



**OFFICE OF INTERNAL AUDITING**

**ESCAMBIA COUNTY DISTRICT SCHOOL BOARD  
SCHOOL INTERNAL ACCOUNTS**

**STATEMENTS OF CASH RECEIPTS, DISBURSEMENTS &  
TRANSFERS**

**FOR THE YEAR ENDED JUNE 30, 2010**

**September 4, 2010**



*"Making a Positive Difference"*

## Office of Internal Auditing

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## INTERNAL AUDITOR'S REPORT SCHOOL INTERNAL ACCOUNTS

To the Escambia County District School Board  
and Malcolm Thomas – Superintendent  
Pensacola, Florida

We have audited the school internal accounts of the Escambia County District School Board for the year ended June 30, 2010. These accounts are included as agency funds in the School Board's annual financial reports. These accounts and the annual financial statements are the responsibility of the District's management. Our responsibility is to express an opinion on the compliance of the transactions included in the accounts with the governing provisions of Florida Statutes, State Board of Education rules, and policies and procedures of the School Board and to determine if the schools' financial records reconcile with corresponding bank statements and independent bank confirmations. We conducted our audit in accordance with the International Standards for the Professional Practice of Internal Auditing promulgated by the Institute of Internal Auditing.

The purpose of our audit was to conduct a comprehensive evaluation of the schools' management of their internal accounts. We planned and performed our audit to obtain reasonable assurance that transactions were made in accordance with applicable policies and laws. Our audit included examining, on a test basis, transactions of the schools' internal accounts. Our audit also included independent confirmation of financial information and interviews with District personnel. During our evaluation, we assessed the adequacy and effectiveness of the schools' system of internal controls and the quality of performance in carrying out assigned responsibilities. We believe our audit provides a reasonable basis for our opinion.

In our opinion, the transactions included in the schools' internal accounts were generally consistent with applicable Florida Statutes, State Board of Education rules, and policies and procedures of the School Board. In addition, we determined the schools' financial records reconcile with bank statements and independent bank confirmations.

During our audit, we became aware of matters that present opportunities for strengthening internal controls, increasing operating efficiencies, and assuring compliance with applicable laws, rules, regulations, policies and/or procedures. These matters are communicated in our Management Letter, which has been provided to the Superintendent.

September 4, 2010

**ESCAMBIA COUNTY DISTRICT SCHOOL BOARD**  
**SCHOOL INTERNAL ACCOUNTS - ALL SCHOOLS & SPECIAL CENTERS**  
**STATEMENT OF CASH RECEIPTS, DISBURSEMENTS AND TRANSFERS**  
**FOR THE YEAR ENDED JUNE 30, 2010**

	AUDITED BEGINNING BALANCE 7/1/2009	RECEIPTS	DISBURSEMENTS	NET TRANSFERS	NET AUDIT ADJUSTMENT(S)	AUDITED ENDING BALANCE 6/30/2010
A. ATHLETICS	\$ 336,982.55	\$ 1,028,269.87	\$ 1,042,216.85	\$ (3,207.46)	\$ -	\$ 319,828.11
B. MUSIC	64,966.87	373,909.13	369,987.18	595.44	-	69,484.26
C. CLASSES	340,824.34	1,409,213.43	1,381,781.72	2,704.22	-	370,960.27
D. CLUBS	139,823.88	697,180.87	669,806.76	(19,379.70)	-	147,818.29
E. DEPARTMENTS	261,552.31	621,451.72	667,486.80	4,736.15	-	220,253.38
F. TRUST	823,628.28	2,207,047.50	2,274,815.46	76.12	-	755,936.44
G. GENERAL	796,239.81	319,934.55	319,636.93	14,475.23	-	811,012.66
<b>TOTAL ALL FUNDS</b>	<b>\$2,764,018.04</b>	<b>\$ 6,657,007.07</b>	<b>\$ 6,725,731.70</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$2,695,293.41</b>

**ESCAMBIA COUNTY DISTRICT SCHOOL BOARD**  
**SCHOOL INTERNAL ACCOUNTS - ELEMENTARY SCHOOLS**  
**STATEMENT OF CASH RECEIPTS, DISBURSEMENTS AND TRANSFERS**  
**FOR THE YEAR ENDED JUNE 30, 2010**

