



# Board of Education of Harford County

## Office of Internal Audit

### Fiscal Year 2027 Audit Plan Summary

The Office of Internal Audit performed a risk assessment of Harford County Public Schools in order to develop the audit plan. For each business process identified, the Chief Auditor considered factors such as financial risks, prior audit issues and the priorities of citizens, Audit Committee members and Harford County Public Schools' Management to determine the areas of greatest risk to Harford County Public Schools. The audit plan for fiscal year 2027 includes audits of the ERP System Implementation and Transportation. In addition to audits, the plan includes time for preparing the HCPS Budget Analysis, performing the required exit audits, performing continuous audit techniques over purchase card, payroll transactions, and school activity fund transactions, responding to research requests from Board Members or management, managing the HCPS Fraud Hotline, continuing professional education and follow-up of prior audit findings. Risks and business processes will be evaluated continuously, annually and throughout each audit; consequently, **the audit plan is flexible, and the schedule is subject to change as new areas of concern are identified.** Any significant changes will be communicated to senior management and the Board of Education.

Ideally, all key business processes identified would be audited every few years. However, due to financial and staffing constraints, the audits scheduled are only those that are most critical, as determined by the risk assessment. A list of the projects that are not scheduled follows the audit plan. The Office has sufficient knowledge to competently perform all the audits scheduled for the upcoming year.

### Fiscal Year 2027 Audit Plan

Project	Start Date	End Date	Comments
<b>Ongoing Tasks</b>			
<b>Administration</b>			
<ul style="list-style-type: none"> <li>• General</li> <li>• Paid Time Off</li> </ul>			<ul style="list-style-type: none"> <li>• Board Meetings</li> <li>• Other Meetings</li> </ul>
<b>Internal Audit Activity Management</b>			
<ul style="list-style-type: none"> <li>• Audit Committee</li> <li>• Training (Audit Standard Requirement)</li> <li>• Risk Assessment</li> </ul>			<ul style="list-style-type: none"> <li>• Office Policies and Procedures</li> <li>• Quality Assurance and Improvement</li> <li>• Annual Planning</li> </ul>
<b>Annual Reviews (The items listed here will be performed each year)</b>			
Board Member and Management Requests	07/01/2026	06/30/2027	Budgeted time to respond to research requests from board members. This budget item represents approximately 8% of the office's hours available for audits.
HCPS Fraud, Waste and Abuse Hotline	7/1/2026	6/30/2027	Manage the Fraud Hotline and investigate any allegations received.

**Fiscal Year 2027 Audit Plan**

Project	Start Date	End Date	Comments
Budget Analysis	01/01/2027	05/31/2027	Perform an analysis of the FY2028 HCPS budget.
Exit Reviews – department head, principal, or custodian of student activity fund (Required according to Charter)	07/01/2026	06/30/2027	In accordance with the Office of Internal Audit’s Charter, upon the death, resignation or removal of any department head, principal or custodian of student activity fund, the Chief Auditor shall cause an audit and investigation to be made of any accounts maintained by that individual. The budget represents 15% of the office's annual hours available for audits.
2027 Purchase Card Controls	07/01/2026	06/30/2027	Continuous audit procedures related to HCPS’ purchase card program.
2027 Payroll Transactions	07/01/2026	6/30/2027	Continuous audit procedures related to HCPS’ payroll transactions.
2027 Student Activity Fund Audits	07/01/2026	06/30/2027	Perform various audit techniques to ensure compliance with the policies and procedures.
2027 Follow-up to Prior Audit Findings	01/01/2027	06/30/2027	Review of the remediation status of prior audit findings and preparation of a summary report for the Board of Education.
Financial Statement Audits for FY2026	07/01/2026	12/31/2026	General coordination related to ensuring that required Financial Statement Audits are completed. Includes OMB A-133 Single Audit and Other Required Reports.
<b>Audits Planned for FY2027</b>			
2027 ERP System Implementation Audit	10/01/2026	12/31/2026	Assess the ERP system’s compliance with internal controls, best practices, and regulatory compliance. Identify any weaknesses in the system, highlight areas for improvement, and ensure that ERP system is aligned with the organization’s goals and objectives.
2027 Transportation Audit	12/01/2026	04/01/2027	The objective of this audit is to improve the efficiency and effectiveness of transportation services provided to students, while determining compliance with local, State, and Federal laws.

