School District of
OSCEOLA COUNTY
FLORIDA

School District of Osceola County, Florida
Risk Assessment to Develop Proposed Fiscal Year 2019-20 Internal Audit Plan

August 6, 2019

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The School Board of the
The School District of Osceola County, FL
817 Bill Beck Blvd.
Kissimmee, FL 34744

We hereby submit the risk assessment for the development of the proposed internal audit plan for the School District of Osceola County, Florida ("District"). We applied a broad-based, business view of risk, linked to the annual budget, financial reports, operations, as well as Board meeting agendas and available documentation. We conducted interviews with the elected District School Board Members, Superintendent, School Board Attorney, and various members of District leadership, to gain an understanding of "What keeps them up at night?" and narrow in on their objectives and identified risks. For the purpose of this risk assessment, 'risk' focuses on financial, strategic, performance/operational, and compliance risk, as well as the general effect of public perception with regard to District-wide activities and initiatives. During the interviews, we discussed and identified areas of high risk, opportunities and vulnerabilities. We also reviewed board meeting minutes, financial reports, budget documents, and various media sources to understand the District's current environment. As a result, we are presenting the High Risk Audit Universe, as well as the Proposed Top 10 High Risk Processes for Internal Audit ("Proposed Top 10"). These are *on-line real-time* and are labeled as *proposed* because it is a *living document*. As factors change and situations arise, the High Risk Audit Universe and the Proposed Top 10 can and will change.

Our risk assessment considers 'inherent risk', which is the risk *of a* function in an environment void of controls*. Therefore, functions with inherently high risk may be included in the identified the Proposed Top 10; although their inclusion does not mean 'issues' or concerns currently exist, but rather that the high risk nature of the function is such that a higher potential exists for issues to develop*. The chart to the right illustrates the exposure environment for positioning the District's risks and evaluating the desired response based upon the likelihood of occurrence and impact of risk concerns. The Proposed Top 10 generally focuses on areas or functions that are high exposure and high impact (the upper right quadrant).
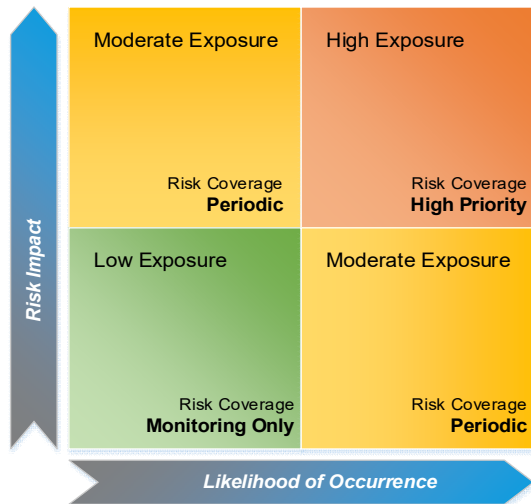
In connection with the performance of these services, we have not performed any management functions, made management decisions, or otherwise performed in a capacity equivalent to that of an employee of the District. We would like to thank the District's School Board, Superintendent, members of leadership, as well as the various departments and staff involved in assisting with the risk assessment process.
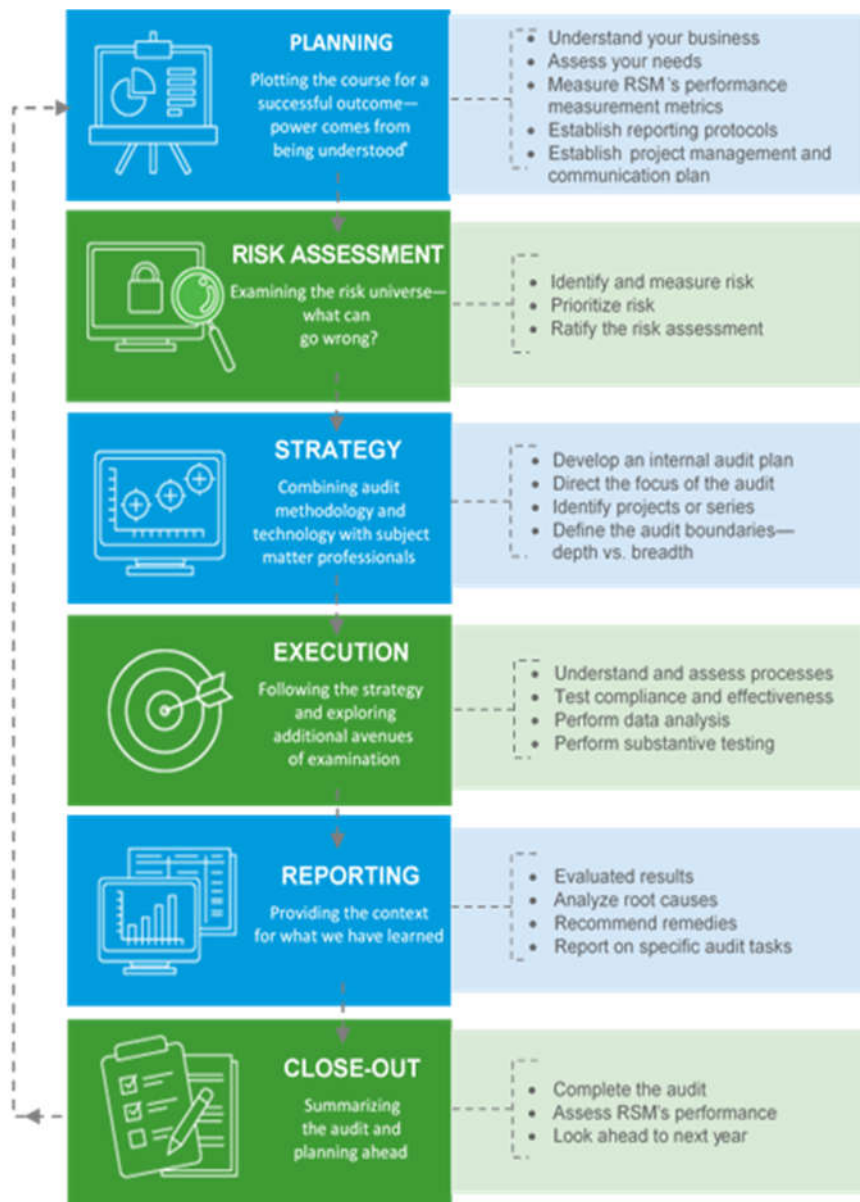
Respectfully Submitted,

