



Agenda Item No. 1(I)1
June 3, 2014

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

M E M O R A N D U M

TO: Honorable Chairwoman Rebeca Sosa
and Members, Board of County Commissioners

FROM: Charles Anderson, CPA
Commission Auditor

A handwritten signature in black ink, appearing to read "Charles Anderson".

DATE: May 13, 2014

SUBJECT: Commission Auditor's Work Plan: Calendar Year 2014

The Commission Auditor's Calendar Year (CY) 2014 Work Plan is submitted in accordance with Sec. 2-478 of the Code. Brief status updates are included for on-going audit projects. Additional details of prior fiscal year accomplishments, for all sections, were separately published in the Commission Auditor's FY 2012-13 Annual Report, dated February 11, 2014, available online at <http://www.miamidade.gov/auditor/library/2014-02-10-annual-report.pdf>.

Essential projects pursuant to Budget Work Plan:

1. *Analyze the Mayor's proposed budget and make recommendations to the BCC regarding adjustments to the proposed budgets*
 - Conduct in-depth review and analysis of the proposed budget giving full consideration to the BCC's priorities.
 - Develop budgetary reports, by Committee and by Department on: activities cost, staffing changes, overall revenue and expenditure direction, reorganizations, selected line item review, and capital programs.
 - Develop first and second budget hearing recommendations for BCC.
2. *Review the reasonableness of all revenue estimates included in the Mayor's proposed budget.*
3. *Offer input throughout the budgetary process.*

New audit projects recommended for approval:

1. *Audit of Change Orders.* Review the change orders process to ensure County policies and procedures are complied with and the number of change orders is kept to a minimum.

2. *Audit of Animal Services Department (ASD)*. Review the consistency of ASD animal acceptance process to determine whether ASD accepts all animals brought to their shelter and investigate reasons for any non-acceptance.
3. *Audit of the Rickenbacker and Venetian Causeways Toll Collections*. Review the controls over the collection and accounting of toll revenue.

Projects included pursuant to legislative requirements (Non-Audit):

1. *Oversight of the Performing Arts Center Trust (PACT)* - Required by Ordinance No. 0783, adopted June 26, 2007. Project continues until otherwise directed by the BCC.
2. *Review of the Manager/Mayor's Exercise of Delegated Authority Pursuant to Section 2-8.1 of the Code of Miami-Dade County* - Required by Ord. No. 09-12, adopted March 3, 2009. Project continues until otherwise directed by the BCC.
3. *Beacon Council* – Required by Resolution No. R-552-09, adopted May 5, 2009. Project continues until otherwise directed by the BCC.
4. *Board Directives* – Required by Resolution No. R-256-10, adopted March 2, 2010. Project continues until otherwise directed by the BCC.
5. *Review Agenda Items with Fiscal Impact* – Required by Resolution No. R-530-10, adopted May 4, 2010. Project continues until otherwise directed by the BCC.
6. *Tourism Impact Statement* – Required by Resolution R-581-11, adopted July 7, 2011. Project continues until otherwise directed by the BCC.
7. *Complete background research on the person, organization, place or thing that is the subject of a naming, renaming or co-designation item and prepare a report detailing the findings* – Required by Ordinance No. 13-29, adopted April 2, 2013. Project continues until otherwise directed by the BCC.
8. *Review of all Procurements of the Miami-Dade County Military Affairs Board* – Required by Resolution R-868-13, adopted October 22, 2013. Project continues until otherwise directed by the BCC.

Attachment



MIAMI-DADE COUNTY BOARD OF COUNTY COMMISSIONERS

OFFICE OF THE COMMISSION AUDITOR

**COMMISSION AUDITOR'S CALENDAR YEAR
(CY) 2014 WORK PLAN**

May 13, 2014

**Charles Anderson, CPA
Commission Auditor**

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**Miami-Dade County Board of County Commissioners
Commission Auditor's CY 2014 Work Plan**

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COMMISSION AUDITOR'S CY 2014 WORKPLAN

Introduction

Mission Statement: Provide high quality, independent audits, budgetary, legislative research and other analyses and assessments to assist the Board of County Commissioners' decision-making by helping to ensure governmental accountability and the best use of public resources.