	AUDITED BEGINNING BALANCE 7/1/2009	RECEIPTS	DISBURSEMENTS	NET TRANSFERS	NET AUDIT ADJUSTMENT(S)	AUDITED ENDING BALANCE 6/30/2010
Hellen Caro	\$ 71,318.68	\$ 95,812.23	\$ 110,508.31	\$ -	\$ -	\$ 56,622.60
Jim Allen	4,496.18	37,833.72	36,293.29	-	-	6,036.61
Bellview	10,963.74	88,041.05	88,963.59	-	-	10,041.20
Bratt	28,190.98	75,448.85	64,831.98	-	-	38,807.85
Brentwood	16,070.61	32,506.12	27,590.61	-	-	20,986.12
Carver/Century K-8	34,307.50	-	34,307.50	-	-	-
N.B. Cook	65,882.57	90,423.76	95,190.19	-	-	61,116.14
Cordova Park	48,052.02	96,023.96	103,462.27	-	-	40,613.71
Edgewater	6,990.23	-	6,990.23	-	-	-
Ensley	27,565.84	30,225.99	33,789.48	-	-	24,002.35
Ferry Pass	12,021.08	47,425.27	44,901.95	-	-	14,544.40
George S. Hallmark	6,924.49	23,238.69	19,342.14	-	-	10,821.04
Montclair	14,109.39	1,230.66	7,631.22	-	-	7,708.83
Myrtle Grove	13,262.18	27,328.95	28,572.92	-	-	12,018.21
Navy Point	40,476.51	18,724.60	14,481.18	-	-	44,719.93
Oakcrest	14,592.24	13,350.87	14,633.56	-	-	13,309.55
Pine Meadow	54,713.24	43,780.47	33,822.82	-	-	64,670.89
Pleasant Grove	27,559.65	54,483.26	45,973.77	-	-	36,069.14
Scenic Heights	33,577.87	47,891.79	44,505.43	-	-	36,964.23
O.J. Semmes	6,082.85	21,739.49	19,608.15	-	-	8,214.19
Sherwood	13,802.09	28,564.62	30,952.48	-	-	11,414.23
A.K. Suter	36,351.31	19,536.01	20,087.69	-	-	35,799.63
Warrington	8,095.65	23,814.62	18,749.27	-	-	13,161.00
C.A. Weis	11,998.46	10,464.86	13,751.88	-	-	8,711.44
West Pensacola	25,303.89	15,488.97	6,841.75	-	-	33,951.11
Reinhardt Holm	22,118.01	20,827.03	20,998.55	-	-	21,946.49
Allie Yniestra	3,432.68	6,065.85	4,705.02	-	-	4,793.51
Spencer Bibbs	17,426.64	4,914.97	6,907.96	-	-	15,433.65
Lincoln Park	7,564.25	11,423.26	13,336.43	-	-	5,651.08
Longleaf	30,634.13	25,338.07	38,181.59	-	-	17,790.61
L.D. McArthur	30,546.15	102,805.48	97,038.94	-	-	36,312.69
Beulah	64,571.92	41,230.60	44,785.58	-	-	61,016.94
R.C. Lipscomb	72,456.82	111,840.78	111,796.72	-	-	72,500.88
Blue Angels	36,593.73	108,383.66	105,970.71	-	-	39,006.68
Molino Park	22,017.01	45,933.09	52,763.54	-	-	15,186.56
<b>TOTAL ELEMENTARY</b>	<b>\$ 940,070.59</b>	<b>\$ 1,422,141.60</b>	<b>\$ 1,462,268.70</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 899,943.49</b>

**ESCAMBIA COUNTY DISTRICT SCHOOL BOARD**  
**SCHOOL INTERNAL ACCOUNTS - SECONDARY SCHOOLS AND CENTERS**  
**STATEMENT OF CASH RECEIPTS, DISBURSEMENTS AND TRANSFERS**  
**FOR THE YEAR ENDED JUNE 30, 2010**

