report of 1/12/01	
<ul style="list-style-type: none"> • Student files were not well organized and were overflowing the cabinets. • The cabinets were not locked and were not fireproof. • The room in which the student file cabinets were located also contained a copy machine, a staff coffee maker, and a refrigerator. 	
District's 11/30/00 Response – By December 2000, the District was to establish a records retention room in the high school, maintained by guidance personnel. The Assistant Superintendent for Student Services was responsible for implementation.	
Auditor's Follow-up / Observations	
Status: Partially implemented.	
Generally, the conditions persist. Although the District had recently purchased a number of fireproof file cabinets, they are insufficient to house all student records and continue to be poorly organized. The folders of “inactive” students were filed with those of “active” students and vice versa. Some folders were not filed at all, but placed on top of the file cabinets or in boxes. As a result, it was often difficult, if not impossible, to find a particular student’s records. (See Recommendation #16)	
File cabinets are kept in two rooms. The first room is where the active and recently inactive files are kept. This is the same room mentioned in the prior audit. The second room, where the older files are kept, used to be a general storage room for the High School and is still partly used for that purpose.	
District's 12/20/02 Response	
“See recommendation #13.”	

Recommendation #18	Wyandanch Union Free School District
Determine how students were shown as graduated June 28, 1998 on the transcripts if they had, in fact, not graduated at that time. Correct the student transcript program to ensure that student graduation dates are accurate. Correct student transcripts as necessary.	
Findings in the Audit Report of 1/12/01	
<ul style="list-style-type: none"> • In some cases, the information on student transcripts was contradicted by other student records. 	
District's 11/30/00 Response – The District indicated it would review procedures and initiate corrective practices by December 2000. The Assistant Superintendent for Student Services was responsible.	
Auditor's Follow-up / Observations	
Status: Not implemented.	
The condition persists. In one example, a student's folder contained two transcripts with conflicting information, including different course titles. According to one of the transcripts, the student had earned 14 credits and graduated in June 2001. The other transcript indicated that the same student had earned 26 credits and withdrew from the District in January 2002.	
District's 12/20/02 Response	
"See recommendation #13."	

Recommendation #19	Wyandanch Union Free School District
Consider developing a training program for Board members and using a facilitator at Board meetings.	
Findings in the Audit Report of 1/12/01	
<ul style="list-style-type: none"> • The Board appeared to be divided. • An apparent lack of trust and mutual respect exists between and among Board members and the senior administrators. 	
District's 11/30/00 Response – The District indicated that members of the Board planned to attend seminars and orientation sessions. A retreat in August 2001 would be conducted by a facilitator. The President of the Board was responsible for implementing these actions by July 2001.	
Auditor's Follow-up / Observations	
Status: Not implemented.	
The Board has not developed a meeting calendar for the 2002-03 school year. Although the idea of a retreat was discussed, the Board cannot reach an agreement on a date. Although the District has received several offers of assistance to facilitate meetings, the Board has not taken advantage of them.	
District's 12/20/02 Response	
“See recommendation #13.”	

Recommendation #20	Wyandanch Union Free School District
Limit the length of Board meetings to a reasonable number of hours.	
Findings in the Audit Report of 1/12/01	
<ul style="list-style-type: none"> • Board meetings frequently lasted more than four hours, often extending past midnight. 	
District's 11/30/00 Response – Efforts would be made to shorten the length of meetings beginning in October 2000. The President of the Board is responsible for this action.	
Auditor's Follow-up / Observations	
Status: Partially implemented.	
Some improvement has been made in the length of the Board meetings. A review of Board minutes for 2000-01 and 2001-02 found that longer meetings lasted between four to five hours, and in one instance, a meeting ended after midnight. On average, meetings lasted about 2.5 hours.	
District's 12/20/02 Response	
<p>“As reported in the auditor's follow up notes, improvement has been made and the average length of meetings is 2 ½ hours. The Board of Education will continue to try to streamline its meetings without sacrificing the content of its meetings. The Board of Education continues to maintain that providing the community with an opportunity to speak at its voting meeting is essential, it should be noted that this allowance often extends the meeting from 30-60 minutes and will be conducted prior to the board's voting business being completed.”</p>	

Recommendation #21	Wyandanch Union Free School District
Constantly strive to improve the Board's skill as a policy-making body and delegating the administration of the District to the Superintendent and senior administrators.	
Findings in the Audit Report of 1/12/01	
<ul style="list-style-type: none"> • The Board appeared to be divided. • An apparent lack of trust and mutual respect exists between and among Board members and the senior administrators. 	
District's 11/30/00 Response – This item was missing from the corrective action plan as submitted by the District.	
Auditor's Follow-up / Observations	
Status: Not implemented.	
<p>The Board's ability to act as an effective policy-making body is seriously compromised by its contentious and fractious behavior. The trustees' failure to overcome interpersonal and factional conflicts has precluded the Board's capacity to successfully function as a governance entity. Because of the inability of its individual members to unify, the Board is risking the diminution of its authority to govern the District's affairs. The Board should be fulfilling its institutional duties through the development, publication, and enforcement of policies that reflect its vision and goals. It should also be establishing and maintaining high standards of performance for itself and requiring the same of the District's employees and students. As elected officials, the trustees are responsible for all students; however, the Board has failed to provide sufficient direction to administrators and properly oversee the business operations and educational programs. The Board has also failed to adopt and fully observe effectual policies regarding administrator and staff recruitment, duty descriptions, professional development, performance evaluation, discipline, and termination. The District's ability to attract, retain, and support staff members who meet high standards of performance is in question. Nor has the Board acted to compel all staff members to observe fiscal discipline through the adoption of sound business policies and requiring the development and enforcement of adequate written procedures. The present state of the Board portends a continued decline in the District's capacity to operate sound educational programs, provide quality facilities and services, positively impact student achievement, and meet the reasonable expectations of community members.</p> <p>Meetings have been cancelled due to lack of quorum. On some occasions, the members have been unable to agree on an agenda. Many of the Board meetings are unproductive; important decisions have been deferred due to lack of consensus.</p>	
District's 12/20/02 Response	
<p>"The Board rejects the follow up audit status reported as 'Not Implemented.' The record will show that as a fully constituted Board of Education we have improved Board effectiveness and efficiency. As with any democracy, we have not been nor should we become a 'rubber stamp' for the Superintendent and/or Senior Administration. The record clearly reflects that the Board of Education has consistently approved an overwhelming majority of the Superintendent's recommendations. To ask questions and expect answers, or to withhold a vote until such time as an answer is given, or even to reject a recommendation based on reasoned differences is within the purview of the Board of Education. The Board of Education will work earnestly on our collective interpersonal skills and while we welcome disagreement, we will not tolerate disagreeable behavior or actions."</p>	
Auditor's Notes	
The audit does not question the Board's scope of authority; it comments on the Board's effectiveness as a	

policy-making body in light of the Board's tendency to be fragmented. This was illustrated by a number of cancelled meetings due to lack of quorum and the inability to agree on a meeting agenda.

Recommendation #22	Wyandanch Union Free School District
<p>Approve the minutes of each Board meeting at the following meeting. If the minutes cannot be approved “as presented,” the Board, following appropriate action, should authorize the Clerk to correct the minutes. The Clerk should draw a line in ink through the word or phrase to be deleted, insert the correction directly above the portion deleted, and initial and date the changes. This should be followed by a Board motion to approve the minutes “as corrected.”</p>	
<p>Findings in the Audit Report of 1/12/01</p> <ul style="list-style-type: none"> • The Board does not routinely approve the minutes in a timely manner. • The Board members disagree about the content of the minutes, frequently requesting the inclusion of personal statements. 	
<p>District’s 11/30/00 Response – The District indicated that appropriate direction has been provided to the District Clerk as of September 2000. The President of the Board was responsible for this action.</p>	
<p>Auditor’s Follow-up / Observations</p> <p>Status: Not implemented.</p> <p>The Board still does not approve minutes of the previous meetings in a timely manner. The length of time for minutes to be approved ranges from seven days up to four months after the date of a meeting.</p> <p>In addition, minutes of previous Board meetings would be included in the meeting agendas, but no actions would be taken. Sometimes it is not clear from the minutes what action was taken by the Board regarding specific Board minutes, e.g., per the September 25, 2001 meeting minutes an item in the minutes reads “Minutes (July 10, 2001).”</p>	
<p>District’s 12/20/02 Response</p> <p>“Two current members of the Board were not involved in the deliberations of some meetings and as such cannot be expected to vote on same. That notwithstanding, the recommendation of the auditor will be adhered to.”</p>	

Recommendation #23	Wyandanch Union Free School District
Attract and retain a qualified and experienced school superintendent on a permanent basis.	
Findings in the Audit Report of 1/12/01	
<ul style="list-style-type: none"> • The District had retained eight superintendents within a ten-year period, five of whom served in an acting or interim capacity. • As of the date of the audit report, the District employed an Interim Superintendent. 	
District's 11/30/00 Response – As of April 24, 2001, the District hired a permanent superintendent.	
Auditor's Follow-up / Observations	
Status: Implemented.	
The Superintendent was officially appointed by the Board and is currently in the second year of a three-year contract.	
District's 12/20/02 Response	
"Implemented."	

