

FY 2008-09 Annual Report

Office of the Commission Auditor



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**BOARD OF COUNTY COMMISSIONERS
OFFICE OF THE COMMISSION AUDITOR**

EXECUTIVE SUMMARY

TO: Honorable Chairman Dennis C. Moss, and
Members, Board of County Commissioners

FROM: Charles Anderson
Commission Auditor 

DATE: January 12, 2010

SUBJECT: Commission Auditor's FY 2008-09 Annual Report

The Fiscal Year 08-09 Annual Report for the Office of the Commission Auditor (OCA) is submitted in accordance with Sec. 2-479 of the Code. The report summarizes the accomplishments of the office, to include audits completed, follow-ups and other miscellaneous activities. During the year, the OCA continued to provide the highest quality professional services by:

- Successfully undergoing its first External Quality Control Review (Peer Review) verifying compliance with Government Auditing Standards, thereby becoming eligible to use an unmodified Government Auditing Standards compliance statement in OCA's audit and attestation engagement reports;
- Completing six (6) audit and non-audit service projects, including providing input on opportunities for savings and/or revenue enhancements for OCA budget reports, following-up on previously unresolved findings from three (3) prior audits, and continuing work on 10 ongoing audit and non-audit service projects;
- Reviewing approximately 745 agenda items in addition to special projects;
- Providing 20 analytical budgetary reports and approximately 150 responses during the FY 09-10 budget cycle; and
- Responding to formal and informal requests from the Board of County Commissioners (BCC) on important County matters.

The nature and scope of these accomplishments clearly demonstrate our commitment to value-added services and the dedicated efforts of our talented professionals. Based on feedback received from the Board, our efforts have assisted their decision-making by helping to ensure governmental accountability. We look forward to continuing our work with the Board in meeting the challenges facing Miami-Dade County.

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Executive Summary

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Miami-Dade County FY 2008-09 Annual Report for the Office of the Commission Auditor



INTRODUCTION

Miami-Dade County Home Rule Charter Amendment, adopted by the voters on September 10, 2002, created the Office of the Commission Auditor (OCA). The Charter Amendment: (a) empowered the Board of County Commissioners (BCC) to provide by ordinance for the Commission Auditor's specific functions and responsibilities; and (b) indicated that the Commission Auditor's functions and responsibilities shall include, but not limited to, providing the BCC with independent budgetary, audit, management, revenue forecasting, and fiscal analyses of BCC policies, and county services and contracts. *A list of legislation pertaining to OCA duties is appended as Exhibit 1.*

MISSION STATEMENT

Provide high quality, independent audits, budgetary, legislative and other analyses, and other assessments to assist the BCC's decision-making by helping to ensure governmental accountability and the best use of public resources.

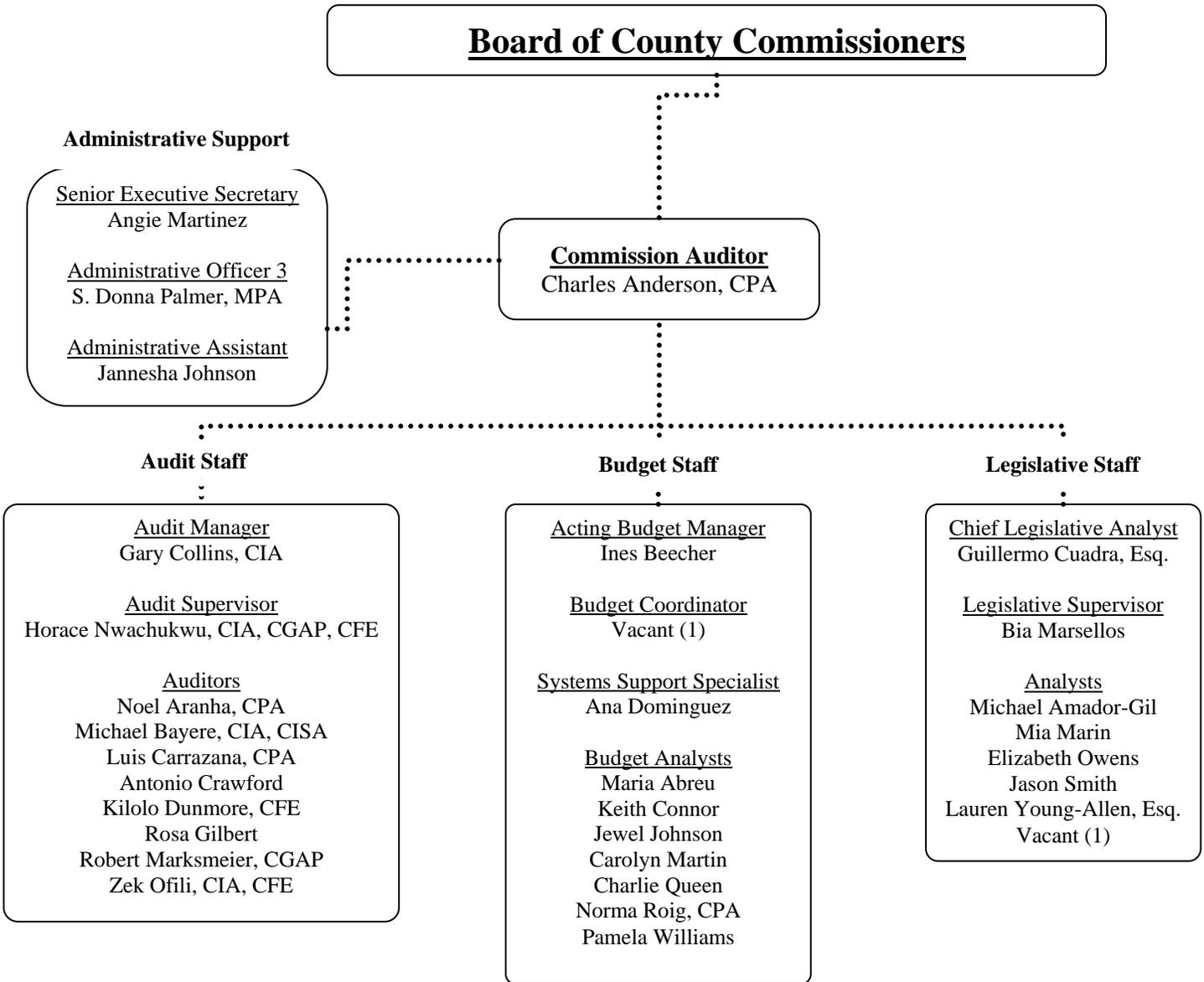


OBJECTIVES

The objectives of the OCA are:

1. To review the reasonableness of all revenue estimates included in the Mayor's and Manager's proposed budget.
2. To review all departmental budgets, perform analyses and make recommendations to the Commission regarding adjustments to the proposed budget.
3. To conduct audits; management and legislative analyses; and program evaluations
4. To provide legislative research and policy analyses to support regular BCC, Committee, and Sub-committee meetings, as well as workshops or special meetings of the BCC.
5. To review each agenda to evaluate the rationality and completeness of the information presented, as well as to evaluate the merits and impacts of the proposed transactions and/or legislation.
6. Provide BCC with memoranda containing independent assessment of pending legislation, issues and proposals coming before the BCC.
7. To determine the extent to which legislative policies are being faithfully, efficiently and effectively implemented by the County Manager and County personnel and provide periodic reports to the BCC as needed.
8. To prepare and conduct briefings related to legislative agendas upon the request of the BCC or a Commissioner.
9. To review the proposed budget and revenue forecast.
10. To recommend fiscal analyses to County policies, services and contracts; if requested by Commission.