RSM US LLP

RSM US LLP

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Internal Audit Methodology

A strong, high-functioning internal audit process has a balance of all types of internal audits and reviews. These should include systematic audits selected through the risk assessment process and ad hoc audits as new facts emerge, or by request from the District's Board, Superintendent, or members of leadership.

RSM has a comprehensive internal audit methodology with a holistic approach to assessing the District's most critical risks. There is no one-size-fits-all internal audit project; therefore, we have a flexible methodology that helps internal audit evolve from a necessary process to assume a more strategic role within the District. A high-level overview is included in the matrix below.

We leverage proven processes and advanced technology to help mitigate risk, monitor compliance and add value to the District. Our methodology is grounded in understanding the District's needs and working with the District to develop a responsive approach to meet and exceed those expectations. In addition, we integrate quality assurance and project management resources to increase visibility into internal audit projects, providing real-time results and insight into progress.

PLANNING

Plotting the course for a successful outcome—power comes from being understood

- Understand your business
- Assess your needs
- Measure RSM's performance measurement metrics
- Establish reporting protocols
- Establish project management and communication plan

RISK ASSESSMENT

Examining the risk universe—what can go wrong?

- Identify and measure risk
- Prioritize risk
- Ratify the risk assessment

STRATEGY

Combining audit methodology and technology with subject matter professionals

- Develop an internal audit plan
- Direct the focus of the audit
- Identify projects or series
- Define the audit boundaries—depth vs. breadth

EXECUTION

Following the strategy and exploring additional avenues of examination

- Understand and assess processes
- Test compliance and effectiveness
- Perform data analysis
- Perform substantive testing

REPORTING

Providing the context for what we have learned

- Evaluated results
- Analyze root causes
- Recommend remedies
- Report on specific audit tasks