	AUDITED BEGINNING BALANCE 7/1/2009	RECEIPTS	DISBURSEMENTS	NET TRANSFERS	NET AUDIT ADJUSTMENT(S)	AUDITED ENDING BALANCE 6/30/2010
Bellview Middle	\$ 49,910.27	\$ 73,233.71	\$ 91,892.64	\$ -	\$ -	\$ 31,251.34
A.V. Clubbs Alt. Middle	667.41	1,659.83	2,327.24	-	-	-
Ransom Middle	94,173.68	215,780.93	224,219.69	-	-	85,734.92
Escambia High	167,487.79	406,346.42	405,142.62	-	-	168,691.59
Ferry Pass Middle	96,870.80	119,145.18	122,853.07	-	-	93,162.91
Pensacola High	138,665.01	482,271.16	468,068.81	-	-	152,867.36
J.M. Tate High	305,528.64	617,981.60	632,121.21	-	-	291,389.03
Ernest Ward Middle	36,687.93	97,774.15	79,799.29	-	-	54,662.79
Warrington Middle	15,360.39	57,467.99	68,253.07	-	-	4,575.31
J.H. Workman Middle	31,557.40	81,122.52	81,923.52	-	-	30,756.40
Brown-Barge Middle	30,812.56	100,924.06	98,973.07	-	-	32,763.55
W.J. Woodham Middle	14,926.12	66,933.39	66,084.54	-	-	15,774.97
Pine Forest High	139,962.91	407,086.07	407,661.38	-	-	139,387.60
B.T. Washington High	183,129.47	468,857.93	469,805.78	-	-	182,181.62
James C. Bailey Middle	108,430.03	205,909.68	203,330.78	-	-	111,008.93
Northview High	129,775.28	228,526.83	233,506.23	-	-	124,795.88
West Florida Tech. High	111,464.53	492,882.40	486,364.72	-	-	117,982.21
<b>TOTAL SECONDARY</b>	<b>\$ 1,655,410.22</b>	<b>\$ 4,123,903.85</b>	<b>\$ 4,142,327.66</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,636,986.41</b>
ESEAL	\$ 12,961.62	\$ 12,251.91	\$ 25,213.53	\$ -	\$ -	\$ -
McMillan Pre-K	2,905.25	1,748.50	1,420.42	-	-	3,233.33
Sid Nelson	9,983.33	(4,423.45)	5,559.53	-	-	0.35
George Stone	76,812.50	1,068,068.73	1,055,227.34	-	-	89,653.89
Judy Andrews	13,680.47	14,115.76	14,008.03	-	-	13,788.20
Escambia Westgate	52,194.06	19,200.17	19,706.49	-	-	51,687.74
<b>TOTAL CENTERS</b>	<b>\$ 168,537.23</b>	<b>\$ 1,110,961.62</b>	<b>\$ 1,121,135.34</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 158,363.51</b>
<b>TOTAL ALL LOCATIONS</b>	<b>\$ 2,764,018.04</b>	<b>\$ 6,657,007.07</b>	<b>\$ 6,725,731.70</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,695,293.41</b>

**ESCAMBIA COUNTY DISTRICT SCHOOL BOARD**  
**SCHOOL INTERNAL ACCOUNTS**  
**NOTES ON INTERNAL ACCOUNTS**  
**FOR THE YEAR ENDED JUNE 30, 2010**

**Note 1 - Summary of Significant Accounting Policies**

**Reporting Entity** - The Escambia County District School Board school internal accounts are comprised of the individual account balances of 58 public schools and centers located within Escambia County, Florida. These schools and centers are governed by the Escambia County District School Board. The School Board consists of five elected members, representing five geographical districts in Escambia County, Florida. The Superintendent of Schools is elected by the voters of Escambia County, Florida, and serves as the executive officer of the School Board.

**Fund Accounting** - In accordance with Florida Statutes, school internal funds are accounted for as an agency fund. This fund is organized into sub-funds that represent the individual schools and centers within the District. Each sub-fund is divided into seven classifications: Athletics, Music, Classes, Clubs, Departments, Trusts, and General. Not all schools utilize all classifications.

**Recognition** - At the individual school level, school internal accounts recognize revenue and expenditures using the cash basis of accounting. At year-end, the accounts are adjusted to accrual basis for inclusion in the District's annual financial report. Given students are released in late May, and almost all revenue and expenditures in the school internal accounts are generated from student activity, there is usually no material accounts payable or receivable as of the fiscal year ended June 30. Any material accounts payable or receivable is the result of activity between the individual schools and the District. The net payable to the District from school internal accounts was \$22,717.47 and \$31,649.18 for the years ended June 30, 2009 and 2010, respectively.