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 be limited to, providing the BCC with independent budgetary, audit, management, revenue forecasting, and fiscal analyses of BCC policies, and County services and contracts,

During the year, the OCA continued to provide the highest quality professional services by:

- Completing six (6) audit and non-audit service projects, following-up on previously unresolved findings from prior audits, providing audit technical assistance for various projects and inquiries, and continuing work on ongoing audit and non-audit projects;
- Providing analytical budgetary reports and approximately 37 responses to commissioners pertaining to various issues and budget items;
- Reviewing approximately 20 BCC and Committee agendas (averaging 34 agenda items per meeting), and providing as supplements to the BCC agenda;
- Completing background research on any person, organization, place or thing that is the subject of a naming, renaming or co-designation item as per Ordinance 13-29;
- Providing detailed financial costs and budgetary impacts analyses for items with a fiscal impact as per Resolution R-530-10;
- Providing the BCC with budget reviews for Community Redevelopment Agencies;
- Providing Tourism Impact Statements on certain legislative matters before the BCC as per Resolution R-581-11;
- Verifying accuracy of BCC directives status details and producing quarterly reports to the BCC as per resolution R-256-10;
- Providing professional staff support to the Compensation and Benefits Review Ad Hoc Committee, chaired by Commissioner Barbara Jordan; and
- Responding to formal and informal requests from the BCC on important County matters.

OCA's planned areas of emphasis for CY 2014 are:

- Auditing: Complete ongoing projects to further demonstrate our commitment to the provision of value-added services;
- Budgeting: Provide proactive, prospective budgeting information and analyses to the BCC.
- Research: Provide an enhanced targeted research and special project support to best assist the BCC.

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AUDIT WORK PLAN

Proposed Audit Projects

1. *Audit of Change Orders.* Review the change orders process to ensure County policies and procedures are complied with and the number of change orders is kept to a minimum. Contractors sometimes bid low in order to secure the contract and then increase the price via change orders. The value of change orders approved under the Miscellaneous Construction Contracts Program (contracts less than \$5 million) from September 18, 2011 through September 18, 2013 was \$7.9 million and BCC approved change orders was \$65.9 million for the same period. This audit will provide assurance that reasonable measures were taken during all stages of the construction process (planning, design and completion of the project) to minimize the incidence of change orders.
2. *Audit of Animal Services Department (ASD).* Review the consistency of ASD animal acceptance process to determine whether ASD accepts all animals brought to their shelter and investigate reasons for any non-acceptance. Determine how the “No Kill” allocation of approximately \$4M has been spent. ASD revenues are mostly generated by animal license fees, code violation fines, and animal shelter fees. In FY 2013, ASD received an annual subsidy of \$4.7M from the County’s General Fund, while the Proprietary Fee Funds totaled \$10.3M. This audit will determine reasons for shelter closures or non-acceptance of animals; number of animals euthanized; spay-neuter surgeries performed; adoptions performed, etc. This data will be compared with industry benchmarks to ensure all funds are being spent in the most efficient and effective manner.
3. *Audit of the Rickenbacker and Venetian Causeways Toll Collections.* Review the controls over the collection and accounting of toll revenue. While toll collections from other toll roads are administered by the Miami-Dade Expressway Authority and the Florida Department of Transportation, the collection and accounting of tolls from these two causeways is the responsibility of the County. Toll revenue from the two causeways was approximately \$8 million and \$3 million respectively during FY 2013. This audit will provide assurance that all toll revenues due are collected and appropriately accounted for by the County.

Audit Projects in Progress from Previous Work Plan

1. *Audit of Debt Collection Processes Phase II*
 - Provide reasonable assurance of the efficiency and effectiveness of the debt collection processes within the Regulatory and Economic Resources Department. The current *Audit of Debt Collection Processes (Phase I)* revealed that some departments do not send all delinquent accounts receivable to the Finance Department’s Credit and Collections Section (FDCCS), as required by Implementing Order 3-9. The audit also revealed that departments are not actively collecting Miami-Dade County’s code enforcement citations.
Status: Preliminary phase in progress.