CLOSE-OUT

Summarizing the audit and planning ahead

- Complete the audit
- Assess RSM's performance
- Look ahead to next year

Risk Assessment

This risk assessment process was intended to assist the District in analyzing risk impacting its current operating environment, including their inherent and residual impacts and likelihood, and identify the District's Proposed Top 10. While the current risk assessment was completed as of August 2019, it is intended to be a "living" document, which can and should be modified for changes in the District's operating environment and planned strategic initiatives. Our approach is based on the widely accepted Committee of Sponsoring Organizations ("COSO") guidance on monitoring Internal Control Systems as shown below:
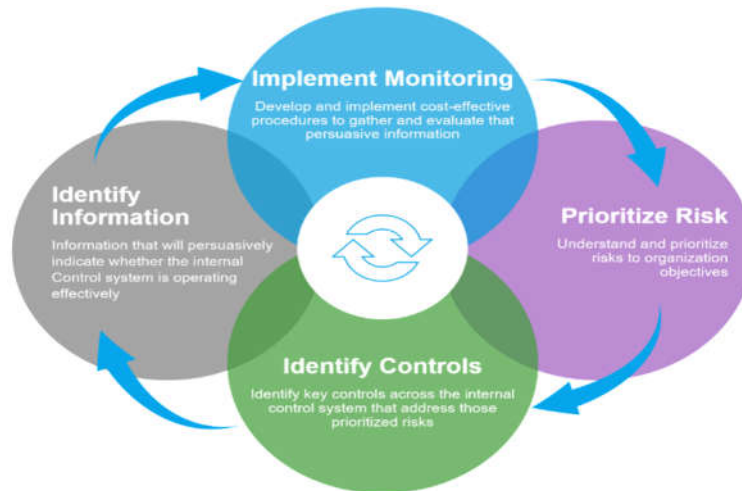

Preparing the Proposed Top 10 from the risk assessment will facilitate that resources are focused on areas of most immediate concern and risk to the District. Our risk assessment considers 'inherent risk', which is the risk of a function in an environment void of controls. As noted above, functions with inherently high risk may be included in the Proposed Top 10; although their inclusion does not mean 'issues' or concerns currently exist, but rather that the high risk nature of the function is such that a higher potential exists for issues to develop. We have presented the High Risk Audit Universe, as well as the Proposed Top 10, which are *on-line real-time* and are labeled as *proposed* because they are *living documents*. As factors change and situations arise, this High Risk Audit universe and Proposed Top 10 can and will change. The chart below illustrates the exposure environment for positioning the District's risks and evaluating the desired response based upon the likelihood of occurrence and priority of risk concerns. A proposed internal audit plan generally focuses on areas or functions that are high exposure and high priority (the upper right quadrant).

Inherent Risk
- Risk of an occurrence before the effect of any existing controls.
- If you were building this process, what would you be concerned about?
- What can we not prevent?

Residual Risk
- Risk remaining after the application of controls.
- Potentially reduced impact or likelihood.
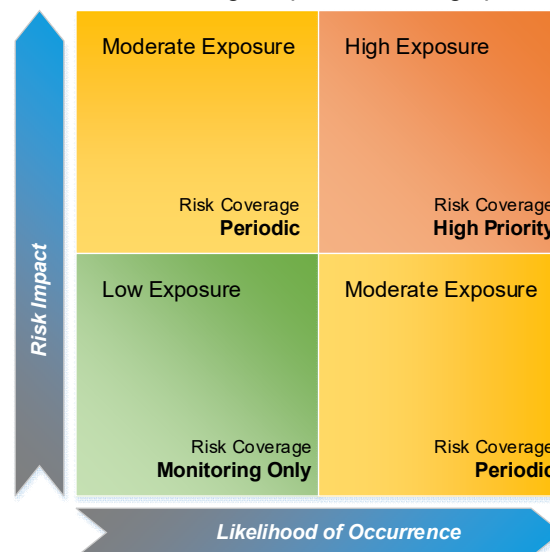
Risk Assessment - continued

Our risk assessment was conducted utilizing a broad-based business view of risk. We conducted interviews with each of the District Board members to gain an understanding of their perspective of risk at the District, focusing on their objectives in order to identify potential risks. We also conducted interviews with the Superintendent as well as members of District leadership and other personnel within the District to identify risks, vulnerabilities and potential opportunities. We reviewed the budget briefing for fiscal year ending June 30, 2020, the Audited Financial Reports for fiscal year ended June 30, 2018, FL Auditor General Audit reports issued for the past three (3) years, as well as media coverage and School Board meeting agendas, minutes, and other available documentation. In addition, we met with various Department Heads and their respective teams to further drill down into department and/or functional areas to understand potential risk from the perspective of the process owners.