**Note 2 - Segregation of Duties**

Each school or center employs only one individual responsible for the handling of transactions related to internal accounts. The District has established internal controls to help ensure assets are not lost due to waste, abuse, mismanagement, errors or fraud. In prior audit years, it was noted that these internal controls did not appear adequate. The District has taken steps to increase the awareness of the need for segregation of duties. Established controls include pre-numbered documents, transaction logs, required authorizations, timely reconciliations, continued monitoring at multiple levels and increased timeliness of audits. These controls appear sufficient to mitigate concern over segregation of duties.

**Note 3 - Outside Support Organizations**

Outside support organizations are organizations that support individual schools or activities at a school. Examples of such organizations include Parent Teacher Associations (PTA) and booster clubs (e.g. Quarterback Clubs, band boosters, etc...). These organizations may operate through school internal accounts or independent of school internal accounts. The activity of organizations that operate through internal accounts is included in this report. The activity of organizations that operate outside of school internal accounts is not included in this report and is not audited by the Office of Internal Auditing.

**ESCAMBIA COUNTY DISTRICT SCHOOL BOARD  
SCHOOL INTERNAL ACCOUNTS  
NOTES ON INTERNAL ACCOUNTS  
FOR THE YEAR ENDED JUNE 30, 2010**

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**Note 3 - Outside Support Organizations (continued)**

It is estimated that approximately \$2 million to \$2.5 million flow through outside support organizations annually, which would otherwise flow through school internal accounts. The District has established certain guidelines for support organizations that operate outside of internal accounts, such as requiring the organizations to: obtain annual permission from school principals to use the name, logo, mascot or trademark of a school; use sound accounting procedures and bookkeeping systems; and provide for an annual audit of their records.

**Note 4 - Subsequent Events**

In recent years, the District began a school consolidation and closure effort. The District elected to re-draw attendance zones and close several schools. W.J. Woodham High School was closed as of June 30, 2007. Brentwood Middle School, Brownsville Middle School and Wedgewood Middle School were consolidated as of June 30, 2007 into a new school named W.J. Woodham Middle School. Carver/Century K-8 School and Edgewater Elementary School were closed as of June 30, 2009. A.V. Clubbs Alt. Middle School, ESEAL, and Sid Nelson Community Learning Center were closed as of June 30, 2010. After closing and/or consolidation, the fund balances associated with these schools were either remitted to the District or were re-allocated to other schools based on where students relocated. Further consolidation and closures are expected in future periods.



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## MANAGEMENT LETTER SCHOOL INTERNAL ACCOUNTS

To The Escambia County District School Board  
and Malcolm Thomas – Superintendent  
Pensacola, Florida

We have audited the school internal accounts of the Escambia County District School Board for the year ended June 30, 2010, and have issued our report thereon dated September 4, 2010. We conducted our audit in accordance with the International Standards for the Professional Practice of Internal Auditing promulgated by the Institute of Internal Auditing.

In planning and performing our audit of the schools' management of their internal accounts for the year ended June 30, 2010, we considered the School Board's internal control structure in order to determine our auditing procedures for the purpose of expressing an opinion on whether transactions were made in accordance with applicable Florida Statutes, State Board of Education rules, and policies and procedures established by the Escambia County District School Board, not to provide assurance on internal controls.

During our audit, we became aware of matters that present opportunities for strengthening internal controls, increasing operating efficiencies, and assuring compliance with applicable laws, rules, regulations, policies and/or procedures. We feel these matters have risen to the level where it is necessary to bring them to management's attention.

We have discussed some of these comments with various school-based personnel during the performance of our audit and would be pleased to discuss them with you at any time. We recommend District management continue to provide training and assistance to secretaries and bookkeepers, including training related to matters discussed in this letter.

We will review the status of these comments during our next audit of the schools' internal accounts. Our comments are attached.