TABLE OF ORGANIZATION



	FY07-08 <u>(10/1/07)</u>	FY08-09 <u>(10/1/08)</u>	FY09-10 <u>(10/1/09)</u>
Budgeted Positions	28	32	32
Vacancies	<u>6</u>	<u>2</u>	<u>2</u>
Staff Onboard	22	30	30

Charles Anderson, CPA – Commission Auditor

Mr. Anderson holds a Bachelor of Science degree in Accounting from the Florida Agricultural and Mechanical University. He is both a Certified Public Accountant (CPA) and a Certified Inspector General. Mr. Anderson began working with Miami-Dade County in 2004 as the Commission Auditor for the Board of County Commissioners. He had been an Inspector General with the State of Florida for ten (10) years. Prior to that, Mr. Anderson spent seven years as a Senior Auditor for the City of Tallahassee. Mr. Anderson is affiliated with the Institute of Internal Auditors, the Association of the Inspectors General, and the National Association of Black Accountants, of which he was the past President of the Tallahassee Chapter.

Gary Collins, CIA - Audit Manager

Mr. Collins holds a Bachelor of Science degree from Charter Oak State College and a Master of Public Administration degree from Florida International University (FIU). He is a Certified Internal Auditor (CIA). Mr. Collins is affiliated with the Institute of Internal Auditors (IIA) and the Association of Local Government Auditors (ALGA). Mr. Collins began working with the County as a Legislative Analyst in 2001 while he was concurrently pursuing postgraduate studies at FIU. In 2004, he became an Associate Auditor for the newly formed Office of the Commission Auditor. He became Senior Auditor in 2005 and Audit Manager in 2006. Before joining the County, Gary spent more than 30 years in the U.S. Coast Guard, where he received numerous awards for achievements in a wide variety of operational and administrative positions.

Ines Beecher – Acting Budget Manager

Ms. Beecher holds a Bachelor of Science from the University of Florida, a Masters Degree in Public Administration from Florida International University, and a Public Budgeting and Financial Management graduate program certificate also from FIU. Twenty seven years ago she began working with the County as a part-time Management Intern; then progressive promotions thru the departments of MDT (Productivity/Budget Analyst), MDPD (Resource Management Commander), and Public Works (Assistant Director for Administration), before joining OCA as Budget Coordinator and current Acting Budget Manager. Ms. Beecher is a 29 year member of the American Society for Public Administration (ASPA); served four times as President, a former Board Member of the Southeastern Public Administration (SECoPA); and a current Member of the National ASPA Financial Committee.

Guillermo Cuadra, Esq. - Chief Legislative Analyst

Mr. Cuadra holds a Bachelor of Arts degree from Florida International University and a Juris Doctor degree from the University of Miami, School of Law. He previously served as Legal Advisor for a County department, where he provided legal support to the department in matters of general consumer laws and regulations. Mr. Cuadra also served as Article V Coordinator and Communications Tax Coordinator, and assisted in coordinating county's strategy and response to 2004 state legislative session work related to Revision 7 of Article V of the Florida Constitution, and represented Miami-Dade County in the negotiation and drafting of the Communications Services Tax Law (enacted into law), respectively.

Together with a team of certified public accountants, certified internal auditors, experienced budget and legislative analysts, the OCA performs budgetary reviews, program evaluations, and legislative/policy analyses that impact the residents of Miami-Dade County.

AUDITS

1. Greater Bethel A.M.E. Church: Review of FY 2006-07 General Fund HIV/AIDS Awareness Program Contract (July 10, 2009)

Major Findings/Conclusions:

- Greater Bethel had difficulty complying with the requirement for submission of monthly/interim Progress Reports. These contracts already allowed Greater Bethel the flexibility to file for reimbursement monthly or quarterly. We suggested that contract language allow the same flexibility in timing for interim Progress Reports and that the Reimbursement Requests and Progress Reports be tied together, thereby potentially reducing the administrative burden on the Greater Bethel yet increasing incentive for Progress Report submission.



Corrective actions taken by County Manager:

- Revised general fund contract language was under consideration per our suggestions for improvement.

Significant findings which have not been fully addressed by the County Manager:

- None; Greater Bethel voluntarily withdrew from participation in these grants.

2. Review of People’s Transportation Plan (PTP) Surtax Revenue (December 3, 2009)

Major Findings/Conclusions:

- Surtax collections, interest earned, Sunshine Loan, and revenue bonds on accrual basis through September 30, 2008 were \$1,492,222,338.