Our approach defines 'Risk' in a government entity as financial and compliance-related risk, as well as public perception risk. Strategic and performance/operational risks are also considered. We evaluated the level of risk present in each area / function, across a standard spectrum of industry-accepted risk categories as follows:

Control Environment	Describes the overall tone and control consciousness of the process / function. It involves the integrity, ethical values, and competence of personnel as well as management philosophy and operating style.
Change	Addresses the extent to which change has impacted or is expected (in the near term) to impact the process / function, including changes in key personnel, statutes, the organization, its products, services, systems, or processes.
Process Risk	Addresses the inherent risk of the activities performed by the process / function, including the assets managed or in the custody of the process / function. Process risk addresses the extent of support the process / function provides to vital the District functions, including the threat to continuity of the District caused by failures or errors: the probability of failure due to the amount of judgment, academic, or technical skill required to manage the unit or perform key activities.
External Factors	Describes the environment in which the process / function operates and the type and amount of external interaction in which the process / function engages. Factors to consider include overall the District and regulatory environment, the level of interaction with stakeholders and success in satisfying their requirements, the financial reporting environment, and results of regulatory compliance audits.
Revenue Source / Materiality	Describes resources available and expended by the process / function. Factors to consider include the originating source of funds for a process / function, function budget, function spend, availability and use of other resources, and significance of impact to the overall operation of the District.

The internal audit function should include a balance of all types of internal audits and reviews. As such, an internal audit plan should include: Overall Audit Functions, Cycle Audits, District-wide Audits, Individual Function Audits, and may include Special Requests. We have included the Proposed Top 10 from which the School Board can prioritize a potential internal audit plan. This includes an overview for each process as well as a summary of the internal audit strategy for each audit, subject to modification during the initial planning stages and scoping of each audit and subsequent discussions with management.

Proposed Top 10 High Risk Processes for Internal Audit

The objective of the risk assessment is primarily for the development of a proposed internal audit plan. The Proposed Top 10 will assist the District in creating an internal audit plan with sufficient and continuous internal audit coverage of those areas judged as having a relatively high-risk profile or that otherwise require internal audit attention for various reasons.

1. Information and Technology Services - Internal and External Network Intrusion / Penetration Testing

Cybersecurity is an important priority within the public sector. These organizations are under constant attack from external attackers. The prospect of finding that an attacker has penetrated the organization's defenses and is able to steal data from the organization's network keeps most leaders up at night. As threats to data and systems have evolved, so have the requirements for safeguarding user, student, and parent information. The processes and people that support the security of technology are the key components in protecting these valuable business assets. Likewise, it is important to measure the security of technology assets to understand the ability to defend against threats. We recommend that internal and external penetration testing be performed on an annual basis, as threats are constantly changing and evolving. The District's last penetration testing was performed in FY2017-18. Inherent risks include improper access to the District's financial data, employee information, and accounts could be obtained, and data could then be manipulated to the District's detriment.

Internal Audit Strategy
The objective of *internal* penetration testing is to assess current security controls in an effort to determine the actionable impact from an attacker gaining access to the internal network. The objective of *external* penetration testing is to assess current security controls in an effort to determine the actionable impact from an attacker attempting to bypass perimeter security controls and accessing the internal network or sensitive data. The focus of penetration testing is not to prove that the network is free of all vulnerabilities; rather, the focus is to validate the organization's security posture and configuration standards through assessing the resiliency of the internal network against a determined attacker. This level of testing relies heavily on techniques and toolsets favored by real-world threat actors in order to closely simulate an attack scenario, and leverages both manual and automated testing methods.

2. Human Services - Human Resources Recruitment and Onboarding

One of the most critical activities of a high-functioning Human Resources Department is the ability to recruit qualified candidates and execute successful onboarding processes. Employee hiring / onboarding refers to the procedures taken when an individual is hired to a position at the District. The process for hiring / onboarding includes working collaboratively with different departments from initiation through the first day of employment. Phases of the process are owned by multiple parties; thus, bringing the process together within an acceptable time period and in compliance with rules, laws, and District policies is inherently challenging. These factors make the process high risk from a financial, operational, compliance and public perception perspective. The District implemented a new hiring and onboarding software application during FY 2018-19, and our audit procedures would be designed to assess its effectiveness and implementation of the new processes.

Inherent risks may include: Collaboration and information sharing with Departments is ineffective; Outdated, inadequate or undocumented policies and procedures surrounding job posting, recruiting, screening and offers of employment; Candidate vetting and approvals are not occurring before active employment; Recruiting and hiring process is not efficient/timely thus positions go unfilled; Employees hired are not adequately screened and qualified; and Non-compliance with applicable policies, laws and regulations.

Internal Audit Strategy
The main objective of an audit of the new hire / onboarding process would include an assessment of the following areas: recruiting, selecting, and onboarding of employees. Aspects of the assessment would include, but not be limited to testing of: completion of any required pre-employment consent forms, performance of necessary background check activities, candidate vetting, the orientation process, employee setup and timeliness to fill positions.