September 4, 2010





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### PREFACE TO AUDIT COMMENTS

The internal accounts of the schools in the Escambia County District School Board are governed by Chapter 7 of the State Board of Education Rules (Chapter 7), Florida Statutes, School Board policy, and various policies and procedures established by the operating management of the District. These policies and procedures are comprehensive and appear adequate. Much of the governing policies are incorporated into the recently updated Escambia County School District Internal Funds Policy Manual (Policy Manual). A copy of this Policy Manual is made available to operating management and to secretaries and school finance specialists who are responsible for school internal accounts.

ESCAMBIA COUNTY DISTRICT SCHOOL BOARD  
AUDIT OF SCHOOL INTERNAL ACCOUNTS  
For the Year Ended June 30, 2010

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**Comment No. 1: Idle Funds & Bank Service Charges**

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Of the twenty-three schools receiving full audit procedures, thirteen schools (56.52%) appear to have idle funds in their checking account. Idle funds are defined as funds that are not anticipated to be expended within a reasonable period or funds that are in excess of daily requirements.

While it is possible to achieve a competitive interest rate on your checking account funds, this is extremely rare. Thus, it is advisable to place any funds that are in excess of daily requirements into savings accounts or certificates of deposits (CDs).

Chapter 7 requires that idle funds be invested "in order to earn the maximum possible yield under the circumstances."

It was also noted during the audit that thirteen schools were paying what appeared to be high monthly bank service charges. These service charges appear to be in addition to charges for returned checks, check ordering fees and/or account adjustments. Although bank service charges are sometimes unavoidable, many banks now have accounts that do not have monthly service charges.

*Note: Repeat Comment.*  
2008-2009 percentage of schools was 51.61%.  
2007-2008 percentage of schools was 81.48%.  
2006-2007 percentage of schools was 55.17%.  
2005-2006 percentage of schools was 95.65%.

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**Comment No. 2: Lack of Prior Written Approval for Purchases**

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Of the twenty-three schools receiving full audit procedures, three schools (13.04%) had multiple instances where proper procedures were not followed to ensure prior written approval of purchases made from internal funds.

The majority of these instances were the result of the failure to complete a Request for Purchase form or completing the form after the purchase had been made.

Chapter 7 states all purchases from internal funds must be authorized in writing by the Principal or designee.

Section VII (A) of the Policy Manual outlines prior authorization procedures. It states, "All disbursements require prior written approval of the Principal or his/her designated representative. 'Prior written approval' may consist of a properly completed Purchase Requisition/Request for Purchase Order, or a properly prepared Internal Funds Purchase Order. This must be done before the item is ordered and funds are obligated."

*Note: Repeat Comment.*  
2008-2009 percentage of schools was 19.35%.  
2007-2008 percentage of schools was 33.33%.  
2006-2007 percentage of schools was 24.13%.  
2005-2006 percentage of schools was 69.56%.

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**Comment No. 3: Use of Internal Funds when Budgeted Funds are Available**

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Of the twenty-three schools receiving full audit procedures, seventeen schools (73.91%) had over \$1,000 of their District budget unspent at year-end. The percentage unspent ranged from 10.12% to 63.15%, with the average amount of the budget unspent being 25.51%.

A review of the purchases made from internal accounts throughout the year at these schools indicated significant amounts of items were purchased from internal accounts when budgeted funds were available for use. Total purchases for which budgeted funds may have been used ranged at each school from approximately \$37 to \$5,900. The total amount expended from internal accounts for which budgeted funds were available at these schools was approximately \$18,604.

ESCAMBIA COUNTY DISTRICT SCHOOL BOARD  
AUDIT OF SCHOOL INTERNAL ACCOUNTS  
For the Year Ended June 30, 2010

Chapter 7 deems purchases from internal funds for "equipment, supplies, forms, postage, repairs and maintenance and other items for which school board funds are available" inappropriate and "shall not be made".

*Note: Repeat Comment.*

*2008-2009 percentage of schools was 54.83%.*

*2007-2008 percentage of schools was 22.22%.*

*2006-2007 percentage of schools was 34.48%.*

*2005-2006 percentage of schools was 82.60%.*

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**Comment No. 4: Proper Completion of Monies Collected Forms**

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Of the twenty-three schools receiving full audit procedures, seven schools (30.43%) had instances where Monies Collected Forms attached to receipts were not properly completed. The number of occurrences ranged from 20.00% to 50.00% of receipts tested.