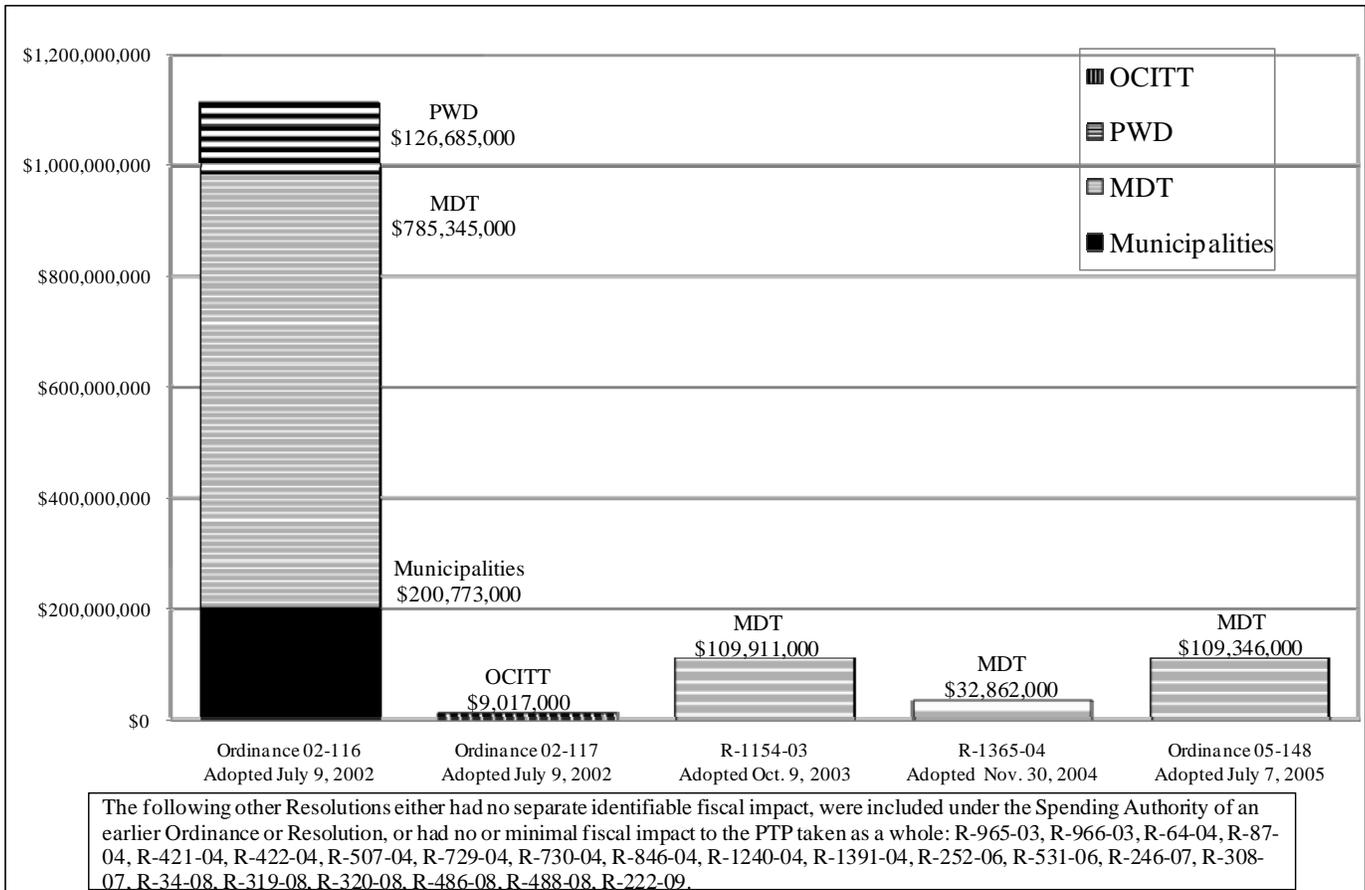
<u>PTP Funds from all Sources on Accrual Basis through September 30, 2008</u>	
Surtax Collections	\$1,003,863,177
Interest Earned on Surtax Collections	16,713,161
Interest on Loan for Existing Services to MDT	4,506,000
Sunshine Loan on 2004 to MDT	97,140,000
Series 2006 Surtax Revenue Bonds to MDT and PWD	180,000,000
Series 2008 Surtax Revenue Bonds to MDT and PWD	<u>190,000,000</u>
Total PTP Sources	<u>\$1,492,222,338</u>

- Funds allocated and transferred to departments and municipalities on accrual basis through September 30, 2008 were \$1,431,889,360.

PTP Transfers from all Sources on Accrual Basis through September 30, 2008

Municipalities	\$200,772,646
Miami-Dade Transit	1,073,858,265
Public Works Department	145,144,282
Office of Public Transportation Management	2,771,460
Office of the Citizens' Independent Transportation Trust	9,017,008
Communications Department	<u>325,699</u>
Total PTP Transfers	<u>\$1,431,889,360</u>

- Surtax proceeds collected for the six years ended September 30, 2008 and the related funding sources acquired as a result of the PTP were expended in accordance with PTP legislation.



- During our audit, we noted that MDT had a cash deficit every year, from FY 2000-01 through FY 2007-08, and incurred a series of advances and/or loans, including a loan from PTP funds totaling \$109.4 million as of September 30, 2008.

FOLLOW-UP (Resolution of Prior Year Findings and Recommendations)

1. Review of Boards and Councils (March 31, 2006, and follow-up reports November 20, 2006, July 13 & 19, 2007).

Major Findings:

- Finding 2. OCA's review disclosed that 47 of the 98 boards either did not have performance measures or had weak measures in place.

Corrective actions taken by County Manager:

- As had been done in the previous year, the County Manager issued a Sunset Review of Boards memorandum to remind department directors of responsibilities for 2009 sunset reviews of boards and set a January 9, 2009 deadline for submission of reports to OSBM. A standard line on the sunset review form asks for description of the performance measures that the Board used to determine its own effectiveness. (Pertains to Finding 2 and to Findings 4-6 that were previously resolved as reported in OCA's FY 2007-08 Annual Report.)
- OSBM indicated that, although they currently do not have a formal performance measurement assistance program for boards and councils, they assist them when requested. (Pertains to Finding 2.)

Significant findings which have not been fully addressed by the County Manager:

None.

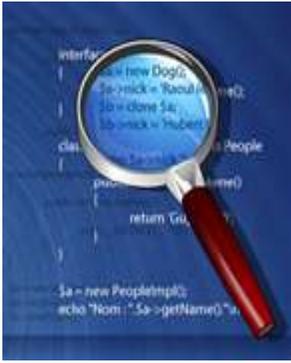
2. Audit of Park and Recreation Department's Internal Control Procedures for Cash (May 21, 2007).

Major Findings: Accounts Receivable and Revenues

- Finding 1. Billings of internal customers (other departments of the County) and external customers were not cleared within 90 days.
- Finding 2. Dockage fees were sometimes uncollectible.
- Finding 4. Adopt accrual basis accounting for contract-related accounts receivable and revenue.
- Finding 5. Insufficient documentation existed to independently verify amounts due to MDPR from contracts with park location/facility operators.

Corrective actions taken by County Manager:

- OCA verified that MDPR is using interagency agreements with an index code provided for to obtain compensation from most internal customers. They also revised policies to use Central Finance Collections when they do not expect to receive payment and are not receiving any cooperation from the customer. MDPR was not able to adopt electronic check processing with the Recreation Management Software (RMS) as they had previously indicated because they determined it was not cost effective to do so. (Pertains to Finding 1).



- OCA verified that MDPR added language of a possible lien to the bottom of annual marina customers' statements. MDPR is currently working with ETSD to find ways of collecting contingency fees from marina patrons. (Pertains to Finding 2).
- MDPR determined that they will not be able to implement this recommendation because of loss of a contract payment and reporting position. (Pertains to Finding 4).
- OCA verified that receipt of back-up documentation when payments due are based on a percentage of sales. The contracts do not require the park location facility operator to provide backup information; however, when the contracts are renewed or renegotiated, MDPR will introduce a clause to require providing proper back up documentation. (Pertains to Finding 5).

Significant findings which have not been fully addressed by the County Manager:

- None.