Proposed Top 10 High Risk Processes for Internal Audit – continued

3.   Teaching, Leading and Learning - Charter School Monitoring/ Compliance

Charter schools are governed by Florida Statute. Per Statute 1002.33(2)(b). The purpose of a charter school is to improve student learning and academic achievement, increase learning opportunities for all students (with special emphasis on low-performing students and reading), encourage the use of innovative learnings methods, and require the measurement of learning outcomes. Currently, the District sponsors twenty-three (23) charter schools. Per the Final Budget as adopted on September 10, 2019, of the 69,498 projected total FTE for the District, 14,321 (21%) are projected to attend charter schools. The District monitors the charter schools, which includes required documentation per Florida Statute, and monthly financial data of each charter school. Adequate monitoring controls are critical to detect red flags which could potentially interrupt learning for students. As the number of charter schools the District sponsors increases, and Florida Statutes evolve, charter schools will continue to have high financial and compliance risks, as well as public perception.

Internal Audit Strategy

An audit of charter school monitoring & compliance would include both a District level and individual charter school review. At the District level, the audit would include an evaluation of the reporting relationship between the District and the charter schools, as well an evaluation of the monitoring process and procedures in place at the District. An audit of an individual charter school would include an assessment of compliance with Florida Statutes, specifically as it relates to the school's financial condition, as well as determine compliance with the contract between the charter school and the District.

4.   Facilities - Half-Cent Sales Surtax

In November 2016, the citizens of Osceola County voted to approve a half-cent sales tax to be assessed and remitted to the School District. The intended purpose of the surtax is to fund new construction, reconstruction and renovation of aging schools, acquisition of new equipment, including safety and security equipment and technology. The District's business advisory board, comprised of independent citizens, monitors the use of the sales tax revenues in accordance with Exhibit A of the referendum. The half-cent sales tax began on January 1, 2017 and will be effective for a twenty (20) year period. Maintenance and Facilities projects have already begun, with approximately $10,466,624.44 in combined reported expenditures through FY 2018-19.

The half-cent tax is a substantial source of funding that will allow the District to pursue capital projects that may have not been feasible due to budget reductions. Public interest in the program will likely be elevated. Variances between projected and actual collections should be expected, as should additional planning, budgeting, and oversight to account for variances accordingly. A high risk surrounding the half-cent program is the possible misuse of allocated funds, or use of funds outside of the parameters set forth in the referendum. Negative public perception could drastically impact the District, jeopardize current projects, and affect continued support of the program.

Internal Audit Strategy
An audit of the half-cent program would include a comprehensive review of the financial reporting provided to the business advisory board and Board by District Management, to validate the accuracy and completeness of reporting. Audit procedures would include testing of related procurements as well as revenue and expenditure reporting.

Proposed Top 10 High Risk Processes for Internal Audit – continued

5. Business and Finance - Purchasing and Procurement Compliance

The purchasing function involves the procurement of materials, supplies, equipment, and services at the lowest possible cost, while also working to provide the quality needed, in a timely manner, to meet the unique needs of the District. There are varying aspects of purchasing (competitive bid, quotes, sole-source, piggy-back, etc.) that are guided by Florida Statute, Chapter 287 *Procurement of Personal Property and Services*. The process includes the proper request and authorization of a purchase, scope development, selection process including the make-up of the committee, execution of contracts including legal requirements, and overall recordkeeping. Adequately documented policies and procedures, a robust control environment including appropriate segregation of duties, and transparent selection of vendors are key to the overall success of the function.

The policies, procedures, and related control environment within the Purchasing Department extend to all goods and services procured by the District. The Purchasing Department often acts as a "gatekeeper" of the District's funds to ensure proper spending and, due to the volume of funds expended under the umbrella of the purchasing function, the Department operates in an inherently high risk environment. In addition, fair and transparent selection of contracts and vendors is a key component to maintaining a positive public image. Inherent risks include: Outdated, inadequate or undocumented policies and procedures; Ineffective scope development; Non-compliance / improprieties with Florida Statutes and District policies for solicitation and procurement; Purchases not properly authorized; Purchases not made for legitimate business needs; Inadequate segregation of duties; Legal ramifications; and Bid protests.

Internal Audit Strategy
The objective of this audit would be to evaluate the design and control structure, including adherence to policies and procedures for operating effectiveness. This will include areas such as assessing compliance with authorization, solicitation, selection, and contract execution with vendor/supplier per Florida Statute and District policies and procedures; evaluating sufficiency and adequacy of the documentation and records to support the procurement; and appropriateness of access controls and that segregation of duties are present within the purchasing function.