Recommendation #24	Wyandanch Union Free School District
Attract and retain qualified and experienced administrators.	
Findings in the Audit Report of 1/12/01	
<ul style="list-style-type: none"> • Of sixteen administrative positions, only six were held by permanent employees, five were held by probationary personnel, four were filled by acting or interim personnel, and one was vacant. • One of the tenured administrators had been moved from one position to another because of poor performance. • The temporary Director of Student Services left the District in June 2000 and returned two months later on an interim basis. 	
District's 11/30/00 Response – According to the District, as of September 2000, attention is being given to this recommendation by the Superintendent.	
Auditor's Follow-up / Observations	
<p>Status: Partially implemented.</p> <p>Some stability has been established in the Superintendent's position. However, the District has experienced turnover in administrative personnel of nearly 50 percent over the past three years. The District continues to employ the tenured administrator who has been repeatedly cited for poor performance. The District's financial condition could limit its ability to attract and retain qualified, experienced individuals. The District does not employ directors of technology, math, and ELA. The position of Assistant Superintendent for Curriculum and Instruction is vacant.</p>	
District's 12/20/02 Response	
<p>“The Board of Education relies heavily on the Superintendent and the senior administration to recruit qualified and experienced administrators once hired. The Board of Education, within its role, will seek to ensure that administrators are not transferred into assignments without reasonable assurances that the individual possesses the knowledge and experience to be successful in that assignment. Where there are administrators in assignments lacking the adequate experience and/or knowledge specific to that assignment, the Board of Education encourages the Superintendent to budget for and provide appropriate staff development opportunities. The Curriculum position has been filled and the intent is to provide training for those who have had past performance problems.”</p>	

Recommendation #25	Wyandanch Union Free School District
Address poor administrative performance through the Administrators' Contract.	
Findings in the Audit Report of 1/12/01	
<ul style="list-style-type: none"> • One of the tenured administrators had been moved from one position to another because of poor performance. 	
District's 11/30/00 Response – The District indicates that, as an ongoing activity, appropriate counsel is being provided to administrators and is followed up with written assessments that are placed in folders. All administrators supervising subordinates in leadership positions are responsible.	
Auditor's Follow-up / Observations	
Status: Not implemented.	
According to the Superintendent, the administrator in question has remained in the same position since the Superintendent took office. Numerous correspondences between the Superintendent and this administrator state that the administrator's performance is still not acceptable.	
District's 12/20/02 Response	
“In it's role, the Board of Education will work through the Superintendent and senior administration to ensure that each administrator is provided with a job description and is made aware of the evaluation criteria and successful performance expectations.”	

Recommendation #26	Wyandanch Union Free School District
Attract and retain a full-time qualified and experienced district treasurer.	
Findings in the Audit Report of 1/12/01	
<ul style="list-style-type: none"> • The Treasurer did not have the proper experience. • The Treasurer did not work for the District full-time and was not normally available during regular business hours. • The Treasurer was not assigned many of a school district treasurer's usual responsibilities. • The Treasurer did not submit timely or accurate reports to the Board. 	
District's 11/30/00 Response – The District indicated that the Board hired a Treasurer in September 2000.	
Auditor's Follow-up / Observations	
Status: Not implemented.	
The Board did not re-appoint the Treasurer, although she is still in the District's employ.	
Although the Treasurer met the minimum qualifications of the position and has some business management background, she does not possess the educational background, and does not have either the experience or the training necessary to perform her responsibilities properly.	
The Treasurer was hired full-time but at only 30 hours per week, and is not normally available during regular business hours, e.g. does not report for work until noon.	
The Board provided the Treasurer with an outline of the duties and responsibilities of the position during the August 21, 2001 Board meeting, over a year after she was officially appointed. The Treasurer, who is in her third year working in that capacity, still does not perform any of these duties and responsibilities except for one, i.e. the signing of checks for payment.	
The Treasurer's duties and responsibilities, as outlined and approved by the Board during the August 21, 2001 meeting, and their status as of August 2002 are:	
<ul style="list-style-type: none"> • Treasurer serves as chief accounting officer and custodian of all District monies. 	
Status – The Business Manager serves as the chief accounting officer, maintaining the accounting records. In addition, the Treasurer does not function as custodian of District monies since she does not have access to the accounting records and only obtains information regarding General Ledger balances from the Business Manager.	
<ul style="list-style-type: none"> • Treasurer shall be the designated recipient of all monies. 	
Status – The Accountant in the Business Office receives all monies.	
<ul style="list-style-type: none"> • Treasurer shall invest the monies of the District. 	
Status – The Accountant in the Business Office invests the monies of the District.	
<ul style="list-style-type: none"> • Treasurer shall maintain all accounting records required by NYS Law and Regulations of the Commissioner. 	
Status – The Business Manager maintains all accounting records.	
<ul style="list-style-type: none"> • Treasurer shall prepare and submit accurate and timely cash reports to the Board, as required by Commissioner's Regulations. Treasurer shall submit cash reports to the Board within 30 days of receipt of 	

bank statements by the District. Cash reports shall be rendered monthly for each fund showing the cash balance on hand at the end of the month, receipts by source during the month, total disbursements during the month, and reconciliation with bank statements. The report must show the District's total cash position including checkbook balances, certificates of deposit and government obligations.

Status – The Treasurer does not submit complete or timely cash reports. Based on the Board minutes for the 2001-02 school year, only five Treasurer's Reports were submitted, and four of the five were late. One report was submitted 60 days after the receipt of bank statements. In addition, Treasurer's Reports for July, November and December 2001 and March, April and May 2002 were not submitted to the Board. Only a partial cash report for the General Fund accounts is being rendered. The report only shows receipts by source during the month. These reports are incomplete and unreliable.

- Treasurer shall perform complete, accurate, and timely bank reconciliation on at least a monthly basis which must include a full reconciliation to the General Ledger.

Status – A bank reconciliation, as the name implies, is a reconciliation of the bank balance to the book or General Ledger balance. The Treasurer does not perform bank reconciliations since she does not reconcile bank balances to the General Ledger. The Business Manager, based on the information provided by the Treasurer from the bank statements, compares bank balances to the General Ledger. However, no documentation is available to show that balances are reconciled with each other and any discrepancies are noted. In fact, the independent auditor must reconcile all accounts before the annual audit can be completed.

- Treasurer shall review statements and cancelled checks on a regular basis and make any appropriate adjustments on a timely basis.

Status – The Treasurer does not review statements and cancelled checks. Checks which already cleared the bank are still being reported as outstanding and checks that are still outstanding are not reported or accounted for. The Business Manager still makes the adjustments to the General Ledger, since the Treasurer does not have access to it. Moreover, reports submitted by the Treasurer are inaccurate and any resulting adjustments are not always incorporated into the General Ledger. For example, a check for \$25,606 was issued and voided on November 1, 2001. A replacement check for a different amount was then issued on November 15, 2001. The General Ledger shows an adjustment for the original amount was made on October 31, 2001, but the Treasurer's report shows the original check was not voided until June 2002.

- Treasurer shall follow up on exceptions and discrepancies on bank statements in a timely manner.

Status – Accounting staff perform this function; however, due to the lack of reconciliation, certain exceptions and discrepancies may not be identified.

- Treasurer shall prepare checks for payment only after the payment package is approved for payment by the Internal Auditor.

Status – The Treasurer, as one of the official signatories, signs checks for payment after the package is approved by the Internal Auditor.

- Treasurer shall render a report at least quarterly (and monthly, in the event that budget transfers have been made since the last report) for each fund for, at a minimum, the revenue and appropriation accounts required in the annual State budget form.

Status – The Business Manager continues to provide this report to the Superintendent who, in turn, submits it to the Board.

According to the Treasurer, she has not received sufficient guidance or direction from the Board in order to fully perform her duties and responsibilities.

District's 12/20/02 Response

“The District rejects the following:

- a. The Treasurer does not have access to accounting records and only obtains information regarding the General Ledger balances from the Business Manager. The Treasurer has the same if not more access to district accounting records than the Business Manager, and certainly has access to all the accounting data necessary to utilize the automated General Ledger on the Lawlor System.
- b. The independent auditor must reconcile all accounts before the annual audit can be completed. The school district has 12 bank accounts, the independent auditor was asked to reconcile 2 (General Fund Disbursements account and the Payroll account within Trust & Agency).
- c. The Board of Education has provided the Treasurer with guidance and direction as well as a detailed job description and training opportunities. The Board is exploring ways to upgrade the performance in this area and anticipates having a solution in place by February 28, 2003.”

Auditor's Notes

- a. The Business Manager, not the Treasurer, maintains the General Ledger. The Treasurer's only access to it is when the Business Manager provides her a hard copy. The Treasurer might have access to all the data in the accounting system, but the fact remains that her primary duty, as far as the system is concerned, is limited to verifying whether a budget code has enough balance available to process a purchase order.
- b. The purpose of the independent audit is to provide reasonable assurance that the District's financial statements present fairly the financial position, results of operations, and cash flows in conformity with generally accepted accounting principles. The financial statements remain the responsibility of the District's management. The Treasurer, as the chief accounting officer and custodian of all District monies, is responsible for preparing the reconciliation of all bank accounts.
- c. Although the Board provided the Treasurer with an outline of the duties and responsibilities of the position, no action was initiated to ensure fulfillment of these duties and responsibilities.