Examples of the problems include: failure of the sponsor to date the form, failure of the sponsor to denote method of payment (i.e. cash or check), deposit composition issues (i.e. cash on MCFs not matching the cash listed on deposit tickets), changes to the form without evidence of the consent of the sponsor and/or failure of the sponsor to remit the funds to the secretary or bookkeeper in a timely manner.

These instances are usually the result of the sponsors' actions or inactions. The secretary or bookkeeper is usually the recipient of the form, not the maker.

Chapter 7 and the Policy Manual provide thorough guidance on the collection of funds by sponsors via properly completed Monies Collected Forms that are remitted to the secretary or bookkeeper in a timely manner.

*Note: Repeat Comment.*

*2008-2009 percentage of schools was 19.35%.*

*2007-2008 percentage of schools was 18.51%.*

*2006-2007 percentage of schools was 24.13%.*

*2005-2006 percentage of schools was 91.30%.*

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**Comment No. 5: Control of Fund Raising Activities**

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Of the twenty-three schools receiving full audit procedures, four schools (17.39%) had instances where Fundraising Reconciliation/Request Forms were not properly completed.

Instances were noted where fundraising activities commenced prior to obtaining approval from the Principal or established designee. In addition, a financial reconciliation of the activity for the fundraiser was not always completed.

Chapter 7 requires that each fund raising activity shall be planned, approved and controlled. The District has further detailed requirements as they relate to fundraising in the Fund Raising Guidelines Handbook. This handbook provides in-depth guidance on fundraisers and the completion of the Fundraising Reconciliation/Request Form.

*Note: Repeat Comment.*

*2008-2009 percentage of schools was 12.90%.*

*2007-2008 percentage of schools was 18.51%.*

*2006-2007 percentage of schools was 37.93%.*

*2005-2006 percentage of schools was 43.47%.*

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**Comment No. 6: Donation Requests**

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Of the twenty-three schools receiving full audit procedures, two schools (8.69%) issued donation request letters that did not contain proper language.

The Florida Constitution requires public education to be free. School Board Policy dictates no fees or assessments shall be levied or charged to students. Consequently, all requests for donations should clearly state that the request is a donation, and that students will not be prohibited from participating in activities based on the inability to donate.

*Note: Repeat Comment.*

ESCAMBIA COUNTY DISTRICT SCHOOL BOARD  
AUDIT OF SCHOOL INTERNAL ACCOUNTS  
For the Year Ended June 30, 2010

*2008-2009 percentage of schools was 6.45%.  
2007-2008 percentage of schools was 18.51%.*

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**Comment No. 7: Timely Deposits of Monies Collected**

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Of the twenty-three schools receiving full audit procedures, four schools (17.39%) had instances where deposits were not made in a timely manner.

Chapter 7 states, "All money collected must be deposited intact to a depository as frequently as feasible and as dictated by sound business practices. IN ANY EVENT, FUNDS COLLECTED MUST BE DEPOSITED WITHIN FIVE (5) WORKING DAYS AFTER RECEIPT."

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**Comment No. 8: Deficit Fund Balances**

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Of the twenty-three schools receiving full audit procedures, eleven schools (47.83%) had instances where internal funds accounts had negative balances at year-end.

Chapter 7 states, "Collecting and expending of school internal account funds shall be in accordance with the Florida Constitution, statutes, State Board of Education rules, and school board rules. Sound business practices should be observed in all transactions. No school organization shall make expenditures that exceed the cash resources available to that organization."

Section IV (K) of the Policy Manual states, "A trust account shall not have a deficit balance at the end of a fiscal year."

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**Comment No. 9: Monthly Account Monitoring**

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Of the twenty-three schools receiving full audit procedures, four schools (17.39%) had instances where the monthly log sheet was not completed, or was completed on an inconsistent basis.

As an internal control over collections, the District has established procedures requiring sponsors to review the financial activity of their accounts on a monthly basis. The District requires this review be evidenced by a signed monthly account snapshot report or the initialing of a monthly log.