6. School Operations - Maintenance Operations

The District's Maintenance Department is responsible for sustaining a safe, sanitary, and functional environment for the students and employees of the District. The function oversees the repair and upkeep of District grounds, buildings, and equipment, and is organized into 3 Maintenance Zones with a Foreman, Lead, Section Chief and Building Automation Specialist assigned to oversee each zone. Staff consist of Journeymen Electricians, Journeymen Plumbers, Journeymen HVAC Specialists, Certified Back-Flow Prevention Specialists, Licensed Pest Control Specialists, as well as General Maintenance Specialists, Masons, Painters, Roofers, Carpenters, Welders, Cabinet Makers, Mechanics, etc.

Inherent risks may include: Outdated, inadequate or undocumented policies and procedures; Non-compliance / improprieties with Florida Statutes and District policies for solicitation and procurement; Unreported conflicts of interest; Non-compliance with vendor contract terms; Failure to meet select contract provisions; Vendor favoritism; Non-performance of vendors; Inaccurate accumulation or allocation of time and materials to work orders; Ineffective monitoring and reconciliation of the work order system; Inadequate monitoring of work order distribution, production and / or overtime; Untimely response to and priority of work orders and needs of the District; and Inadequate monitoring of key performance indicators, such as work order turnaround, employee productivity, and parts utilization.

Internal Audit Strategy
This audit will be designed to assess whether the system of internal controls is adequate and appropriate, within the Maintenance Department, for promoting and encouraging the achievement of management's objectives in the categories of compliance with applicable laws, administrative rules, and other guidelines. It will focus on the Maintenance Department's process for procurement of goods and services; and management and administration of vendors and contracts, including monitoring.

Proposed Top 10 High Risk Processes for Internal Audit – continued

7. Information and Technology Services - Data Protection Assessment

An assessment of data protection includes a deep dive into the protection of sensitive data (ex: student data, personally identifiable information, etc.) Privacy concerns exist wherever sensitive information is collected, stored, used, and finally destroyed or deleted – in digital form or otherwise. As laws and regulations surrounding data protection are constantly changing, it is critical to keep abreast of any changes in laws/regulations and continually reassess compliance with data privacy and security regulations. The District's business platforms and student information system are critical for employees, administrators, teachers and students to perform a variety of day-to-day functions and responsibilities. These systems store a variety of sensitive data including names, dates of birth, social security numbers, home addresses, grades and course history, and health data.

Data protection includes, but is not limited to, the encryption of data within the systems, the encryption of data when transmitted outside of the systems, restriction of sensitive data movement via email or removable media, restriction and monitoring of privileged / administrator user access, and implementation of network firewalls and intrusion detection / prevention solutions and the appropriate segregation of duties for users with the ability to develop and migrate production-level changes to source code. Without adequate data protection considerations in place, the District leaves themselves vulnerable to sensitive information being accessed, manipulated, stolen, or leaked by unauthorized personnel thus resulting in the District's reputation being negatively impacted.

Internal Audit Strategy
The main objective of this assessment should be to identify any areas of risk associated with protection of sensitive data that could cause harm to the District. Specific areas of focus may include logical access, privileged access, user access reviews, segregation of duties, change management, policies and procedures, data encryption, network security and physical security.

8. Purchasing and Warehouse - Property Control

Effective property control practices are critical to ensure accurate records are maintained to capture and track all relevant asset information. Property Control is performed within the Purchasing/Property Records Department. This function is responsible for accurately maintaining property records, safeguarding all property, conducting an annual inventory of all tangible property owned, accurately recording acquisitions, deletions and other changes into the Terms Asset Management database file in a timely and appropriate manner, as well as ensuring compliance with Florida Statute, District policies and other laws and regulations as they relate to capital assets. This function also provides appropriate property-related information and training to District departments and schools. The internal audit over property control will focus on tangible personal property and software, as the risk of loss occurs at this level. Our audits are not intended to include, and will not include, review of controls or inventories over real property, including buildings, or other types of intangible assets, if any.

Capital assets are defined as those costing more than $1,000 for tangible personal property. Per the District's audited Comprehensive Annual Financial Report for FY 2017-18, total Capital Assets before depreciation were $1,171,860,240.

Internal Audit Strategy
Objectives of the internal audit of Property Control will be to determine compliance, existence, completeness and consistency with respect to tangible personal property inventories conducted at the District through representative audits. This will include a review of District-wide property control processes, as well as a review of controls over the process as it relates to ensuring the general ledger and financial reporting are accurate based upon the results of the inventories. The audit will also include a review of prior inventory count results and identification of any potential control deficiencies and improvement opportunities noted during our review.