3. Review of Job Incentive Program Compliance (February 7, 2007)

Major Findings:

- EZ Program
 - Finding EZ-1. Application through Approval Process. There was a lengthy cycle time, one-to-two years and sometimes more, to process applications for the EZ Program.
 - Finding EZ-2. Documentation. OCED requested driving licenses to support employee residence in EZs and did not request other confirmation, such as copies of utility bills or rental receipts.
 - Finding EZ-3. Records and Reports. OCED stored most information on the EZ program in hard copy format, and applications stored electronically did not include the proposed or actual investment by each applicant.
- QTI Program
 - Finding QTI-1. Reports. A total of 33 projects had been approved through FY 2004-05, creating an estimated 5,168 direct jobs with an estimated average pay of \$31,805 per job per year; total estimated investment for approved projects was \$279.5 million. Information provided by the Office of Governor, Office of Trade, Tourism, and Economic Development (OTTED) indicated that 3,108 actual jobs had been created as of October 4, 2005. Information obtained from the State did not match the records maintained by the County. OTTED advised that we would be unable to verify the actual average wages per job created due to confidentiality clauses in §288.1067, Florida Statutes.
- TJIF Program
 - Finding TJIF-1. Reports. The report maintained by OSBM to monitor payments and budgets did not provide information on the overall impact of the program. Specifically, the report did not identify projects executed, investments made, jobs created and claims filed.

Corrective actions taken by County Manager:

- OCA observed that since expiration of the tax abatement program on June 30, 2005, no new applications have been received. (Pertains to Finding EZ-1.)
- OCED observed that OCED randomly checked alternative documentation confirming employees' residency in addition to driver's licenses. The alternative documentation reviewed was noted in site monitoring reports and maintained in their records. (Pertains to Finding EZ-2.)
- OCA observed a spreadsheet created by OCED & PA to track and update the status of tax abatement applications. The number of companies on the Pending Tax Abatement Applications List reduced from 33 to 15. (Pertains to Finding EZ-3.)
- OCED indicated that updated reports, which will provide objective evaluation of the programs including claims filed and pending approval, will be issued in March 2010. (Pertains to Finding QTI-1 and TJIF-1)

Significant findings which have not been fully addressed by the County Manager:

- None.

NON-AUDIT SERVICES

1. Updated Audit Policies and Procedures (Audit P&P)

- Major revisions to Government Auditing Standards, which are promulgated by the Comptroller General of the United States, were published in January and July 2007, necessitating updating of OCA Audit Policies and Procedures (P&P). Revised OCA Audit P&P and updates for other OCA activities were incorporated into the April 30, 2009 Revision of the OCA Policies and Procedures Manual, which is available to the public on the OCA website at <http://www.miamidade.gov/auditor/policy.asp>.
- The 47-page Audit P&P parallels the Association of Local Government Auditors (ALGA) Peer Review Guide 2008 Revision that incorporated the 2007 revisions to Government Auditing Standards. Major sections of the Audit P&P include addressing the following:
 - Quality Control System (QCS) – Ethical Principles of Government Auditing, Independence, Continuing Professional Education and Quality Control and Assurance
 - Audit Standards – Fieldwork Standards and Reporting Standards for Financial Audits, Attestation Engagements, and Performance Audits.
 - Audit Procedures – Audit Working Papers, Risk Analyses, Preparing for Entrance and Exit Conferences, Follow-up, and Audit Termination Prior to Issuance of Final Report.
- Prior to the ALGA Peer Review, all recently completed and ongoing Audit Staff project files were reviewed in detail and updated, if appropriate, to ensure that the projects remained in compliance with the revised requirements of Government Auditing Standards.

2. External Quality Review (Peer Review)

- OCA is required by Section 2-476 of the Code of Miami-Dade County to “the extent required by the annual work program, perform...audits in accordance with Government Auditing Standards.” During the week of May 18, 2009, a peer review team from the Association of Local Government Auditors (ALGA) found the Office of the Commission Auditor (OCA) to be in full compliance with Government Auditing Standards. This was OCA’s first external peer review.



- ALGA’s report, “External Quality Control Review of the Office of the Commission Auditor, Miami-Dade Board of County Commissioners,” including OCA’s response letter to the peer review team, are available to the public on the OCA website at <http://www.miamidade.gov/auditor/peer.asp>. The report consisted of three components:
 - The opinion letter expressed “reasonable assurance of compliance with Government Auditing Standards.” (This is ALGA’s standard “full compliance” letter, verbatim.)
 - The companion letter (a.k.a. management letter) complimented OCA in several areas and offered suggestions to further enhance OCA’s audits and attestation engagements.
 - Among noteworthy comments, the letter specifically commented that “OCA is committed to developing a top auditing organization and is very receptive to improving its processes to ensure compliance with Government Auditing Standards.”
 - OCA’s response letter indicated concurrence with the ALGA report and willingness to implement the peer review’s recommendations.
- In accordance with generally accepted government auditing standards (GAGAS), as a result of completion of the peer review, OCA is eligible to use an unmodified GAGAS compliance statement in its audit and attestation engagement reports. Continued compliance with GAGAS will require that OCA’s next peer review occur in approximately three (3) years.

3. Review of Independent Contractor’s Analysis of Inmate Health Care

- The National Commission on Correctional Health Care (NCCHC) report commended MDCR for their continuous Quality Improvement Program.
- Of the 67 standards evaluated by NCCHC, compliance was reported as:
 - Full compliance: 18 standards (27%)
 - Partial compliance: 36 standards (54%)
 - Non-compliance: 13 standards (19%)

- Correctional Health Services (CHS), the service of the Jackson Health System/Public Health Trust that provides the inmate health care for MDCR facilities, developed a 58-point action plan to achieve compliance. In a report dated July 8, 2008, CHS indicated 18 (31%) of the actions had already been implemented. In a May 6, 2009 action plan update, CHS indicated that the plan had been consolidated into a 54-point plan and that:
 - 43 (80%) of the actions had been implemented;
 - 2 (4%) were ongoing; and
 - 5 (9%) were pending.
 - 4 (Status was not specified in the May 6, 2009 update.)



4. Audit Staff Input to Budget Process

Opportunities for Savings and/or Revenue Enhancements

- For the third consecutive year, a significant component of OCA Audit Staff’s input to the annual budget process included a series of brainstorming sessions leading to development of analyses of various “Opportunities for Savings and/or Revenue Enhancements.”
- Audit Staff’s analyses published to the BCC in the FY 2009-10 budget development cycle included the following:
 - Slot Machine Revenue for Miami-Dade County—Estimated that slot machine operations at certain pari-mutuel facilities in Miami-Dade County will generate approximately \$1.034 million in unbudgeted revenue in FY 2009-10.
 - Cat Licensing—Estimated that licensing of cats in Miami-Dade County could, if enacted, generate approximately \$1 million in FY 2009-10 (if fully implemented by April 1, 2010) and \$1.8 million-\$2.5 million gross per full fiscal year, thereafter.
 - Increasing the User Access Program (UAP) Fee to 3%—Estimated that increasing the UAP to 3% could generate approximately \$2.4 million in FY 2009-10 and \$4.8 million in subsequent FYs.
 - 4-Day Work Week—Estimated that adoption of 4-day work weeks would generate approximately \$1.15 million in annual savings in utility and security costs.
 - Take-Home Vehicles—Estimated that elimination of the 3,310 take-home County vehicles could save approximately \$1.6 million-\$4.4 million per year.
 - Cellular Phones & AirCards—Estimated that approximately \$3 million of the County’s approximately \$3.9 million annual cellular phone costs could be saved if cellular phone distribution was limited to 230 senior County officials and executives. Estimated that even if 50% of the other existing cellular phones were determined to be essential for services in the field, as much as \$1.5 million might be saved. Estimated annual AirCard costs to be approximately \$1.7 million.
 - Departure Incentive Program (DIP) Summary—Summarized the history, eligibility requirements, and benefits of the DIP program from its creation in 1995 to June 2009. As of the September 30, 2008 financial statement, the County’s remaining, long-term liability for DIP was estimated at \$2.8 million. Ninety Eight (98) recipients remained in DIP as of June 29, 2009 with an average payment of approximately \$8,500 per year per recipient and the last payment to an existing recipient scheduled for 2021.