2. *Audit of Internal Controls for expenditures in compliance with approved budgets for selected Community Redevelopment Agencies (CRAs)*
 - Determine whether expenditures were properly authorized in accordance with the approved budget; and
 - Examine supporting documentation, contracts and other information to determine whether tax increment funds were utilized according to the Interlocal Agreement, CRA Plan or Florida Statutes.

Status: Not Started.

3. *Audit of Information Technology Department (ITD) Software Development Process*
 - Determine whether current processes for developing systems are adequate for securing confidential and protected information; and examine the software development process to determine effectiveness, efficiency and the ability to prevent waste and project failure.

Status: Not Started.

4. *Review of Miami-Dade County Public Health Trust's (PHT) indigent health care costs funded by Surtax and Maintenance of Effort revenues.*
 - Review and verify indigent health care costs of PHT/Jackson Health Systems as provided by external auditor KPMG. Resolution No. R-1020-11, dated November 5, 2011, states that the “governing body of the PHT shall be required to ensure that the external auditor for the PHT annually provides certification and explanation to both the governing body of the PHT and to the Commission that all ad valorem/general fund support and surtax revenues that are received are used for the purpose for which they were intended.”

Status: Pending. The Commission Auditor has requested the PHT's external auditor certification and explanation that all ad valorem/general fund support and surtax revenues were used for the purpose for which they were intended.

5. *Audit of Miami-Dade Transit (MDT) Warranty Bus Parts.*
 - Review the department's internal controls and processes to determine compliance with stipulated warranty provisions to maximize recovery of warranties and to minimize out-of-pocket repair and maintenance costs.

Status: Field work phase.

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

Status: Preliminary phase. The objective and scope of the project was modified which requires additional field work.

7. *Audit of Community Small Business Enterprise (CSBE) Participation and Utilization in a Sample of County Contracts.*
 - Determine CSBE participation and utilization in compliance with the Code of Miami-Dade County.

Status: Project modified to include three separate reports:

 - *The CSBE participation and utilization on the Marlins' contract: Report writing phase*

- *Minority and local business participation which includes the Disparity Study: Field work phase*
 - *CSBE participation and utilization on other contracts: Field work phase*
8. *Audit of the County's Community Based Organizations (CBO) grant management process.*
 - Review the County's CBO grants management process for efficiency, effectiveness, and coordination of grant proposals. Additional field work was recommended during review.
Status: Field work phase.
 9. *Audit of Non-Governmental Entities' Compliance with Lease Agreements for Use of County-owned Properties.*
 - Review a sample of County leases with non-governmental entities and provide reasonable assurance that the properties are being used in accordance with lease agreements.
Status: Field work phase.

Non-Audit Services

1. Oversight of the Performing Arts Center Trust (PACT) - (BCC - Ordinance No. 0783)
 - Grant of \$4.1 million in operational subsidies and any prospective funding was conditioned upon the PACT's agreement to County Manager/Mayor and OCA oversight.
Status: Project continues until otherwise directed by the BCC.
2. Review of the Manager/Mayor's Exercise of Delegated Authority Pursuant to Section 2-8.1 of the Code of Miami-Dade County.
 - Required by Ord. No. 09-12, adopted March 3, 2009.
Status: Project continues until otherwise directed by the BCC.
3. Beacon Council
 - Resolution No. R-552-09, adopted May 5, 2009, directed OCA to prepare quarterly reports to the BCC on The Beacon Council's use of the eight percent of the business tax previously utilized by the Metro-Miami Action Plan (MMAP) Trust.

The Beacon Council has provided the OCA information with supporting documentation relating to Targeted Urban Areas and Enterprise Zones closed projects, visitations analysis and expense allocations relating to use of the eight percent (8%) portion of the business tax allocation. OCA has reviewed the information and a report is being drafted.
Status: Reporting phase.
4. Board Directives
 - Resolution No. R-256-10, adopted March 2, 2010, directed the Commission Auditor to utilize the Directives Database maintained by the Clerk of the Board to track and follow-up on directives and requests contained herein. Status reports, with supplemental information, are submitted to the BCC on a quarterly basis.
Status: Project continues until otherwise directed by the BCC.