Recommendation #27	Wyandanch Union Free School District
Consider hiring a qualified and experienced internal claims auditor.	
Findings in the Audit Report of 1/12/01	
<ul style="list-style-type: none"> • The District did not have an internal claims auditor. • The President of the Board reviewed and approved all claims, even though the Board is required to review and approve all claims before payment. 	
District's 11/30/00 Response – The District indicated that the Board hired an Internal Claims Auditor in October 2000.	
Auditor's Follow-up / Observations	
Status: Implemented.	
The District filled the position of Internal Auditor in January 2001. She was officially appointed during the August 14, 2001 Board meeting for the 2001-02 school year.	
The Internal Auditor resigned from the position as of the end of October 2002. According to the Business Manager, in the absence of an internal auditor, the Board approves all check warrants. However, Education Law requires that each board member audit and approve all claims if no internal claims auditor is appointed.	
District's 12/20/02 Response	
“The Board of Education has filled the position of Internal Auditor. The scheduled beginning date is January 15, 2003.”	

Recommendation #28	Wyandanch Union Free School District
Review all existing policies and add, change or delete policies as appropriate. Ensure all policies are in compliance with laws, regulations and Department guidelines.	
Findings in the Audit Report of 1/12/01	
<ul style="list-style-type: none"> • Policies had not been updated in six years. • Policies were incomplete. • Purchasing policy lacked sufficient detail. • Policies/procedures do not comply with the Education Law and good business practices. 	
District's 11/30/00 Response – The Board's Policy Committee was responsible for initiating action on these issues as of January 2001.	
Auditor's Follow-up / Observations	
Status: Not implemented.	
The Board has not updated its policy manual.	
District's 12/20/02 Response	
“The Board of Education has reached out to Erie 1 BOCES and others for help in upgrading its policies and expects to accomplish the same in the immediate future.”	

Recommendation #29	Wyandanch Union Free School District
Establish written procedures guiding all District operations and distribute the policies and procedures to all District officials and staff.	
Findings in the Audit Report of 1/12/01	
<ul style="list-style-type: none"> The District has few written procedures to guide its operations. 	
District's 11/30/00 Response – The District indicated that it would review procedures and develop those not in place. Site supervisors were responsible for acting on this recommendation during the 2001-02 school year.	
Auditor's Follow-up / Observations	
Status: Not implemented.	
According to the Business Manager, the District uses the Department-issued School Business Management Evaluation Checklist as its procedural guide. Although this checklist is a valuable source of information and provides the laws and Regulations supporting the requirements, it is very broad and does not provide the level of detail that individual districts need, considering the uniqueness of each operation.	
District's 12/20/02 Response	
“The District accepts the uniqueness of each operation, however, the district also accepts that there are more similarities in school operations than not, therefore, the district would appreciate receiving from SED a Standard Operating Procedures manual for Business Operations from any school district it has audited and has found the same to be acceptable. The District will then use the same as a template for development of its own manual incorporating those operations that are unique in Wyandanch.”	
Auditor's Note	
The Department does not have a standard operating procedures manual for school districts. The District needs to establish its own written procedures and may benefit from consulting with its BOCES, other school districts, and professional organizations.	

Recommendation #30	Wyandanch Union Free School District
Require the Treasurer to perform accurate and timely bank reconciliations, which must include a full reconciliation to the General Ledger, and to submit the bank reconciliations to the Board on a timely basis. If necessary, ensure the Treasurer has the necessary knowledge and ability to perform the bank reconciliations.	
Findings in the Audit Report of 1/12/01	
<ul style="list-style-type: none"> • The Treasurer does not reconcile to the General Ledger. • The Treasurer does not review cancelled checks. • The Treasurer does not follow up on exceptions with the bank. • The Treasurer makes inappropriate adjustments. • The Treasurer shows clear and voided checks as outstanding. 	
District's 11/30/00 Response – According to the District, the recommendation was incorporated in the functions of the Treasurer. The Treasurer was responsible for implementation in September 2001.	
Auditor's Follow-up / Observations	
Status: Not implemented.	
The conditions have not improved. See Recommendation #26.	
District's 12/20/02 Response	
“The operation is currently under review with a decision to be made in the immediate future. The intent is to comply fully with the recommendation.”	

Recommendation #31	Wyandanch Union Free School District
Require a responsible official to review all bank reconciliations and financial reports for accuracy before they are submitted to the Board.	
Findings in the Audit Report of 1/12/01	
<ul style="list-style-type: none"> • Bank reconciliations are not reviewed by a responsible official, even though the independent auditor had previously made this recommendation. 	
District's 11/30/00 Response – The District indicated that reviews of bank reconciliations would be assigned to the Internal Auditor. The Internal Auditor was responsible for taking action by September 2001.	
Auditor's Follow-up / Observations	
Status: Not implemented.	
Bank reconciliations are not completed and the reports prepared by the Treasurer are not reviewed by anyone else prior to submission to the Board.	
The former Internal Auditor stated that the Board had not informed her of this additional responsibility.	
District's 12/20/02 Response	
“The review of bank reconciliation’s prepared by the Treasurer will be added to the responsibilities of the Internal Auditor.”	

Recommendation #32	Wyandanch Union Free School District
Review stale checks on a regular basis and make any appropriate adjustments on a timely basis.	
Findings in the Audit Report of 1/12/01	
<ul style="list-style-type: none"> • Old, outstanding checks are not reviewed and adjusted in a timely manner. • The February 2000 bank reconciliation listed 44 old outstanding checks, the oldest was dated July 1998. • No follow up was done to verify that checks are actually voided and properly reflected in the accounting records. 	
District's 11/30/00 Response – All checks older than 90 days will be voided. The Treasurer is responsible for implementation by August 2001.	
Auditor's Follow-up / Observations	
Status: Not implemented.	
Stale checks are not reviewed on a regular basis. Checks are listed as outstanding even if they were already voided or have cleared the bank. One check, for \$25,000, appeared as outstanding from November 2001 through May 2002 though it was actually voided in November 2001.	
District's 12/20/02 Response	
“The Board of Education will insist on this recommendation being acted upon by its Treasurer and Internal Auditor.”	

Recommendation #33	Wyandanch Union Free School District
Require the Treasurer to submit accurate cash reports to the Board on a timely basis.	
Findings in the Audit Report of 1/12/01	
<ul style="list-style-type: none"> • Cash reports are submitted at least two months late. • The Treasurer's reports do not include copies of the bank reconciliations. • The Treasurer's reports do not correspond to the bank reconciliations, which are inaccurate. 	
District's 11/30/00 Response – Monthly cash reports are to be submitted to the Board and, after Board acceptance, made available to the general public. The Business Manager was responsible for implementing this action by September 2001.	
Auditor's Follow-up / Observations	
Status: Not implemented.	
The Treasurer prepares a partial cash report for one of the General Fund accounts only. The report only shows receipts by source during the month. In addition, the reports are not submitted timely or reconciled to the General Ledger. See Recommendation #26.	
District's 12/20/02 Response	
“The Business Manager rejects the response “Monthly cash reports are to be submitted to the Board and, after Board acceptance, made available to the general public. The Board of Education will insist on this being implemented by its Treasurer. The Business Manager was the party responsible for implementing this action by September, 2001.” As the audit has noted, the preparation of this report is a responsibility of the Treasurer. The Business Manager has no supervisory oversight of the Treasurer. The Business Manager has provided the Board of Education and the Treasurer with monthly revenue reports within 10 calendar days of the close of each month.”	
Auditor's Notes	
The Business Manager is rejecting the District's own response to the first audit which is part of the corrective action plan. The Board needs to ensure that the Treasurer fulfills the responsibilities of that position.	

Recommendation #34	Wyandanch Union Free School District
Require the Treasurer to render budget status reports at least quarterly (and monthly in the event that budget transfers have been made since the last report) for each fund, including the revenue and appropriation accounts required in the annual State budget form.	
Findings in the Audit Report of 1/12/01	
<ul style="list-style-type: none"> • Reports are prepared and submitted by the Business Manager (so designated by the Board), though the Regulations require the Treasurer to do so. • The reports are incomplete, lacking the capital projects, school lunch, trust, and agency funds. • The reports do not include the required revenue information for any funds. 	
District's 11/30/00 Response – Budget status reports for all funds will be submitted monthly to the Board and, after Board acceptance, made available to the general public. The Business Manager and the Treasurer were responsible for implementing this action by June 2000.	
Auditor's Follow-up / Observations	
<p>Status: Partially implemented.</p> <p>The Business Manager prepares monthly budget status reports and submits them to the Superintendent. The Superintendent, in turn, submits them to the Board. However, the Board minutes do not reflect that the reports are being submitted and accepted by the Board.</p> <p>See recommendation #26.</p>	
District's 12/20/02 Response	
<p>“The district rejects the audit status of ‘Not Implemented’. It is agreed that the budget status reporting is prepared by the Business Manager as opposed to the Treasurer, however, the reports submitted are complete, timely, accurate, and in compliance with all SED requirements for all operating funds. The Board of Education is acknowledging the receipt of each month’s budget status report for all operating funds, and is evidencing the same in its approved minutes. Additionally, SED receives a monthly copy as well and if the reports were deficient we are certain SED would have advised the district of the same. It would appear that this recommendation should at least be considered as ‘Partially Implemented.’ The Board of Education will insist on this being implemented by its Treasurer.”</p>	
Auditor's Notes	
<p>The treasurer of a school district, as the chief accounting officer, is responsible for preparing the budget status reports. The Board minutes should reflect that the reports were submitted and accepted by resolution by the Board.</p>	