- Impact of County Millage Options for Hypothetical Properties—Estimated impacts of various millage proposals on hypothetical properties of various values in selected municipalities and in UMSA.
- Community Based Organizations (CBOs)—Identified \$7.156 million in funding for food, shelter, after school care, clothing, transportation and elderly services in the contracted scope of services and budgets of 408 FY 2008-09 CBO grants that were reviewed by a combined team of OCA Audit and Budget Staff. Approximately \$2.797 million in additional funding went to other categories of expenses, such as salary, fringe and other operational costs.

ON-GOING PROJECTS

1. Audit of Animal Services Department Internal Controls for Proprietary Revenue

- *Status:* Fieldwork is completed; project is in report writing phase.

2. Review of Procurement Processes, including Change Orders, Sole Source Contracts, Debarment and Suspension Procedures, and Selection Committees

- *Status:* Audit was split into competitive and non-competitive procurement processes. The Non-Competitive aspect of the project is comprised of Sole Source and Bid Waiver, is in the report writing phase. The Competitive aspect of the project is comprised of Change Orders, Debarment and Suspension Procedures and Selection Committees. Fieldwork is completed; project is in report writing phase.

3. Review of Vendor Payment Processes Including Prompt Payment Compliance with CSBE Program Requirements

- *Status:* Fieldwork is completed; project is in report writing phase.

4. Audit of Implementation of Light Vehicle Reductions and Internal Controls

- *Status:* Fieldwork is completed; project is in report writing phase.

5. General Services Administration Pricing Best Practices Review (GSA) - Conduct a best practices review of pricing policies and practices for products and services of similar governmental organizations and compare with policies and practices of GSA

- *Status:* Fieldwork in progress.

6. Feasibility of Consolidating Certain Functions in the Police Department and Corrections and Rehabilitations Department

- *Status:* Initial fieldwork was completed; follow-up and updates continue for inclusion in report that is in report writing phase.

7. Review of Community Action Agency Operations (CAA) – Review alignment of CAA programs with legislative intent and compliance with the fiscal and legislative policies of the BCC.

- *Status:* Fieldwork in progress.

8. Review of Manager’s Exercise of Authority Delegated Pursuant to Section 2-8.1 of the Code of Miami-Dade County

- *Status: Fieldwork in progress.*

9. Oversight of the Performing Arts Center Trust (PACT) – (BCC – Ordinance No. 07-83). Grant of \$4.1 million in operational subsidies and any prospective funding was conditioned upon the PACT’s agreement to County Manager and Commission Auditor oversight.

- *Status: Fieldwork in progress; project continues until otherwise directed by the BCC. (Non-audit service)*

10. Beacon Council Use of Eight Percent of the Business Tax Previously Used by the Metro-Miami Action Plan (BCC –Resolution No. R-552-09)

- *Status: Met twice with Beacon Council officials, and a report received from Beacon Council on 12/10/09 is under review. An OCA report will be separately submitted to the BCC; project continues until otherwise directed by the BCC. (Non-audit service)*



FY 08-09 ACCOMPLISHMENTS – LEGISLATIVE DIVISION

1. Legislative Analyses for BCC Meeting Agendas (Various dates). OCA Legislative Staff published legislative analyses in support of Commissioner's consideration of agenda items for 32 BCC meetings, to include special meetings and budget conference committee meetings, and 61 BCC Committee meetings and workshops.
2. Reports in Response to Commissioner Requests for Information (Various dates). OCA Legislative Staff researched and/or conducted various special projects in support of individual Commissioner's requests for information.
3. County Attorney Benefits Package Comparison (December 1, 2008).
4. Transit Procurement Practices Survey (January 12, 2009).
5. Stadium Economic Impact (January 13, 2009).
6. Dependent Healthcare Timeline (January 16, 2009).
7. Council/Commission Auditor Survey (February 4, 2009).
8. Stadium Agreement Comparative Analysis (February 11, 2009).
9. Jacksonville Council Auditor/Miami-Dade Commission Auditor Comparative Chart (March 3, 2009).
10. Budget Priorities by Committee (March 4, 2009).
11. Stadium Research Regarding Financial Disclosure (March 6, 2009).
12. Budget Carryover Survey (March 16, 2009).
13. Signs in NYC and Las Vegas (April 1, 2009).
14. Sergeant-At-Arms Survey (April 28, 2009).
15. Department Mandates (June 18, 2009). Review departmental activities and determine legislative authority of each.
16. Covenant Modification Request (July 20, 2009).
17. Review July Budget meetings and list commissioners' requests for FY 09-10 Budget (July 31, 2009).
18. Executive Benefits (August 2, 2009).
19. Head Start Policy Council Research (August 6, 2009).
20. Debt Service (August 7, 2009). List the bonds that have passed in FY 08-09 and match to Pages 542-560 of Volume 3 of the 2009-10 Proposed Budget.
21. Flexible Benefits Program (August 13, 2009). Research the flexible benefits program and prepare the legislative history of this program (include a listing of reports on this program, legislation, etc).
22. Pay Premium Research (August 13, 2009). Research the Police Union contract and the concessions that the police received which other unions did not, which in turn led the BCC to approve a \$50 salary premium for all employees. Provide background information for this salary premium.
23. Economic Impact of Film Industry (August 14, 2009). Provided notes from meeting addressing the economic impact of the Film Industry.
24. Labor Agreements (August 17, 2009). Survey agreements for clauses relating to financial crisis.
25. Furloughs (August 17, 2009). What's the legal authority of the Board to impose furloughs.
26. Public Health Trust - Funding Options for Public Hospitals (August 18, 2009). Information regarding how publicly-funded hospitals across the nation addressed financial shortfalls.
27. Budget Comparison (August 20, 2009). Gross comparison of Miami-Dade County budget versus similar jurisdictions.
28. Cultural Arts Center Research (August 20, 2009).