Although communicated to secretaries and bookkeepers via email and training, these procedures have not been incorporated into the Policy Manual. **We recommend these procedures be integrated into the Policy Manual.**

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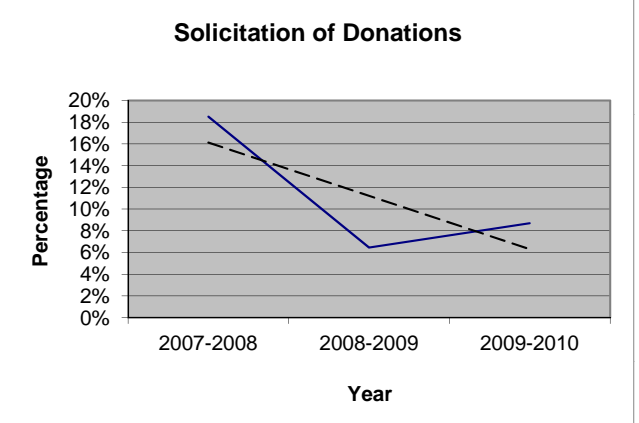
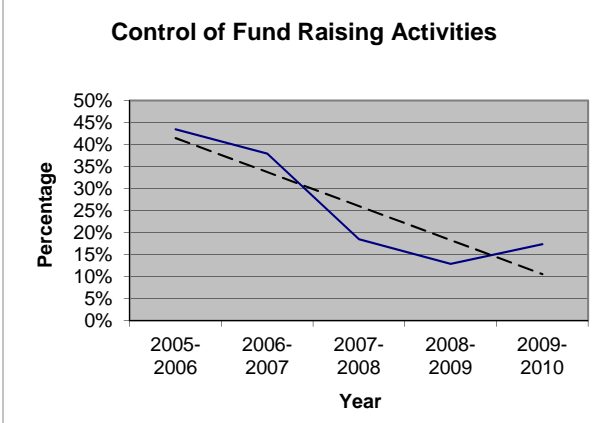
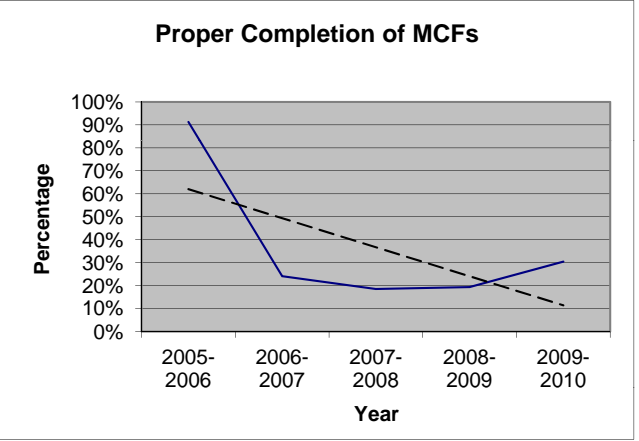
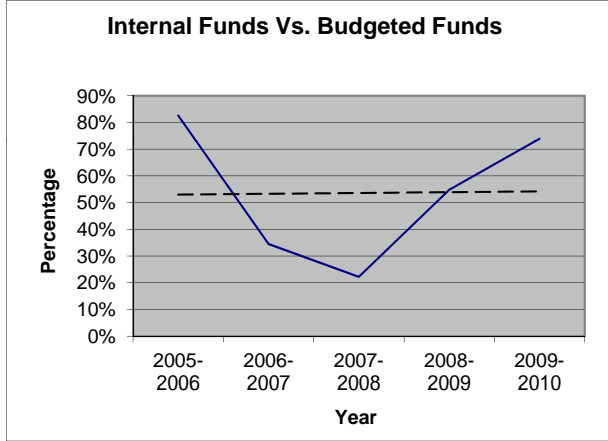
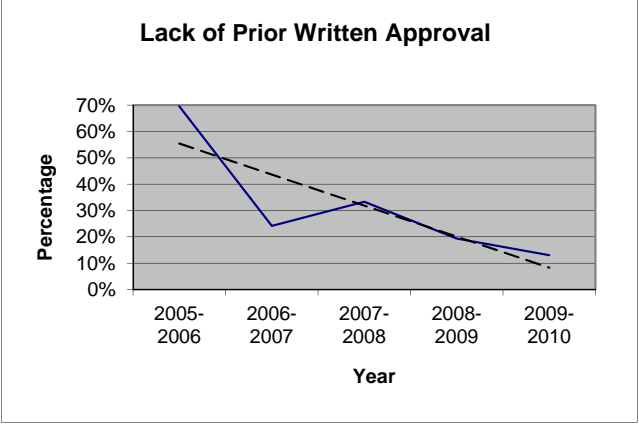
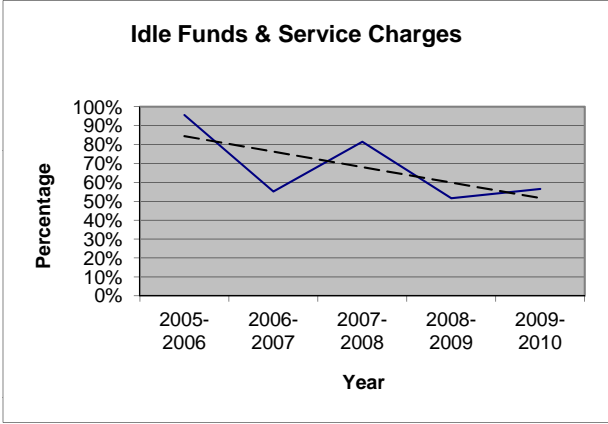
**Comment No. 10: Yearbook Sales**