**Audits in Progress from Prior Audit Plans**

Audit Name	Comments
2026 Purchase Card Controls	Continuous audit procedures related to HCPS' purchase card program.
2026 Payroll Controls	Continuous audit procedures related to HCPS' payroll transactions.
2026 Student Activity Fund Audits	Perform various audit techniques to ensure compliance with the policies and procedures.
2025 Grants Monitoring Controls	Confirm that HCPS has appropriate controls in place to ensure that grants are used as intended and allowed.
2025 Board Policy and Procedures	Determine if Board Policies and Procedures are up to date and complete.

**Audits Not Scheduled**

Audit Name	Comments
Network Security Monitoring Controls	Determine if HCPS network monitoring is adequate and to determine if changes to network configurations are appropriately approved, implemented, and reviewed.
Fixed Assets and Inventory Controls	Determine if HCPS has adequate controls in place to ensure that Fixed Assets and Inventory (including staff and student devices) are properly protected and accounted for.
Application Security Development and Support Controls	Detailed evaluation of internal controls related to user security; input, output, processing, and user controls for each business system.
Billing and Collection – Student Tuition and Fees	Confirm that controls in place are adequate to ensure that students are billed the correct amount and revenue is collected.
Employee Benefits Administration	This audit will review the procedures in place to ensure that Harford County Public School employees receive the correct benefits, appropriate premiums are collected, and management monitors its outgoing payments for benefits provided.
Capital Projects and Construction Management	Determine if capital project contracts are being appropriately prioritized and monitored to ensure compliance with HCPS policies and contract terms.
Facilities Maintenance and Work Order Procedures and Efficiencies	The objective of this audit is to determine whether facilities maintenance groups can gain efficiency by sharing resources, including knowledge, systems, equipment, and people. Additionally, we will review the controls over the supplies and equipment inventory, purchases, and usage.
Professional Development Controls	Evaluate the controls over professional development for teachers and administrators to ensure consistently applied. Review the process in place to determine where Professional development is needed (i.e., data available).
Billing and Collection – Property Management Controls	Confirm that controls in place are adequate to ensure that billings for the use of HCPS facilities are for the correct amount and revenue is fully collected.
OPEB and Pension Administration Controls	Confirm that controls related to HCPS’s OPEB and pensions are adequate to ensure proper payments and compliance with relevant regulations and trust agreements.
Ethics Disclosures and related processes	Confirm that ethics filings are appropriately completed and reviewed to determine if procedures are adequate to identify conflicts in current or proposed HCPS relationships.
Enterprise Risk Management Assessment	The objective of this audit is to evaluate the effectiveness of the Enterprise Risk Management Program.

**Audits Not Scheduled**

Audit Name	Comments
Insurance Coverages and Self-Insurance Program Controls	Ensure insurance coverage and self-insurance programs are adequately monitored.
Safety Compliance and Risk Management Practices	Confirm that safety training is provided to all employees and that the HCPS safety standards meet State and Federal requirements. The review will also confirm that physical security is adequately controlled and monitored at HCPS facilities.
Equipment Maintenance and Utilization Controls	Determine the effectiveness of the Harford County Public School's inventory of large equipment and tools.
Billing and Collection of Medical Assistance Payments	Confirm that controls in place are adequate to ensure that billings for the Medical Assistance Payments are for the correct amount and revenue is fully collected.
Public Information Open Meetings and Records Retention Compliance	The objective of this audit is to determine whether Harford County Public Schools has developed appropriate records retention policies and has ensured compliance with the Public Information Act, Open Meetings Act and Freedom of Information Act requirements.
Employee Investigation Controls	The objective of this review is to ensure that proper controls are in place to ensure fairness and consistency of investigations.
Investment Controls	Ensure that controls are adequate to ensure proper selection, purchase, sale, and accounting of the HCPS's investments.
Utility Resource Management	Ensure utilities resources (Oil, Gas and Electric) are adequately managed.
Petty Cash Fund Audits	Ensure controls are adequate over petty cash funds that are issued from General Fund or Student Activity Funds.
Cash Receipts Controls (Completed in 2017)	Confirm that payments received by HCPS departments and schools are properly applied and deposited.
Procurement Practices (Completed in 2017)	Determine if all applicable guidelines were followed for HCPS procurements.
Recruitment and Hiring Practices (Completed in 2023)	Determine if controls are adequate to ensure that recruitments were performed in accordance with the Board Policies. Ensure job descriptions and classifications are consistent throughout the system.
Accounts Payable Controls (Completed in 2023)	Determine if controls related to Accounts Payable are adequate to ensure that only valid vendors and debts are paid by HCPS.
2023 Contract Management - Commodities and General Services and Legal and Professional Services Contract Controls (Completed in 2026)	Determine if contracts are being appropriately monitored to ensure compliance with HCPS policies and contract terms.