29. Light Speed Building Research (August 20, 2009).
30. Budgetary Reserves (August 21, 2009). Staff contacted New York to determine minimum amount that can be maintained to not adversely affect bond rating. Also an update survey was conducted of reserve balance from FY 2007-08.
31. Executive and Additional Benefits for Mayor, Commissioners, County Manager and County Attorney (August 21, 2009).
32. Budgetary Reserves Study 2009 (August 21, 2009). Updated the FY 2008 survey of various jurisdictions regarding their policy on budget reserves.
33. Inmate Trustee (August 21, 2009). Survey other jurisdictions to determine how Inmate Trustee Programs work.
34. Judicial Administration (August 27, 2009). Court facilities repairs query.
35. Hialeah Courthouse (August 27, 2009). Research Annual Equipment Allotment.
36. Police CAD Server Replacement (August 27, 2009). Can certain funds be used for this project?
37. Public Safety Communications (August 27, 2009). Find grant award legislation for this project.
38. Top Administrator Pay (August 28, 2009). Survey most populous counties nationally and in state.
39. Intergovernmental Affairs (August 28, 2009). Survey other jurisdictions to determine department's budget, staffing and responsibilities.
40. Executive Office – Tri-County Survey (August 28, 2009).
41. Head Start (August 28, 2009). Researched pros and cons of Fully Operating Head Start.
42. Department of Environmental Resources Management (DERM) Survey (September 9, 2009).
43. Furloughs (Part 2) (September 14, 2009). Survey of jurisdictions which instituted furloughs.
44. Convention Development Tax and General Fund SWAP Inquiry (September 15, 2009).
45. Retirement System Research (September 16, 2009). Survey of retirement plans of various jurisdictions regarding how they operate.
46. Distribution of Franchise Fees in Miami-Dade County (September 17, 2009).
47. Local Business Tax Survey (September 23, 2009).



FY 08-09 ACCOMPLISHMENTS – BUDGET DIVISION



1. FY 2007-08 Year-End Supplemental Budget (January 21, 2009).
2. Revenue Estimating Conference Reports – (April 23rd & June 3rd, 2009). Reviewed selected revenue streams with OSBM and FIN, and discussed adjustments where needed.
3. 2008-09 Long Term Vacancy Report. (June 30, 2009).
4. Preliminary Millage Options and Proposed General Fund Appropriations (July 23, 2009).
5. Mayor's FY 09-10 Proposed Expenditure Reductions Over \$1 million (July 23, 2009).
6. Mayor's Proposed Reductions: (July 23, 2009). Report reflecting mayor's proposed reductions with funding source and millage requested to "Buy Back".
7. BCC Budget priorities compared to the FY 2009-10 Proposed Budget (August 17, 2009). Provided a table with the specific budget priorities of each commissioner with applicable references from the FY 2009-10 Proposed Resource Allocation and Multi-Year Capital Plan.
8. FY 09-10 Proposed Resource Allocation and Multi-Year Capital Plan – Executive Overview (August 18, 2009). Report with a series of executive overview charts to include debt to operating revenue; resource allocation comparison; operating expenditures by category and sources and uses of funds.
9. FY 09-10 Proposed Budget Summaries (All Departmental) (August 28, 2009). Binder containing revenue and expenditure analyses for each department.
10. FY 09-10 Countywide/UMSA General Fund Revenues (September 2, 2009).
11. FY 09-10 Administrative Reimbursement Fee. (September 2, 2009). Report showing the use of centralized services in General Fund.
12. Span of Control Analysis. (September 3, 2009). Provided analysis to assist in identifying potential opportunities for restructuring positions to increase resources for direct services.
13. Savings Summary from the FY 09-10 Budget Conference Committee Meetings (September 3, 2009).
14. FY 09-10 Proposed Budget Recommendations (September 3, 2009). Report showing recommended alternatives to Mayor's FY 09-10 Proposed Budget Salary and Benefit Reductions.
15. Revised Savings summary for the FY 09-10 Budget (September 8, 2009).
16. Community Based Organizations (CBOs) with Funding for Food, Shelter, After School, Clothing, Transportation and Elderly Services (September 14, 2009).
17. FY 09-10 BCC Preliminary Recommendations & Supplemental Information (September 14th & 15th, 2009).

18. Recommendations Regarding Alternative to Pay Cut Strategies (October 5, 2009). Report addressing furloughs, overtime, executive benefits, tuition reimbursement, slot machine revenue, take home car user fee and layoffs as alternatives to pay cut for employees.
19. Pay Exceptions (October 26, 2009). Report showing pay exceptions during the Fiscal Year 08-09.
20. Suggested Sliding Scales (October 26, 2009). Report with suggested pay scales that could be applied to the proposed salary reductions for County Employees.

OTHER

Completed Section 3 – Budget Section of the OCA *Revised* Policies and Procedures Manual.

GENERAL

1. Funding Options for Public Hospitals
2. Flexible Benefits Program
3. Pay Premium Research
4. Comparison Chart – Collective Bargaining Agreements between MDC & Local Unions
5. Revised Proposed Budget Summaries
6. Results from the 2009 Budget Conference Committee
7. CBOs with Funding for Food, Shelter, After School Care, Clothing, Transportation, and Elderly Services

DISTRICT 1 (Commissioner Jordan)

1. Head Start Cost Savings
2. Head Start Funding –Five (5) county survey
3. Opportunities (cost savings) - Floating & Birthday Holidays



4. Police Take Home “Patrol” Cars
5. Take-Home Vehicles-Opportunities
6. General Budget Questions
7. Elected Officials Reserve
8. P&Z Reductions

DISTRICT 2 (Commissioner Rolle)

1. Options
2. List of Special Project Administrators
3. FRS/Payroll Request
4. Take Home Car Fees
5. General Fund Cut Scenarios
6. FRS Contributions

DISTRICT 3 (Commissioner Edmonson)

1. CBO Adopted Summaries
2. County Executive Office Salary/Fringe
3. COR Projects
4. ABDS Subobject Report by General Fund
5. General Fund Support-MDT
6. COR Project Descriptions
7. MMAP ABDS Report
8. Public Safety Non-Departmental Expenses
9. ABDS Report-County Executive Office
10. MMAP Chart
11. Appendix E Spreadsheet (*revised*)
12. Attrition Rates



DISTRICT 3 (*Commissioner Edmonson*)(*cont'd*)

13. Advertising Costs
14. SBD Budget
15. Farm Share Funding

DISTRICT 4 (*Commissioner Heyman*)

1. Furlough Analysis
2. Inmate Trustee Program Research
3. Gross Budget Comparison of Nationwide & Florida Counties
4. Membership by Departments
5. Cellular Phone Service Budget and Actual by Department
6. Air Card Data
7. D.A.R.E.
8. Intergovernmental Affairs Survey
9. Animal Services Investigations
10. Film and Entertainment
11. Cellular Phones
12. Graduated Furlough Summary
13. Fire Public Affairs
14. First Responder Fees
15. Library Reserve



DISTRICT 6 (*Commissioner Sosa*)

1. Beacon Council Funding
2. Lightspeed
3. Furlough Analysis
4. Take Home Vehicles
5. Auto and Trucks - GSA/Fire
6. Executive Benefits
7. Cell Phones