Recommendation #35	Wyandanch Union Free School District
Submit the required audited financial statements to the Department by October 1 of each year. Also, consider appointing the auditor at the organizational meeting for the year to be audited, not the subsequent year.	
Findings in the Audit Report of 1/12/01	
<ul style="list-style-type: none"> • The audited financial statements were submitted to the Department late for five consecutive years through the 1999-2000 school year. • The Board did not appoint its auditors until after the end of the year to be audited. 	
District's 11/30/00 Response – The annual financial report will be submitted consistent with all laws, regulations, and guidelines. The Board, Business Manager, Treasurer, and independent auditor are responsible for implementation by October 2001.	
Auditor's Follow-up / Observations	
Status: Implemented.	
The audited financial statements for the year ending June 30, 2001 were not received by the Department until November 21, 2001. The Board appointed the auditor in June 2001.	
The audited financial statements for the year ending June 30, 2002 were received by the Department on the due date (October 1, 2002). In addition, the Board also appointed the auditor for the following school year (2002-03) during the August 6, 2002 meeting.	
District's 12/20/02 Response	
“Implemented.”	

Recommendation #36	Wyandanch Union Free School District
Ensure the Central Treasurer of the extra-classroom activity fund is provided with a copy of the policy governing this fund.	
Findings in the Audit Report of 1/12/01	
<ul style="list-style-type: none"> • The Central Treasurer is unaware of the Board’s policy. 	
District’s 11/30/00 Response – The central treasurer is to receive the Department-provided policies regarding the operation of the extra-classroom activity fund. To be implemented by the Business Manager and Treasurer.	
Auditor’s Follow-up / Observations	
Status: Not implemented.	
The Board has no policy regarding the extra-classroom activity fund. The Central Treasurer was provided the Department-issued handbook on the operation of extra-classroom activity funds (The Safeguarding, Accounting, and Auditing of extra-classroom activity funds) which she has been using as her guide.	
District’s 12/20/02 Response	
“The Business Manager rejects the response “The Central Treasurer is to receive the Department-provided policies regarding the operations of the extra-classroom activity fund. To be implemented by the Business Manager and Treasurer.” The Central Treasurer reports to the District Treasurer. The Business Manager has no oversight as to the District Treasurer. The Business Manager has downloaded, reproduced and provided copies of the Department-issued handbook “The Safeguarding, Accounting, and Auditing of Extra-classroom activity funds” to all relevant parties and is pleased to see the auditors did note that the Central Treasurer has been using the same as her guide.”	
Auditor’s Note	
The Business Manager is rejecting the District’s own response to the first audit which is part of its corrective action plan.	

Recommendation #37	Wyandanch Union Free School District
Require the Central Treasurer of the extra-classroom activity fund to properly reconcile the account and to submit the required reports to the Board.	
Findings in the Audit Report of 1/12/01	
<ul style="list-style-type: none"> • Not all required reports are submitted to the Board. • The Central Treasurer does not perform bank reconciliations. • Reports are submitted to the high school principal and fund advisors, not the Board. 	
District's 11/30/00 Response – Monthly extra-classroom activity records will be provided to the Board and, after Board acceptance, made available to the general public. The Treasurer was responsible for implementing this action by September 2001.	
Auditor's Follow-up / Observations	
<p>Status: Not implemented.</p> <p>The responsibilities for reconciling the extra-classroom activity fund accounts and submitting required reports are not included in the duties and responsibilities that the Board outlined and approved for the Treasurer during the August 21, 2001 meeting. In addition, the Treasurer declined to take on this responsibility.</p> <p>The Central Treasurer was not appointed by the Board and does not submit any extra-classroom activity fund reports to the Board. The Central Treasurer submits reports to the club advisors, principal, Internal Auditor, and Superintendent on a monthly basis. The Central Treasurer was not aware that the Regulations require the reports to be submitted to the Board. The Central Treasurer does not reconcile the account, but reviews the bank statements and compares them with her records.</p>	
District's 12/20/02 Response	
“This is a part of the District Treasurer’s responsibility. As indicated, the performance in this area is to be rectified by February 28, 2003, and this recommendation will be implemented.”	

Recommendation #38	Wyandanch Union Free School District
Utilize the fully integrated accounting system.	
Findings in the Audit Report of 1/12/01	
<ul style="list-style-type: none"> • The system is used only to record cash disbursements and expenditures, not cash receipts and revenues. • Cash receipts are prepared on spreadsheets by revenue account. • The General Ledger is prepared on a spreadsheet and does not interface with the accounting system. 	
District's 11/30/00 Response – Utilize the available integrated General Ledger accounting system. The Business Manager and the Treasurer were responsible for taking action by July 2001.	
Auditor's Follow-up / Observations	
Status: Not implemented.	
<p>Though the District accepted the recommendation, it has not acted to change the situation. The accounting system, as it presently functions, continues to be driven by personality, rather than by process. Furthermore, it is more cumbersome than it needs to be. The Treasurer has not received training on the General Ledger module of the software system. As such, the District continues to be subject to the risks described in the Department's audit report.</p>	
<ul style="list-style-type: none"> • The purposeful or inadvertent manipulation of data, which might not be detected in a timely manner or detected at all. • Corruption of data or errors in the transfer of data between spreadsheets, the accounting system, and other computer records. • Difficulty in preparing proper reconciliations in a timely manner and submitting the information to the Board. • Delays in the preparation of annual financial statements and late submission of independent audit reports to the Department. • The departure of the Business Manager could leave the District without someone possessing sufficient knowledge to prepare the General Ledger and cash reports. 	
District's 12/20/02 Response	
<p>“The Business Manager rejects the response “Utilize the available integrated General Ledger accounting system. The Business Manager and the Treasurer were responsible for taking action by July 1, 2001” and the status designation of ‘Not Implemented.’ All direct reports to the Business Manager are fully utilizing the integrated accounting systems for transactions they are responsible for. Additionally, in the event of the Business Manager's departure, if remaining personnel do not have the requisite accounting background to do General Ledger accounting, an integrated accounting system will be of little use. It would be no better than “garbage in, garbage out.” Whether the accounting system is integrated or not, staff experienced in the mechanics of accounting is required. The District Treasurer will fulfill their responsibility herein by February 28, 2003.”</p>	
Auditor's Note	
<p>The Business Manager is rejecting the District's own response to the first audit which is part of its corrective action plan. Although Business Office staff uses the accounting system, they only use a portion of the entire system. Had the system been used to its full capacity, manual and tedious recording of accounting transactions would be eliminated, affording more time for Business Office staff, including the Business Manager, to devote to other areas of the operation.</p>	

Recommendation #39	Wyandanch Union Free School District
Keep all accounting records current.	
Findings in the Audit Report of 1/12/01	
<ul style="list-style-type: none"> • The General Ledger is not updated on a timely basis. • Transactions were often posted to incorrect periods. 	
District's 11/30/00 Response – All accounting records will be kept current. The District indicated that this action was accomplished by the Business Manager in June 2000.	
Auditor's Follow-up / Observations	
Status: Not implemented.	
<p>Although the system employed by the District is capable of maintaining a fully integrated accounting system, it is still not being used to its full capacity. The Business Manager is manually maintaining the General Ledger on a spreadsheet. Transactions are not posted and records are not updated on a timely basis. An updated accounting record could not be obtained at any given time without the Business Manager taking the time to enter all the accounting transactions since his last update of the General Ledger. Other Accounting/Business Office staff do not have access to the General Ledger.</p>	
District's 12/20/02 Response	
<p>“The district rejects the audit’s follow up status as ‘Not Implemented.’ While it is agreed the integrated accounting system is not fully utilized, the manually prepared General Ledger is and has been current. The General Ledger is reconciled and available within 10 calendar days of the close of each month. Were that not the case, the ST-3 nor the independent audit report could have or would have been filed timely. The prior audit reported that the manual General Ledger was prepared, quarterly. The fact that it is now prepared monthly should warrant the status ‘implemented’ as I know of no public school entity that reviews or distributes its General Ledger report daily. We are working towards having the integrated system fully utilized for General Ledger purposes by February 28, 2003.”</p>	
Auditor's Note	
The status of “not implemented” is based on the system’s inability to readily provide an accurate balance of any account at any given point.	