5. Report/Audit of Various County Departments/Offices/Agencies
 - These are audits of various County departments/offices/agencies with an initial focus on entities funded by the General Fund. The goal is to provide objective analyses so that management and those charged with governance and oversight can use the information to improve program performance and operations, reduce costs, facilitate decision making and contribute to public accountability.
Status: As needed.

6. Tourism Impact Statements (TIS)
 - Resolution No. R-581-11, adopted July 7, 2011, directed the Commission Auditor to provide a Tourism Impact Statement on certain legislative matters before the BCC; and the Office of Intergovernmental Affairs to track bills in the Florida Legislature for potential impact on Miami-Dade County tourism.
Status: Project continues until otherwise directed by the BCC.

7. Procurement of the Miami-Dade County Military Affairs Board
 - Resolution No. R-868-13, adopted October 22, 2013 (approving Implementing Order 3-59), directed the OCA and the Office of the Inspector General (OIG) to review all procurements undertaken by the Military Affairs Board on a quarterly basis. The OCA or the OIG shall present a report to the BCC regarding all procurements undertaken by the Military Affairs Board pursuant to the Implementing Order.
Status: Project continues until otherwise directed by the BCC.

8. Review of Community Redevelopment Agencies' Budgets
 - These budget reviews include 13 CRAs. The goal is to ensure that the budgeted projects and expenditures are in compliance with applicable Florida Statutes and Miami-Dade County ordinances and resolutions for those budgets submitted for BCC approval.
Status: Project continues until otherwise directed by the BCC.

Follow-up Projects

Pursuant to Sec. 8.05(4) of Government Auditing Standards (Reporting Standards), performance audits require a follow up audit to determine whether appropriate corrective actions have been taken. The OCA's internal policy requires this follow up be scheduled within one year of the issuance of the final report.

1. Review of Unpaid Toll Violations by Miami-Dade County Fleet
Status: Reporting Phase.

2. Review of Community Action Agency Operations
Status: Field work phase.

3. Audit of Internal Controls for the Protection of Electronically Stored Personal and Health Information: Community Action and Human Services
Status: Field work phase.

4. Audit of Internal Controls for the Protection of Electronically Stored Personal and Health Information: Public Housing and Community Development
Status: Field work phase.

5. Audit of User Access Program (UAP) Exemptions
Status: Not Started.

6. Audit of Accountability for Computer Equipment Purchased from FY 2008-09 through FY 2010-11
Status: Not Started.

Audit Projects Completed/Closed During Prior Year

1. Audit of Accountability for Computer Equipment Purchased from FY 2008-09 through FY 2010-11 – *Report issued June 5, 2013*
2. Audit of User Access Program (UAP) Exemptions – *Report issued October 22, 2013*
3. Audit of Debt Collection Processes Phase I – *Report issued March 25, 2014*
4. Audit of MDT Advertisement Revenue Collection Program – *Report issued April 2, 2014*
5. Closure Memo: Audit of Property Exempt from Taxation per Florida Statutes. Audit closed due to scope limitation. According to the County Attorney's Office, Section 193.074 Florida Statutes, lists specific offices that are required to maintain the confidentiality of records in their possession. The OCA is not a listed agency and therefore is required to obtain a court order as a condition to review the requested records - *Closure Memo issued July 1, 2013*
6. Closure Memo: Review of Procurement Processes, including Change Orders, Sole Source Contracts, Debarment and Suspension Procedures, and Selection Committees. Audit closed since the Procurement Management Services Division of the Internal Services Department initiated enhancements to the procurement processes that addressed the audit issues - *Closure Memo issued July 1, 2013*

Non-Audit Services Completed During Prior Year

1. Review of FY 2012-13 Budgets for the CRAs
 - March 4, 2013 – *South Miami*
 - September 3, 2013 - *North Miami Beach & Miami Beach City Center*
 - September 27, 2013 - *Southeast Overtown/Park West, Omni & Midtown Miami*
2. Analysis of Excise Gas Tax Paid to Miami-Dade County from FY 2009-10 through FY 2011-12 – *Report issued July 25, 2013*
3. Tourism Impact Statement – Resolution R-581-11
In accordance with Resolution R-581-11, OCA provided the BCC with nine (9) reports on legislative matters that may positively or negatively impact Miami-Dade County tourism.