DISTRICT 7 (*Commissioner Gimenez*)

1. Proposed FY 2009-10 Budget Fire Lifeguards
2. Revenue Gap
3. Merit Cost Calculation
4. GSA Expenditures
5. COR Funding
6. BCC, CEO, OSBM Funding
7. General Fund Revenue Sources
8. Value of 5% Decrease for Fire Rescue and Police
9. Convention Development Tax (Analysis of Shortfall Reserve)
10. Cellular Phone Data
11. HAZMAT Budget



DISTRICT 7 (*Commissioner Gimenez*)(*cont'd*)

12. Storm Water Utility
13. Lines Items' Expenditures
14. MDT Capitalization
15. Departure Incentive Program (DIP) Summary
16. Appendix E Spreadsheet (*revised*)
17. CDT-Reserve
18. Operating Reserves
19. South Dade Cultural Center
20. 5% Pay Cuts
21. Carryover Analysis
22. GF Carryover
23. Cash Carryover vs. Operating Reserves
24. Community Advocacy Expenses
25. ATT Wireless Migration Plan and Report
26. MDFR & MDPD Pay Cut
27. COR Projects
28. CDT Eligibility
29. Fire and Corrections-Average Sworn Salary and Fringe
30. Original DIP Initiative
31. Mitigation Cost
32. Millage Adjustment
33. COR Inquiries
34. Take Home Vehicles
35. Reserves
36. Deering Estate and African Heritage Cultural Arts Center
37. Early Departure Incentive
38. Non-Departmental Public Safety Items
39. Palm Beach County Voluntary Separation Program
40. Federal Stimulus Package
41. MDT Fuel Cost
42. FY 08-09 "In The Loop" Costs
43. Non-Bargaining Salary Reduction Scenarios



DISTRICT 8 (*Commissioner Sorenson*)

1. Take Home Car Analysis
2. Payroll Verification
3. Cellular Phones
4. Car Allowance Analysis
5. Budget Inquiries
6. Blackberry & I-Phone List

DISTRICT 8 (*Commissioner Sorenson*)(*cont'd*)

7. Police Take Home Patrol Cars
8. Corrections-Cost Savings Proposal
9. Cultural Arts
10. Florida Head Start Preschool Programs

DISTRICT 10 (*Commissioner Souto*)

1. Appendix E Spreadsheet (*revised*)
2. Non-Departmental Comparisons
3. CRA Analysis
4. Wellness Center
5. Wages Data 8/16/09
6. Budget Ordinance Comparison
7. Super Bowl Breakdown
8. Latin Chamber of Commerce/Beacon Council Funding
9. Impact of Pay Increases



DISTRICT 11 (*Commissioner Martinez*)

1. Money Adjustments
2. Millage Request
3. Budget Inquiries
4. Police Take Home "Patrol" Vehicles
5. Department Comparison 1990-91 and 2009-10
6. COR Projects
7. 3% Administrative Reduction
8. Corrections New Hires and Overtime
9. 20% Administrative Reduction
10. Temporary Help Data
11. South Dade Cultural Arts Center
12. Park and Recreation-COR



DISTRICT 12 (*Commissioner Diaz*)

1. General Fund Revenues
2. Number, Cost, Revenue Potential and Funding to Use of Take Home Vehicles
3. Employees Eligible for Retirement
4. Pay Scale Report
5. FY 09-10 Proposed Budget Data
6. D.A.R.E.
7. Stimulus Payments
8. CBO Funding List

Policies and Procedures Manual

In April 2009, the OCA Policies and Procedures Manual was revised and divided into four (4) sections to address specific operational functions for each section: Section 1 - General Policies and Procedures; Section 2 - Audit Policies and Procedures; Section 3 - Budget Policies and Procedures; and Section 4 - Legislative Policies and Procedures. A copy of the manual is posted on the OCA website for easy reference.

Annual Independence and Ethics Statement

OCA's work products are intended to add value to the BCC's consideration of policies, practices and operations of Miami-Dade County and shall be based on facts, evidence and analysis, without interference or undue influence by outside elements. Independence permits employees to render the impartial and unbiased judgments essential to the proper conduct of audits, analyses, and other non-audit services. To enable proactively addressing and avoiding potential impairments to independence, each professional OCA staff member is required to complete and sign an Annual Independence and Ethics Statement listing any known impairments to independence. The form is approved by the Commission Auditor and kept in OCA's personnel folders. *A copy of OCA's Annual Independence and Ethics Statement is appended as Exhibit 2.*

Tracking of Staff Time

The OCA is expected to ensure that an appropriate balance is maintained between audit, legislative and other accountability activities. In order to accomplish this objective, the OCA implemented the Sage Software Timesheet to track and manage the workload within the office. This system can be used for other purposes such as to assist management in evaluating an employee's performance within a particular project and provide a database to assist staff in compiling the Annual Report, Work Plan and other strategic planning.

Staff Training

All OCA staff members are encouraged to continue their professional education and to demonstrate their proficiency by obtaining professional certifications.

- OCA Auditors perform work under generally accepted government accounting standards (GAGAS) and are individually responsible to obtain every 2 years, at least 24 hours of Continuing Professional Education (CPE) that directly relates to government auditing, the government environment, or the specific or unique environment in which the audited entity operates.
- Because OCA Auditors are involved in planning, directing, or reporting on GAGAS assignments, they also need at least an additional 56 hours of CPE (for a total of 80 hours of CPE in every 2-year period) that enhances the auditor's professional proficiency to perform audits or attestation engagements.
- Auditors with professional certifications, such as certified public accountants and certified internal auditors, must comply with the CPE requirements of their professional certification if such certification is a job requirement, is used to justify a pay supplement, and/or is used in the auditor's OCA business cards, nameplates, email or other work products.

OCA Continuity of Operations Plan (COOP)

The Continuity of Operations Plan (COOP) is an effort within individual departments to ensure the continued performance of minimum essential functions during a wide range of potential emergencies, that may require the relocation of selected personnel and functions to an alternate facility. The COOP is a federal requirement for all state and local governments. The OCA has developed a plan in the event of a hurricane, a pandemic or other impending emergencies.



Applicability and Scope

The mission of the plan is to:

1. provide continued essential operations and pertinent information to the BCC;
2. ensure protection of critical equipment, records and other assets; and,
3. maintain reasonable efforts to minimize damage and losses.

Health Emergency COOP Plan - Pandemic

In case of a pandemic (such as H1N1 flu), the OCA objectives include:

- Minimize the risk of pandemic to staff.
- Support employees who remain at work.
- Continue functions essential to OCA operations during a pandemic.
- After the pandemic, resume normal work activities, as soon as possible.