Recommendation #40	Wyandanch Union Free School District
Record all payroll expenditures when they are incurred.	
Findings in the Audit Report of 1/12/01	
<ul style="list-style-type: none"> • Payroll checks were not posted to the accounting system in a timely manner. 	
District's 11/30/00 Response – All payroll expenditures will be recorded when incurred. The District indicated that this action was completed in June 2000 by the Payroll Clerk and the Business Manager.	
Auditor's Follow-up / Observations	
Status: Not implemented	
<p>Since the General Ledger is manually maintained, any date could be used for posting transactions. In addition, transactions were not posted consecutively by date. It is impossible to determine whether the date recorded was the actual date of the transaction.</p> <p>Moreover, the Treasurer's report and the General Ledger are independent of each other. Adjustments shown on one do not appear on the other. For example, the Treasurer's report for June 2002 includes voided payroll checks totaling \$47,119 that do not appear on the General Ledger.</p>	
District's 12/20/02 Response	
<p>"The district rejects the audit follow up status "Not Implemented." The initial audit recommendation was 'Record all payroll expenditures when they are incurred.' This is being done and we have no evidence that it is not being done. Moreover, payroll expenditures are posted in the integrated accounting system when payroll checks are issued and recorded in a timely manner in the General Ledger using documents provided by the integrated accounting system as the trace document for posting purposes. To state in an audit note 'since the General Ledger is manually maintained, any date could be used for posting transactions' is hypothetically correct but is factually incorrect and need be corrected. Again, all any auditor need to (and we assume it was done) is to check the transaction date posted in the manually maintained General Ledger against the transaction date and documents issued by the integrated accounting system and the trace documents."</p>	
Auditor's Note	
<p>The recommendation pertains to the recording of payroll expenditures in the main accounting record, the General Ledger. The General Ledger does not readily provide an accurate balance of any payroll account at any given point because, even though expenditures are properly dated, they are not recorded in the General Ledger until up to several days after the dates incurred.</p>	

Recommendation #41	Wyandanch Union Free School District
Limit the use of confirming purchase orders to emergency situations.	
Findings in the Audit Report of 1/12/01	
<ul style="list-style-type: none"> Confirming purchase orders were used in 43 percent of tested transactions, though the purchases were not related to emergencies. 	
District's 11/30/00 Response – Enforce the existing requirement that acquisitions costing more than \$100 utilize the purchase order process. This action was to be implemented in July 2001 by the Purchasing Agent, Treasurer, Internal Auditor, Principals, Supervisors, Business Manager, Superintendent of Schools, and the Board.	
Auditor's Follow-up / Observations	
<p>Status: Not implemented.</p> <p>District employees may circumvent the purchase order process by limiting individual orders to less than \$100, with no apparent limit on the number of orders that could be placed. In fact, a District official indicated that, in one particular situation, an employee placed several orders with one vendor outside of the purchasing process. Although each order was under \$100, the vendor submitted an invoice that included all the orders and totaled over \$600. A review of purchasing transactions revealed that confirming purchase orders are processed for invoices that totaled thousands of dollars. For example, one vendor received over \$160,000 in payments processed through 23 confirming purchase orders. Because written procedures have not been developed, disseminated, and enforced, the District processed a large number of confirming purchase orders for routine and recurring purchases. In one instance, a purchase order labeled “open purchase order” was actually a confirming order. In the 2001-02 school year, the District continued to incur liabilities, unknown until invoices were received, because individual employees placed orders for goods and services outside the purchasing process or without approving authority. In a limited review, it was found that sundry items such as floral arrangements, food consumed at meetings, fruit baskets, and miscellaneous supplies, altogether totaling about \$5,000, were paid for through confirming purchase orders. Reimbursements to District officials included sales taxes.</p> <p>Moreover, the District's Purchasing Agent left prior to Spring of 2002 and no replacement has been appointed by the Board. The 2002-03 budget does not provide for this position. Due to the absence of a Purchasing Agent, there is no direct supervision to ensure that an efficient and effective purchasing process is in place.</p>	
District's 12/20/02 Response	
<p>“Enforce the existing requirement that acquisitions costing more than \$100 utilize the purchase order process. To be implemented immediately by all parties.</p> <p>As to the Purchasing Agent position, an arrangement allowing for a Purchasing Technician was “approved” by a representative of the Department. Should that “authorization” now be viewed as unacceptable, we are prepared to go the Purchasing Agent route.”</p>	
Auditor's Notes	
<p>A Purchasing Agent is the only person legally authorized to commit a district for a purchase. Therefore, the Board must designate the person through a resolution duly adopted by the Board. If the Purchasing Technician will serve as the purchasing agent, then he should be qualified, authorized, and duly appointed. During the Board meeting on January 21, 2003, the Business Manager was officially appointed as the District's Purchasing Agent, according to the Business Manager.</p>	

Recommendation #42	Wyandanch Union Free School District
Ensure all purchases, including Board expenditures, are adequately documented.	
Findings in the Audit Report of 1/12/01	
<ul style="list-style-type: none"> • The District could not provide supporting documentation for 12 percent of tested purchases. The District's independent auditor noted this condition in three prior audits. • The District could not provide copies of signed contracts or agreements related to certain transactions (e.g., a food service agreement). • The District did not maintain sufficient documentation to support Board travel and conference attendance. 	
District's 11/30/00 Response – Proper identification of all purchases must be on the face of the requisition and purchase order. The Purchasing Agent, Treasurer, and Internal Auditor were responsible for taking action by July 2001.	
Auditor's Follow-up / Observations	
Status: Not implemented.	
<p>The response is inadequate because it does not completely address the findings (i.e., the lack of supporting documentation). Generally, the conditions persist. In some instances, payments for travel and conferences were not adequately documented. In other instances, cash advances to a board member were not reconciled. A review of transactions found that proper verification of receipt of goods and/or services is not always included in supporting documentation. In one instance, the District paid \$3,200 in hotel fees, but the documentation did not clearly indicate the purpose of the trip. In another instance, documentation attached to support payment of a car rental included an employee's written note that he had "verbal approval" to rent the car. The purpose of the rental was unclear; however, no subsequent written approval was attached and the District processed the payment as a confirming order.</p>	
District's 12/20/02 Response	
"Proper documentation for all purchases will be requested. In the absence of appropriate documentation, the Internal Auditor will be asked to attach to the paperwork copies of correspondence requesting needed supporting material."	

Recommendation #43	Wyandanch Union Free School District
Consider preparing a purchasing manual.	
Findings in the Audit Report of 1/12/01	
<ul style="list-style-type: none"> • The purchasing policy is out of date. • The purchasing policy does not include all sections required by the General Municipal Law. • The District has no purchasing manual or written procedures to guide purchasing practices. 	
District's 11/30/00 Response – Recommendation noted. The Purchasing Agent was responsible for implementation by September 2001.	
Auditor's Follow-up / Observations	
Status: Not implemented.	
<p>The District has not prepared a purchasing manual but uses the Purchasing Handbook issued by the Department's Educational Management Services, and the School Business Management Checklist as its guides. However, given the differences in the makeup of districts, the Board must still adopt carefully formulated and clearly stated policies and regulations for the conduct of purchasing specifically tailored to the District. These guidelines will translate laws into action and will establish the position of the District pertaining to various aspects of purchasing. In addition, the District has no Board-appointed Purchasing Agent who the District made responsible for implementing the recommendation.</p>	
District's 12/20/02 Response	
"Refer to Item #29."	

Recommendation #44	Wyandanch Union Free School District
Adequately supervise and train the accounts payable clerks.	
Findings in the Audit Report of 1/12/01	
<ul style="list-style-type: none"> • An Accounts Payable Clerk did not process 280 invoices that were over 90 days old. Many of the invoices were in unopened envelopes. Other invoices were not processed until the vendors complained. • The Business Manager was unaware of the above conditions. 	
District's 11/30/00 Response – The District will take advantage of Department-sponsored accounts payable and financial training seminars. The Business Manager, Superintendent of Schools, and the Board are responsible for ongoing action.	
Auditor's Follow-up / Observations	
Status: Partially implemented.	
<p>The District hired another staff whose duties include matching vendor invoices to the purchase order and resolving any questions the District might have with the vendors. According to the Business Manager and Internal Auditor, the staff addition has helped make the payment process faster. However, the conditions generally persist. Because District employees frequently circumvent the purchasing process and vendor payments must be made through confirming purchase orders, the District is unable to make many payments on a timely basis. In some cases, confirming purchase orders were signed two to three months after receipt of an invoice and it could require an additional one to two months to process and sign a check. In short, the time elapsed between the invoice date and a check date for purchases processed through confirming purchase orders could extend from four to six months or longer.</p>	
District's 12/20/02 Response	
<p>“The district rejects the follow up audit status ‘Partially Implemented.’ The school district has trained and does supervise its accounts payable clerk. The initial audit finding indicated that there were 280 unprocessed invoices over 90 days old and that other invoices were not processed until vendors complained. That has been corrected and those circumstances no longer exist. The circumventing of the purchasing process and the delay in a vendor being paid a bill that the accounting office is unaware of cannot be laid at the feet of an account clerk and should not be a part of Recommendation #44. The accounts payable system and staff has addressed the initial finding for Recommendation #44.”</p>	
Auditor's Notes	
<p>Although the District had resolved the specific conditions found in the first audit, the continued circumventing of the purchasing process and the late vendor payments indicate that the conditions generally persist.</p>	

Recommendation #45	Wyandanch Union Free School District
Investigate and resolve all invoices in the accounts payable invoice box. Also, ensure all invoices are reviewed and processed on a timely basis.	
Findings in the Audit Report of 1/12/01	
<ul style="list-style-type: none"> • No procedures are in place to ensure that invoices will be paid on time or otherwise processed. • An Accounts Payable Clerk did not process 280 invoices that were over 90 days old. Many of the invoices were in unopened envelopes. Other invoices were not processed until the vendor complained. 	
District's 11/30/00 Response – The District will establish a tracking system to determine and ensure that invoices are processed timely. The Business Manager, Purchasing Agent, Treasurer, and Internal Auditor completed this action in September 2000.	
Auditor's Follow-up / Observations	
Status: Partially implemented.	
See Recommendation #44.	
District's 12/20/02 Response	
“See Item #12. The procedure is in place, even if compliance with the procedure or consequences for not adhering to the procedure may not be.”	