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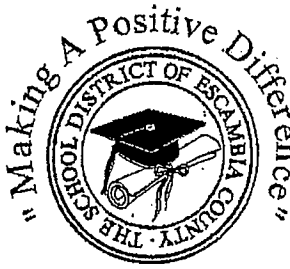
The sale of yearbooks involves significant funds and various financial transactions. Deposits to the vendor for yearbook printing are usually required prior to the sale of the yearbooks. These deposits typically result in a deficit balance in the yearbook account. This deficit is traditionally resolved as yearbooks are sold. If sales are insufficient, the yearbook account remains at a deficit. This deficit affects the quality and price of future yearbooks.

The Fundraising Guidelines Handbook provides guidance on fundraising activities, including pre-sale planning/budgeting and financial reconciliation once the fundraiser is complete. Currently, the Handbook specifically exempts yearbook sales for the fundraising guidelines, including financial reconciliation. Given the amount of funds involved and the unpredictability of sales, **we recommend the removal from the Handbook the exemption for yearbook sales, so the guidelines, including financial reconciliation, will apply to all yearbook sales.**

ESCAMBIA COUNTY DISTRICT SCHOOL BOARD  
 AUDIT OF SCHOOL INTERNAL ACCOUNTS  
 AUDIT COMMENT HISTORY




**Management's Response**



# Memorandum

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**To:** David Bryant  
Internal Auditing

**From:** Gloria Johnson   
Director Accounting Operations

**Date:** March 28, 2011

**Subject:** 2009-2010 School Internal Accounts Audit

Thank you for the opportunity to respond to your audit report for the 2009-2010 Audit of the Schools' Internal Accounts. As we discussed during the exit conference, most of the comments in the report are repeat comments. We will continue to work toward the elimination of these comments by providing individual training as well as monthly classes to ensure compliance with all policies and procedures.

I would like to respond individually to the two new comments:

#### Comment No. 9: Monthly Account Monitoring

We agree that the financial activities at the schools need to be monitored on a monthly basis, but we are hesitant to include an exact procedure for doing so in the manual. We have given suggestions and made recommendations to the principals and bookkeepers on how we feel this requirement can best be accomplished, and we will make sure the manual includes specific language that all accounts must be monitored on a monthly basis. However, we believe the principals and bookkeepers need to have the flexibility to monitor these accounts whatever way works best for the staff at their schools.

#### Comment No. 10: Yearbook Sales

After our discussion about yearbook sales at the exit conference we agree with your recommendation to reclassify yearbook sales as a fundraiser in the Internal Funds Manual.

We will be converting to new software for internal funds in the near future and we think there will be a number of additional changes we need to make to the internal funds

manual as we re-evaluate our processes and procedures. Therefore, we will probably incorporate the changes discussed above when we make the additional changes we deem necessary as a result of the software conversion.

We appreciate the professional relationship between our departments, Accounting Operations and Auditing, as well as your continued support of the internal funds operations. If we can be of any further assistance to you please let us know.