Proposed Top 10 High Risk Processes for Internal Audit – continued

9.   District-Wide - Contract Compliance

Contract compliance encompasses all contractual agreements, including but not limited to vendor agreements. It includes those activities performed from the time a contract has been executed until the work has been completed and accepted, payment has been made, and disputes have been resolved. Although certain aspects of the purchasing function are centralized within Purchasing, many of the high-risk areas like contract administration and monitoring are decentralized to the individual departments/contract owners.

There are numerous risks inherent to contract compliance such as possible inappropriate spending due to non-compliance with contract terms, potential conflicts of interest, and failing to meet select contract provisions. These factors and the materiality of vendor contracts make this process high risk from a financial, compliance and public perception perspective.

Internal Audit Strategy
This audit would be designed to assess whether the system of internal controls is adequate and appropriate for effective contract compliance, with selected provisions of the contract as it relates to payment for goods/services, and assess the District's monitoring processes for opportunities for improvement. We will select a sample of high-risk contracts to test in detail for compliance with the effective agreement terms and conditions, including pricing and invoicing to the District, as well as adherence to any right to audit clauses and required insurance coverage, and other potential risks to the District as appropriate.

10. Business and Fiscal Services – Health Care and Self-Insurance

The District provides its employees with on-site health services from urgent care to primary care visits, school physicals, x-rays, physical therapy and chronic disease management at one convenient location, with no cost to those covered under the District's medical plans. Recently, the District approved a transition from its former provider AdventHealth to a new provider, RosenCare.

The District is self-insured to guard against their exposure to various risks of loss related to torts; theft of, damage to, and destruction of assets, errors and omissions; injuries to employees; and natural disasters. Being self-insured, means that there is a transfer of risk from the employee and dependents to the employer directly. Self-insured employers pay the cost of each claim 'out of pocket' as they are incurred instead of paying a fixed premium to an insurance carrier or to a state-sponsored fund. Actuaries are utilized for liability determination.

Benefits are a critical piece of an employee compensation package, and health care benefits are often times rated by employees as the most important benefit offered by an employer. Increased costs to all stakeholders and specifically to employees and employers have created the need for entities to scrutinize the structure and funding of their insurance plans. Self-insurance, while commonly used, is inherently high risk due to the high dollar cost and outsourced needs associated with this function from a financial, compliance and performance perspective.

Internal Audit Strategy
The objectives of this internal audit would be to assess the design and effectiveness of the internal control structure as it relates to the District's process around the adequacy of self-insurance funding and net position, as well as assessing the compliance of the District's provider with their current agreement.

School District of Osceola County, FL
High Risk Audit Universe
WORKING DRAFT

	Proposed Top 10
Overall Audit Functions	
Risk Assessment	✓
Update Risk Assessment	
Follow-up Procedures	
District-level Audit Areas	
Business Continuity Planning	
Disaster Recovery Planning	
Legal Services	
Organization Governance	
Organization Policies and Procedures	
Strategic Plan Monitoring	
Succession Planning	
Property and Casualty	
Related Party and Conflict of Interest	
Risk Management	
Workers Compensation	
District-wide/Individual Audit Areas	
Curriculum and Instruction	
Accountability - Student Enrollment Projections	
Adult & Career Education - Adult General Education Compliance	
Adult & Career Education - On-the-Job Training Compliance	
Adult & Career Education - Workforce Education Compliance	
Charter School - Application Review	
Charter Schools - Individual Audits (21 Schools)	
Charter School - Monitoring / Compliance	✓
Exceptional Student Education & Student Services - ESE Compliance, Monitoring, and Training	
Exceptional Student Education & Student Services - ESOL Compliance, Monitoring, and Training	
Grants and Program Development - Application	
Grants and Program Development - Funding Allocation	
Grants and Program Development - Grant Compliance	
Virtual Instruction Program Compliance and Policies & Procedures	
Business and Fiscal Services	
Budget - Annual Budgeting and Planning	
Budget - Budget Amendments	
Budget - Categorical Compliance	
Budget - CIP	
Budget - FEFP Reporting and Funding	
Budget - Half Cent Sales Surtax	✓
Budget - Overhead Allocation/Charge	
Budget - Reporting	
Finance and Accounting - Accounts Payable	
Finance and Accounting - Accounts Receivable	
Finance and Accounting - Cash Handling	
Finance and Accounting - General Ledger/Financial Reporting/CAFR	
Finance and Accounting - Grant Funding and Compliance	
Finance and Accounting - Impact Fees	
Finance and Accounting - Internal Funds	
Finance and Accounting - Self-Insurance Fund	✓
Finance and Accounting - Reimbursements/ Travel and Entertainment Expenses	