Recommendation #46	Wyandanch Union Free School District
Establish procedures whereby the person signing the checks is responsible for mailing the checks.	
Findings in the Audit Report of 1/12/01	
<ul style="list-style-type: none"> Signed checks were returned to the accounts payable staff (the check preparers) for mailing. 	
District's 11/30/00 Response – The District will prohibit checks from being removed from District offices until they are ready to be mailed. The Treasurer and the Board reportedly accomplished this action in September 2000.	
Auditor's Follow-up / Observations	
Status: Not implemented.	
The same procedure is still being employed. According to the Accountant, it is not cost-effective for the check signatories (Board President or Treasurer) to be responsible for the time-consuming task of mailing checks.	
District's 12/20/02 Response	
“Should the Treasurer to be the last person to sign the checks, the procedure can be affected. Otherwise, persons assisting the President of the Board, the second signatory, will see to their mailing.”	

Recommendation #47	Wyandanch Union Free School District
Prohibit checks from being removed from the District offices until they are ready to be mailed.	
Findings in the Audit Report of 1/12/01	
<ul style="list-style-type: none"> The Board President often removed checks from District offices and did not always promptly sign and return them. 	
District's 11/30/00 Response – Recommendation noted. The Business Manager was responsible for implementing this action by September 2000.	
Auditor's Follow-up / Observations	
Status: Implemented.	
According to the Internal Auditor, this practice has stopped. Checks remain in the safe until they are signed by both the Board President and the Treasurer and are ready to be mailed.	
District's 12/20/02 Response	
"Implemented."	

Recommendation #48	Wyandanch Union Free School District
Establish procedures to monitor whether checks have been signed and mailed.	
Findings in the Audit Report of 1/12/01	
<ul style="list-style-type: none"> • The Board President often removed checks from District offices and did not always promptly sign and return them. • The District did not keep track of which checks were signed, returned, and mailed. • The District did not keep track of which checks were returned unsigned and not mailed. • The District did not keep track of which checks were not returned or mailed. • All prepared (but not necessarily signed and mailed) checks were treated in the accounting records as issued. 	
District's 11/30/00 Response – Require that the parties responsible for signing checks also mail the checks. This action was to be implemented by the Treasurer and the Board by September 2001.	
Auditor's Follow-up / Observations	
<p>Status: Not implemented.</p> <p>According to the Internal Auditor, no system is in place to monitor checks mailed or withheld in the District. She also stated that there are very few instances when a check would be withheld.</p> <p>The Accounts Payable Clerk is responsible for mailing the checks to the vendor. See Recommendations #46 and #47.</p>	
District's 12/20/02 Response	
“Comply with Recommendations #46 & #47.”	

Recommendation #49	Wyandanch Union Free School District
Implement the necessary inventory controls for assets including: establishing comprehensive policies and procedures; assigning responsibility to one individual; conducting annual physical inventories; tagging all new purchases with ownership decals; recording any new acquisitions, transfers or disposals on the system; ensuring Board approval of all disposals; and keeping the system up-to-date.	
<p>Findings in the Audit Report of 1/12/01</p> <ul style="list-style-type: none"> • No written policies or procedures. • No physical inventory or update to records (additions, disposals, transfers) since June 1997. • No assignment of responsibility for fixed asset record-keeping. • Unable to account for disposal of assets. • A central receiving area is not used. • Assets are not tagged when received. 	
<p>District's 11/30/00 Response – The fixed asset inventory was completed in November 2000 and will be conducted minimally on a biennial basis. A central receiving system with asset tagging will be established by September 2002. The Purchasing Agent, Business Manager, Superintendent of Schools, Board of Education are responsible parties.</p>	
<p>Auditor's Follow-up / Observations</p> <p>Status: Not implemented.</p> <p>Generally, the conditions have not improved. Written procedures have not been developed and employees have not received proper guidance. The District does not make full use of the central receiving area and even temporary employees may sign for delivered items. As a result, the District assumes a high risk of loss, theft, or paying for goods that were not actually received. District officials acknowledge that particular items (e.g., a laptop computer and a television/VCR unit) cannot be accounted for. The District has no procedures to follow in the event of such occurrences. Additionally, because of the lack of procedures and the failure to make full use of the central receiving area, District employees have signed for items that actually should have been delivered somewhere else in the District. When the District orders several items on a single purchase order, the requisitioning parties are not always indicated on the purchase order. Therefore, when the District receives the order, it can take weeks to determine who ordered the items and where they should be delivered. The District hired an outside vendor to appraise the fixed assets and equipment items, as well as develop an inventory tracking system. However, the District does not tag new equipment items, does not update the software system and, therefore, does not maintain an accurate inventory that includes the addition, transfer, and disposal of assets. According to one official, many of these conditions were reported to the Board; however, no action has since been taken to correct the deficiencies.</p>	
<p>District's 12/20/02 Response</p> <p>“The process was begun as previously indicated but interrupted when the Purchasing Agent position became vacant. With confirmation of our current organizational pattern and or a required adjustment, the process will be resumed.”</p>	

Recommendation #50	Wyandanch Union Free School District
Limit the use of overtime. Consider making staffing changes to minimize overtime payments.	
Findings in the Audit Report of 1/12/01	
<ul style="list-style-type: none"> At least two employees were paid large amounts of overtime, including a driver/messenger (base salary of \$34,725) who received \$23,747 in overtime pay in the 1998-99 school year. 	
District's 11/30/00 Response – Limit the use of overtime to emergency situations. To be implemented in July 2001 by all supervisors.	
Auditor's Follow-up / Observations	
Status: Partially implemented.	
There has been no change in the condition. Two employees were paid large amounts of overtime. One is the same Driver/Messenger from the prior audit who received a total of \$67,571 (base salary of \$39,878) for 2001-02. The other employee is a bus driver (acting Transportation Supervisor) who received \$64,605 (base salary of \$37,078).	
District's 12/20/02 Response	
“The initial audit recommendation was ‘Limit the use of overtime. Consider making staffing changes to minimize overtime payments.’ The district rejects the follow up audit status ‘Not Implemented.’ The district has reviewed and monitors the use of overtime, and with the possible exception of the Driver/Messenger there is no issue regarding overtime. The other noted position, The Bus Driver (acting Transportation Supervisor) is actually a cost savings. If we paid a Transportation Supervisor their salary and benefits would materially exceed that which we are currently paying inclusive of overtime.”	
Auditor's Note	
The District should continue to review and monitor overtime. In the case of the Driver/Messenger, the District should consider adjusting the hours of this employee. In the case of the Bus Driver, the District should ensure it is acting in compliance with Civil Service requirements and collective bargaining agreements.	

Recommendation #51	Wyandanch Union Free School District
Eliminate the use of compensatory time in lieu of overtime pay, as required by the Fair Labor Standards Act and employment contracts.	
Findings in the Audit Report of 1/12/01	
<ul style="list-style-type: none"> The Principal Stenographer earned compensatory time off in lieu of overtime pay, contrary to the Fair Labor Standards Act and the District's contractual agreement with its administrative support staff. 	
District's 11/30/00 Response – All compensatory time granted is to be consistent with the Fair Labor Standards Act. The Personnel Supervisor was responsible for implementing this action and completed it in June 2000.	
Auditor's Follow-up / Observations	
Status: Not implemented.	
According to the Administrative Assistant (Human Resources) to the Superintendent, some support staff are earning compensatory time. Because no provision was made in the employee contract regarding compensatory time off, she was not aware that the granting of such in lieu of overtime pay is contrary to the Fair Labor Standards Act.	
District's 12/20/02 Response	
"Use of compensatory time in lieu of overtime is not contrary to the Fair Labor Standards Act. In fact it is part of the Fair Labor Standards Act (FLSA). The 1985 amendment to the FLSA states that '...the law specifically allows the use of comp time so long as it is provided for under a collective bargaining agreement, employment agreement, or memorandum of understanding.' It further states, '...if it was the Employer's practice prior to April 15, 1985, to pay existing employees compensatory time.' The use of compensatory time was an established and accepted practice within the school district well before 1985."	
Auditor's Note	
The FLSA states that no agreement or understanding is required with respect to employees hired prior to April 15, 1986, who do not have a representative, if the employer had a regular practice in effect on April 15, 1986, of granting compensatory time off in lieu of overtime pay. Employers are allowed to grant compensatory time off if it had been a regular practice in effect on April 15, 1986 and only with respect to employees hired prior to April 15, 1986. The District's practice does not meet those requirements and should be discontinued.	