Exhibits

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Exhibit 1 - Commission Auditor's Duties

- Ordinance No. 03-2, adopted by the BCC on January 23, 2003, delineated OCA's functions and responsibilities as authorized by the Home Rule Charter Amendment.
 - Provided authority for OCA access to all books and records of all departments, boards, agencies, and other entities of the County;
 - Specified responsibilities for audits; management and legislative analyses; program evaluations; review of proposed budgets and revenue forecasts; fiscal analyses of County policies, services and contracts; and, if requested by the BCC, preparation of a budget;
 - Indicated that the work of OCA is not intended to duplicate that of the County's internal auditor, Inspector General or Clerk of the Circuit and County Courts although audits or investigations may from time to time address issues arising from the same function or activity;
 - Required that matters regarding fraud, abuse or illegality be referred to the Office of the Inspector General for follow-up;
 - Stipulated that the organization and administration of OCA is required to be sufficiently independent to ensure that no interference or influence external to the office could adversely affect the independence and objectivity of the Commission Auditor.
 - Clarified that Commission Auditor reports solely to and receives direction from the BCC;
 - Required the Commission Auditor to submit a Work Plan for each fiscal year for approval by the BCC;
 - Indicated that the approved Work Plan may be amended by a majority vote of the members present to meet circumstances and address concerns of the BCC; and
 - Directed that the Commission Auditor will, without amendment to the Work Plan, respond to requests for assistance from individual members of the BCC provided the response requires a relatively minor effort that can be accomplished without disruption to the approved Work Plan.

- Ordinance No. 03-65, adopted April 8, 2003, directed the County Manager to develop a schedule and apply performance based program review principles in reviewing the programs of each County department and agency, including all trusts and entities falling under the jurisdiction of Miami-Dade County government, at least once every eight years, commencing with the Fiscal Year 2004-2005 Budget Cycle. The ordinance directed that all performance based program reviews be performed in coordination with OCA.

- FY 2004-05 Adopted Budget, adopted September 23, 2004, instituted requirement for OCA review of certain HIV/AIDS community based organizations' expenditures pursuant to General Fund contracts.

- Ordinances No. 05-15 and 07-76, adopted January 20, 2005 and June 26, 2007, respectively, required OCA review and periodic reporting of the Manager's exercise of authority delegated in Section 2-8.1 of the Code, which section is entitled "Contracts and purchases generally."

- Ordinance No. 05-26, adopted January 27, 2005, established a twelve-month Expedited Purchasing Program (EPP) pilot project and required OCA review, evaluate and periodically report on the operation of the EPP. Ordinances No. 06-15 and 07-49, adopted January 24, 2006 and March 8, 2007, respectively, each extended the duration of the EPP and retained provisions requiring OCA review and reporting.

- Resolution No. R-195-05, adopted February 1, 2005, directed the Commission Auditor to review, analyze and make a recommendation to the BCC regarding all budget amendments proposed by the County Manager.

- Ordinance No. 07-45, adopted March 6, 2007, required that long and short term financial and capital improvement plans containing estimates be developed utilizing a professional revenue estimating process. Participants include, but are not limited to, the Director of the Office of Strategic Business

Management, the Director of the Finance Department, and the Commission Auditor, or their respective designees.

- Resolution No. R-506-07, adopted April 26, 2007, which created a Budget Section within OCA and authorized nine (9) additional positions.
- Ordinance No. 07-83, adopted June 26, 2007, conditioned the County's grant to the Performing Arts Center Trust (PACT) of \$4.1 million in operational subsidies, and any prospective funding, upon the PACT's agreement to County Manager and Commission Auditor oversight.
- Resolution No. R-917-07, adopted July 26, 2007, required OCA observe the County's contract negotiations for the purchase of optical scan voting equipment. This project ended with BCC approval of the contract award on November 6, 2007.
- Ordinance No. 08-08, adopted January 10, 2008, amended Section 2-1795 of the Code related to procedures to be followed in the preparation and adoption of the County's annual budget, including OCA's roles in the process; and it amended Section 2-481 of the Code related to the Commission Auditor's access to information.
- Ordinance No. 08-42, adopted May 6, 2008, extended the term of the Expedited Purchasing Program (EPP) through March 16, 2009 and modified the program description to no longer call it a pilot program. Requirement for Commission Auditor review and evaluation of the EPP remained although any reference to frequency was removed.
- Ordinance No. 08-86, adopted July 1, 2008, amended Article XLVII of the Code of Miami-Dade County, Florida, relating to Metro-Miami Action Plan Trust. The Trust shall present quarterly financial reports including a current statement of all accounts, to the Commission Auditor and the County Manager.
- Resolution No. 229-09, adopted March 3, 2009, directed Commission Auditor to include with each agenda item placed on the agenda a copy of legislative analysis for that particular item.
- Resolution No. R-552-09, adopted May 5, 2009, directed the Commission Auditor to prepare quarterly reports to the Board of County Commissioners on the Beacon Council's use of eight percent of the business tax previously used by the Metro-Miami Action Plan Trust
- Ordinance No. 09-104, adopted November 17, 2009, amended Section 2-1795 of the Code, relating to procedures to be followed in the preparation and adoption of the County's annual budget.

ANNUAL INDEPENDENCE & ETHICS STATEMENT

Name: _____

Position: _____

Independence – The work of the Office of the Commission Auditor (OCA) must be free in fact and appearance from personal, external and organizational impairments to independence. Independence permits the impartial and unbiased assessments that are essential to the conduct of OCA’s mission. OCA is presumed to be free of organizational impairments to independence when analyzing or auditing organizations under the Mayor or external entities. However, impairments to independence can also be personal or external in origin.

We expect OCA staff to maintain independence in the conduct of all assigned work; to be objective, fair, and impartial; and to conduct themselves so that subjects of our analyses and audits, and third parties will see our office in this way. Each staff member must promptly notify the Commission Auditor of any situation that would impair the staff member’s or the office’s independence in their work, or that might lead others to question it. If there is any doubt about whether a situation may be perceived as impairing independence, resolve the question in favor of disclosure.

As to this date, the following are areas in which I may have impairment(s) to independence: (Details may be communicated to the Commission Auditor separately).

Ethics – OCA staff members are to be guided in their work by the ethical principles of: public interest; integrity; objectivity; proper use of government information, resources and position; and professional behavior. OCA staff are also required to comply with applicable provisions of ethics-related laws and policies that apply to employees of the Board of County Commissioners including, but not limited, to, the:

- Code of Ethics for Public Officers and Employees (Florida Statutes, Chapter 112, Part III);
- Citizens’ Bill of Rights (Miami-Dade County Home Rule Charter);
- Miami-Dade County Conflict of Interest and Code of Ethics Ordinance, (Code, Section 2-11.1); and
- Protection of Employees Disclosing Specified Information (Code, Section 2-56.28).

Affirmations – By my signature below, I affirm that:

I am not aware of any circumstances that might impair my ability to be independent in my work or that might lead others to question it, except as indicated above or on attached pages. I am responsible for compliance with ethic-related laws and policies that apply to employees of the Board of County Commissioners. I will make timely written notification in the event other circumstance(s) arise that might impair or appear to impair independence with respect to my work.

Signed by: _____

Approved by: _____
Commission Auditor

Date: _____

Date: _____

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