High Risk Audit Universe – continued

School District of Osceola County, FL
High Risk Audit Universe
WORKING DRAFT

District-wide/Individual Audit Areas	
Business and Fiscal Services	
Finance and Accounting - Treasury / Cash Receipts	
Internal Audit - State Fund Compliance	
Internal Audit - Internal Fund Accountability	
Payroll - Payroll Processing	
Payroll - Timekeeping	
Purchasing and Warehouse - Property Control	✓
Purchasing and Warehouse - Contract Compliance	✓
Purchasing and Warehouse - Non-competitive Purchases	
Purchasing and Warehouse - Purchase Card	
Purchasing and Warehouse - Purchasing and Procurement Compliance	✓
Purchasing and Warehouse - Spend Analysis	
Purchasing and Warehouse - Vendor Screening	
Purchasing and Warehouse - Warehouse	
Public Information	
Advertising Function/Operations	
Advertising Revenue	
Communications & Production	
Customer Care Process	
Diversity and Inclusion	
Government and Community Relations	
Public Records Requests and Management	
Human Resources and Employee Relations	
Compensation & Labor Relations - Compensation	
Risk and Benefits Management - Actuarial Services Data	
Risk and Benefits Management - Dental/Health Insurance Plan Eligibility	
Risk and Benefits Management - Dental/Health Insurance Plan TPA	
Risk and Benefits Management - Employee Benefit Plans (other than Health Insurance Plan)	
Risk and Benefits Management - HIPAA Compliance	
Risk and Benefits Management - Retirement Services	
Staffing and Talent Management - Best and Brightest Teacher Scholarship Eligibility	
Staffing and Talent Management - Employee Discipline	
Staffing and Talent Management - Best and Brightest Teacher Scholarship Eligibility	
Staffing and Talent Management - Employee Discipline	
Staffing and Talent Management - Employee Permanent File and Compliance	
Staffing and Talent Management - Employee Recruitment / Hiring / Onboarding	✓
Staffing and Talent Management - Employee Set Up	
Staffing and Talent Management - Employee Termination / Out-boarding	
Staffing and Talent Management - Performance Evaluation	
Professional Development - Certification	
Professional Development - Out-of-Field Reporting	
Professional Development - Training	
Professional Standards & Equity	
Information and Technology Services	
Backup and Recovery	
Change Management	
Internal and External Network Intrusion / Penetration Testing	✓
Data Protection Assessment	✓
Enterprise System Gap Assessment	

School District of Osceola County, FL
High Risk Audit Universe
WORKING DRAFT

District-wide/Individual Audit Areas	
Information and Technology Services	
ERP Software Implementation	
General Controls / Risk Management	
Help Desk Operations, Remediation and Follow Up	
Information Systems Hardware/Software	
Information Technology Risk & Security Assessment	
Information Technology Strategy and Governance	
Internal Network and Telecommunications	
License	
Operating Applications	
Records Retention	
Service Provider Management	
Smart Devices	
Staff Database	
Student Database	
System Maintenance	
System Access and Monitoring	
Technology at Schools	
User Access	
Facilities Services	
Design and Construction - Gen Ops and Contract Compliance	
Design and Construction - Program and Project Management	
School Operations	
Maintenance - Fuel Management	
Maintenance - General Operations	✓
Maintenance - Vendor Management and Monitoring	
Maintenance - Work Order Process/System	
Safety, Security, and Emergency Management - School Security	
Safety, Security, and Emergency Management -Threat Assessment	
Transportation - Bus Driver Monitoring	
Transportation - Fleet Inventory	
Transportation - Fleet Operations - White Fleet	
Transportation - Fuel Management	
Transportation - Ridership	
Transportation - Vehicle, Maintenance and Work Order System	
Transportation - Warranty Revenue and Process	
School Nutrition Services - Cafeteria Revenue and Inventory	
School Nutrition Services - Cash Handling	
School Nutrition Services - District Operations and Monitoring	
School Nutrition Services - Free and Reduced Lunch	
School Nutrition Services - Regulatory Compliance	
School Nutrition Services - Supplies and Raw Materials	
School Nutrition Services - Vendor Management and Analysis	

Jennifer Murtha, Sr. Director
321 751 6217
jennifer.murtha@rsmus.com

Laura Manlove, Manager
321 751 6254
laura.manlove@rsmus.com

RSM