Recommendation #52	Wyandanch Union Free School District
Reclassify the Director of Security position as an employee position, and follow all Civil Service requirements for filling this position.	
Findings in the Audit Report of 1/12/01	
<ul style="list-style-type: none"> • The Director of Security was paid as an independent contractor though he should have been classified as an employee. • The Director of Security is a retired public employee. 	
District's 11/30/00 Response – Replaced security director. Hired a professional security person. This was accomplished by the Superintendent, Business Manager, and Board in June 2001.	
Auditor's Follow-up / Observations	
Status: Not implemented.	
The District simply replaced one independent contractor with another.	
District's 12/20/02 Response	
"Item is under review with eye towards compliance."	

Recommendation #53	Wyandanch Union Free School District
Prepare a District-wide technology plan, share this plan with building level staff, and provide staff with adequate training on how to integrate computers and technology into instructional plans.	
Findings in the Audit Report of 1/12/01	
<ul style="list-style-type: none"> The District does not have a technology plan. 	
District's 11/30/00 Response – Collaborating with BOCES for shared services and plan development. The Assistant Superintendent for Curriculum was responsible for this action, to be implemented in September 2001.	
Auditor's Follow-up / Observations	
Status: Not implemented.	
A technology committee, headed by a former administrator, started to meet and work for the purpose of establishing a technology plan. However, the administrator's departure from the District left the plan unfinished.	
Moreover, the District does not have a Technology Coordinator. According to the Superintendent, the competitiveness of the job market prevents the District from hiring a coordinator at a salary that the District can afford. The 2002-03 budget has no provision for this position.	
District's 12/20/02 Response	
“A technology plan has been prepared. The committee was developed with implementation as a goal and a replacement for the administrator has been hired.	
Options to employing a coordinator are being explored with fulfillment a priority.”	
Auditor's Notes	
Subsequent to the District's formal response, the Superintendent stated that the District is still in the process of completing the plan under the leadership of the new Assistant Superintendent for Curriculum.	

Recommendation #54	Wyandanch Union Free School District
Assess the need for additional student support staff.	
Findings in the Audit Report of 1/12/01	
<ul style="list-style-type: none"> The District's student-to-support staff ratio was 269 to 1, compared to the Suffolk County school districts ratio of 136 to 1. 	
<p>District's 11/30/00 Response – The Assistant Superintendent for Student Services has initiated a comprehensive, long-term planning process which has already identified certain additional student support needs – namely school psychologists and guidance counselors – which have been addressed in the 2001-02 budget in relation to the District plan of correction for special education program deficiencies. This is an ongoing activity.</p>	
Auditor's Follow-up / Observations	
<p>Status: Partially implemented.</p> <p>According to the Director of Student Services, the District hired an additional guidance counselor and a psychologist in September 2001 and a speech therapist in April 2002, but its financial condition prevents it from hiring more student support staff.</p>	
District's 12/20/02 Response	
<p>“As indicated, several additional persons have been hired. The assessment of needs continues and where practicable, further movement will be undertaken.”</p>	

Recommendation #55	Wyandanch Union Free School District
Give immediate attention to improving the library services and the library collection, and provide teachers with adequate classroom libraries. Ensure a school library-media specialist is assigned to each of the three schools.	
Findings in the Audit Report of 1/12/01	
<ul style="list-style-type: none"> • During the 1998-99 school year the District filled only one of its three media specialist positions and only 1.5 full time equivalents (of 3.0 allocated in the budget) for the 1999-2000 school year. • Library facilities, particularly in the elementary school, are inadequate. • Classroom libraries are inadequate. 	
District's 11/30/00 Response – Secure adequate funding. This is an ongoing action for which the Assistant Superintendent for Curriculum is responsible.	
Auditor's Follow-up / Observations	
Status: Partially implemented.	
According to the Superintendent, all media specialist positions were filled at the beginning of the 2001-02 school year. However, the Media Specialist at the high school resigned during the year, leaving the position vacant. The Superintendent stated that the high school library has improved tremendously, the elementary school is in good shape, and the middle school needs additional funding to improve the collection.	
District's 12/20/02 Response	
“The response remains the same. Adequate funding would allow for the retention of library personnel – the Elementary position is vacant due to resignation. We are interviewing a potential replacement.”	

Recommendation #56	Wyandanch Union Free School District
Consider hiring both an English Language Arts (ELA) Coordinator and a Math Coordinator.	
Findings in the Audit Report of 1/12/01	
<ul style="list-style-type: none"> Though student performance in both ELA and Math is significantly below the State averages in fourth and eighth grades, the District has not employed either an ELA or Math Coordinator. 	
District's 11/30/00 Response – Action on this recommendation is hampered by the rejection of the budget. Responsibilities are to be absorbed by building administrators and the Assistant Superintendent for Curriculum. An implementation date of September 2001 was included.	
Auditor's Follow-up / Observations	
Status: Not implemented.	
These positions have not been filled. According to the Superintendent, the responsibility of the ELA and Math Coordinators have been assigned to the building principals and to the Assistant Superintendent for Curriculum and Instruction. That position was also vacant at the time of this audit.	
District's 12/20/02 Response	
“The Board of Education considers the oversight of all of its curriculum areas a top priority. The Board will work with the Superintendent to determine how best to achieve that priority within our available resources.”	

Recommendation #57	Wyandanch Union Free School District
Ensure that all current teachers are properly certified in the areas they are teaching. Also, verify the certifications of all prospective teachers before they are hired. Obtain the appropriate waivers from the Department for any exceptions.	
Findings in the Audit Report of 1/12/01	
<ul style="list-style-type: none"> At least four full-time teachers on staff during the 1998-99 school year lacked the proper certifications. 	
District's 11/30/00 Response – A personnel administrator will be hired. The Superintendent was responsible for taking action in August 2001.	
Auditor's Follow-up / Observations	
Status: Partially implemented.	
<p>The District hired an Administrative Assistant (for Human Resources) to the Superintendent on July 1, 2001. According to the Administrative Assistant, the District made some changes concerning teacher certification. All uncertified teachers were asked to apply for temporary certificates. The District should not have any uncertified teachers on staff as of September 2002 and any remaining uncertified teachers would be removed.</p>	
<p>Files for ten teachers or administrators were reviewed and nine included copies of certificates. The Music Coordinator/Teacher's file did not contain proper New York State certification. A letter written by the Administrative Assistant, dated July 24, 2002, was sent to the employee requesting college transcripts and teaching and supervisory licenses. The District still has not received a copy of any certification for this employee.</p>	
District's 12/20/02 Response	
"In large measure, this recommendation is being implemented."	

Recommendation #58	Wyandanch Union Free School District
Ensure that personnel files contain copies of all teacher certifications.	
Findings in the Audit Report of 1/12/01	
<ul style="list-style-type: none"> • Not all personnel files contained copies of teacher certifications. 	
District's 11/30/00 Response – To be implemented in August 2001 by the Assistant to the Superintendent for Personnel.	
Auditor's Follow-up / Observations	
Status: Partially implemented.	
See Recommendation #57.	
District's 12/20/02 Response	
“See Recommendation #57.”	

Recommendation #59	Wyandanch Union Free School District
Develop a policy to ensure that students with disabilities have the opportunity to participate in programs to which they are entitled.	
Findings in the Audit Report of 1/12/01	
<ul style="list-style-type: none"> • The District has not developed a policy to ensure that students with disabilities are educated in the least restrictive environment or provided with alternative placements. • The District has made no initiative to introduce inclusion. 	
District's 11/30/00 Response – As part of the timeline contained in the District Special Education Plan, the Assistant Superintendent for Student Services is examining all existing policies for compliance with applicable Regulations. This includes the revision of all existing CSE/CPSE forms and documents. Significant work was to have been completed by October 2001.	
Auditor's Follow-up / Observations	
Status: Partially implemented.	
The District's "Administrative Practices and Procedures for Special Education for 2000-2002," now includes statements on least restrictive environment.	
According to the Director of Student Services, the District is working with Special Education Training Resource Center (SETRC) and regional support, parents, and District staff to introduce inclusion into the District. The plan is to have an inclusion class in the elementary level before the 2002-03 school year ends.	
District's 12/20/02 Response	
"Inclusion was the subject of discussion at the most recent Superintendent's Conference Day as was the topic of "least restrictive environment". The effort in addressing the needs of students with disabilities remains a priority."	

Recommendation #60	Wyandanch Union Free School District
Retain an administrator with experience and qualifications to plan and direct implementation of the special education policy on a permanent basis.	
Findings in the Audit Report of 1/12/01	
<ul style="list-style-type: none"> • The District employed a Director of Student Services on a temporary basis. 	
District's 11/30/00 Response – The District indicated that an Assistant Superintendent for Student Services was hired in April 2001.	
Auditor's Follow-up / Observations	
Status: Implemented.	
A Director of Student Services was appointed effective January 22, 2002.	
District's 12/20/02 Response	
“Implemented.”	

Recommendation #61	Wyandanch Union Free School District
Plan and implement the special education policy.	
Findings in the Audit Report of 1/12/01	
<ul style="list-style-type: none"> The District has not developed a policy to ensure that students with disabilities are educated in the least restrictive environment or provided with alternative placements. 	
District's 11/30/00 Response – A Comprehensive Special Education Plan has been developed and approved by the Department relative to the many outstanding deficiencies without the current program, which includes the planning and implementation of special education policy. The Assistant Superintendent for Student Services is responsible for implementing this action by June 30, 2002.	
Auditor's Follow-up / Observations	
Status: Partially implemented.	
See Recommendation #59.	
District's 12/20/02 Response	
“Refer to Recommendation #59.”	

Recommendation #62	Wyandanch Union Free School District
Bring all special education evaluations up to date, and complete all future special education evaluations within the required timeframe.	
Findings in the Audit Report of 1/12/01	
<ul style="list-style-type: none"> The District is not completing new evaluations and triennial re-evaluations on a timely basis. Many triennial evaluations are several years overdue. 	
<p>District's 11/30/00 Response – The District is in process of hiring an additional School Psychologist to join the recently hired School Psychologist – increasing the available evaluation time by 20 hours weekly. Additionally, the Board, upon recommendation of the Assistant Superintendent for Student Services, has approved 45 testing days over the Summer of 2001 for the express purpose of bringing outstanding special education evaluations up to date. The likely remaining evaluation area requiring more intensive, long-term effort is the triennial re-evaluations. Full compliance was not anticipated until October 1, 2002.</p>	
Auditor's Follow-up / Observations	
<p>Status: Implemented.</p> <p>According to the Director of Student Services, she has been instituting changes since she started in the District. She has given priority to the initial and triennial evaluations, and these are now up to date and on schedule.</p>	
District's 12/20/02 Response	
“Implemented.”	

Recommendation #63	Wyandanch Union Free School District
Review all individual education plans (IEP), Section 504 Accommodation Plans, and assessment exemptions for appropriateness. Exempt students from assessments only as allowed by the Regulations. Provide testing modifications as appropriate.	
Findings in the Audit Report of 1/12/01	
<ul style="list-style-type: none"> • The District has not complied with the Regulations and the Rehabilitation Act relating to assessment exemptions and modifications. • The District exempted all students with disabilities performing at least 4-1/2 years below grade level in math and reading from assessments without consideration of the IEP or the Section 504 Accommodation Plan. 	
District's 11/30/00 Response – “It is anticipated, according to the approved special education plan, that complete, in-depth assessments of all assessment exemptions will require another annual review cycle to complete (and) that significant staff training with respect to exemptions under both idea and OCR 504 needs to occur.” This was to be implemented by June 30, 2002 by the CSE/CPSE Chairperson and the Assistant Superintendent for Student Services.	
Auditor's Follow-up / Observations	
<p>Status: Partially implemented.</p> <p>According to the Director of Student Services, she will encourage District staff to attend training and workshops provided by the Regional Center and SETRC, such as training on how to read IEPs and about Regulations affecting their program. All students with disabilities will take standardized tests with modifications.</p>	
District's 12/20/02 Response	
“Partially implemented and ongoing.”	

Recommendation #64	Wyandanch Union Free School District
Assign responsibility for supervising the District's physician and the school nurses to a responsible administrator.	
Findings in the Audit Report of 1/12/01	
<ul style="list-style-type: none"> The physician and nurses are not District employees. A nursing contract was under the direction of the Director of Student Services position which was vacant for portions of the audit period. 	
District's 11/30/00 Response – "As staff functioning within each school building, the School Nurses report as employees to their respective school principal. With respect to their conduct as license nursing personnel and for their professional supervision, they report to the Assistant. Superintendent for Student Services. The District's physician and/or whatever contractual relationship with Health Care Providers may be developed in the future is the responsibility of the Assistant. Superintendent for Student Services. The District's appointed physician, or his/her counterpart with respect to a contractual relationship, shall report to the Assistant. Superintendent while on school premises and all of his/her scheduling shall be through the office of the Assistant Superintendent for Student Services."	
Auditor's Follow-up / Observations	
Status: Implemented.	
The nurses are now District employees. Three are employed at the elementary school, two at the middle school and one at the high school. The nurses report to the respective building principals under the administrative direction of the Director for Student Services. The District Physician reports to the Director for Student Services.	
District's 12/20/02 Response	
"Implemented – (The title of the Administrator has changed, but the function remains the same.)"	

Recommendation #65	Wyandanch Union Free School District
Ensure that all students provide health certificates as required. Require the District's physician to examine all students who have not furnished health certificates.	
Findings in the Audit Report of 1/12/01	
<ul style="list-style-type: none"> • Students did not always provide health certificates in a timely manner. • The District did not maintain all certificates for health examinations. • The District's Physician did not examine students who failed to provide health certificates. 	
District's 11/30/00 Response – “The individual District Schools, their respective principals and school nurses, are responsible for ensuring that all students provide health certificates as required and consistent with Board policy. The District's physician and/or whatever health care services may be contracted for or agreed upon, will assure through on-site availability that examinations are carried out for all students who have not furnished health certificates.” Action to be taken by principals, school nurses, District Physician and/or contractual agencies by November 2001.	
Auditor's Follow-up / Observations	
<p>Status: Partially implemented.</p> <p>A limited review of student health records at the high school indicated improvements in the conditions. The School Nurse reviews all student health records and contacts parents, when necessary, regarding the required documentation, examinations, and immunizations. The Nurse also performs any necessary follow-ups and the Physician will be contacted when students do not provide health certificates. However, the School Nurse does not always know what students are enrolled in the school and, therefore, cannot ensure that all students provide health certificates as required.</p>	
District's 12/20/02 Response	
“Partial implementation has taken place and steps are in motion to see that enrollment concerns are addressed.”	

Recommendation #66	Wyandanch Union Free School District
Ensure that medical exams are provided for all students as required, and ensure that all students have received the required immunizations.	
Findings in the Audit Report of 1/12/01	
<ul style="list-style-type: none"> • The District's Physician did not examine students who failed to provide health certificates. • Health records did not always indicate that students had received the required immunizations. 	
District's 11/30/00 Response – “The individual District Schools, their respective principals and school nurses, are responsible for ensuring that all students provide health certificates as required and consistent with Board policy. The District's Physician and/or whatever health care services may be contracted for or agreed upon, will assure through on-site availability that examinations are carried out for all students who have not furnished health certificates.” Action to be taken by Principal, School nurses, District physician and/or contractual agencies by November 2001.	
Auditor's Follow-up / Observations	
<p>Status: Partially implemented.</p> <p>A limited review of student health records at the high school indicated improvements in the conditions. The Nurse reviews all health records for the required documentation, examinations, and immunizations. The school sent letters to the parents of 139 students regarding the required examinations for tenth graders and, as of mid-September, had noted a response rate of approximately 50 percent. The Nurse will follow up in accordance with the written procedures maintained in the Health Office.</p> <p>However, the Nurse does not always know what students are enrolled in the school and, therefore, cannot ensure that all students provide health certificates as required. In addition, the Health Office does not always receive medical information received by the Guidance Office in a timely manner. See Recommendation #67.</p>	
District's 12/20/02 Response	
“In large measure implemented. The enrollment issue is as addressed in a previous recommendation.”	

Recommendation #67	Wyandanch Union Free School District
Ensure that all student health records are kept current.	
Findings in the Audit Report of 1/12/01	
<ul style="list-style-type: none"> In a review of student health records, none indicated that students had received the required annual exams. 	
<p>District's 11/30/00 Response – “It is the responsibility of each school nurse within each District school to ensure that all student health records are kept up to date. Each building Principal will ensure that nursing personnel assigned to them are properly maintaining student health records – and if not, he/she shall appropriately advise that Assistant. Superintendent for Student Services and request a review of records.” This action will be implemented by each school nurse, each principal, and the Assistant Superintendent for Student Services.</p>	
Auditor's Follow-up / Observations	
<p>Status: Partially implemented.</p> <p>A limited review of student health records at the high school indicated improvements in the conditions. The records were well organized and information regarding students who had not yet received the required examinations was readily available. At the time of the auditors' visit, the Health Office was preparing the required second notification to parents who had not responded to the first notice.</p> <p>However, the Health Office does not receive information regarding student transfers in a timely manner and, therefore, does not know what students are enrolled in the high school. A review of student records in the Guidance Office noted that, while some files contained the required health documentation, the information is not always forwarded to the Health Office. This is a particular concern for students who arrive from another country.</p> <p>Generally, the Health Office does not receive the daily student attendance information until the end of the day. Additionally, the Health Office does not have emergency contact information for all students. The auditors noted that the recent creation of a three-part emergency contact information form, many of which had been returned to the Health Office, indicated that the school is attempting to correct this situation in the current school year.</p>	
District's 12/20/02 Response	
“Partially implemented with the continuing effort by building to correct any discrepancies.”	

Recommendation #68	Wyandanch Union Free School District
Retain all student health records for the required periods of time.	
Findings in the Audit Report of 1/12/01	
<ul style="list-style-type: none"> The District did not retain the certificates for all health examinations. 	
District's 11/30/00 Response – Recommendation noted. The Assistant Superintendent for Student Services is responsible for implementing by September 2001.	
Auditor's Follow-up / Observations	
Status: Partially implemented.	
Though the audit noted some improvement in the condition, the Guidance Office at the high school does not always forward the student health information it receives to the Health Office in a timely manner.	
The room in which the Health Office maintains the student records appeared to be small and somewhat cramped, but this is primarily because the room is being used to store old student health records for students no longer enrolled in the school.	
District's 12/20/02 Response	
“In large measure, implementation has taken place. A purging of old records needs to be accomplished as per dictated of regulations.”	