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BUDGET WORK PLAN

1. **Review the reasonableness of all revenue estimates included in the Mayor's proposed budget**
 - Review information on economic and revenue conferences sponsored by the State of Florida Economic Demographic Research Department, the Florida Senate and the Florida House of Representatives for the latest revenue updates (*October-December*) and (*June-August*).
 - Analyze monthly State of Florida revenue distributed to the counties for local trends and the potential of future adjustments to revenue streams (*Monthly*).
 - Develop revenue assumptions and analyze historical data for utilization at the County Revenue Estimating Conferences (*as necessary between December-July*).
 - Attend and participate in the Social and Economic Development Council meetings (*Quarterly*).
 - Conduct an in-depth review and analysis on the proposed budget revenue (*July-September*).

2. **Assist the BCC in compiling its Budget Priorities**
 - If requested, assist BCC Committee Chairs in developing Committee priorities (March-May).
 - Correlate BCC priorities with the Mayor's budget priorities (March-May).

3. **Offer input throughout the budgetary process**
 - Meet with department personnel to obtain an understanding of major issues (*Quarterly*).
 - Review State of Florida budgetary issues and their impact on the County budget.
 - Review departmental business plans and performance indicators for future goals and objectives from County administration to analyze their alignment with BCC goals and objectives (*February-April*).
 - Review departmental budget submission drafts, attend Committee meetings and discuss issues of concern as required (*February-May*).

4. **Analyze the Mayor's proposed budget and make recommendations to the BCC regarding adjustments to the proposed budgets**
 - Conduct in-depth review and analysis of the proposed budget giving full consideration to the BCC's priorities (*July-September*).
 - Develop budgetary reports, by Committee and by Department on: activities cost, staffing changes, overall revenue and expenditure direction, reorganizations, selected line item review, and capital programs (*July-August*).
 - Develop first and second budget hearing recommendations for BCC (*September*).
 - Prepare a budget for the County if requested by the Commission.

5. **Provide periodic reports to the BCC which shall include, but not limited to, the following:**
 - Create written correspondence, as necessary and/or requested, for various budgetary issues during the year.
 - Review BCC Committee agendas for budgetary concerns within legislative items and coordinate with the OCA Research staff (*Monthly*)
 - Provide assistance to the Audit and Research staff as requested.

6. **Monitor budget performance**
 - Review, analyze and make recommendations to the BCC regarding all proposed budget amendments.
 - Monitor the County's budget as necessary and take exception to improper specific expenditures incurred by any County department, agency or entity.
 - Review intradepartmental budget amendments for compliance with Ordinance No. 07-45 and report to the BCC.
 - Review interdepartmental budget transfers for compliance with Ordinance No. 07-168 and report to the BCC.
 - Evaluate the County Administration quarterly budget report, comparing the report to existing County budget and financial systems.
 - Examine the County's five-year financial plan for accuracy in budgetary assumptions utilizing historical data and future funding trends (*December-January*).

7. **Perform special budgetary, financial and taxation analyses and provide policy assistance to the BCC as required**
 - Arrange for site visits to each Department to enhance understanding of its mission, business plan, strategic initiatives, and performance measures (*Quarterly*).
 - Select, analyze, and report on County departmental activities (*January-May*).
 - Provide special reports as requested.

8. **Review Agenda Items with Fiscal Impact**
 - Required by Resolution No. R-530-10, adopted May 4, 2010, directed the Commission Auditor to track all agenda items with a fiscal impact for the required financial budgetary impact analysis and to identify for the BCC those items which do not include the required information (*Bi-Monthly*).

RESEARCH WORK PLAN

Pursuant to Ordinance 03-2 and Article XLVII of the Code of Miami-Dade County, the Commission Auditor is charged with the following responsibilities on behalf of the Commission:

- To determine the extent to which legislative policies are being faithfully, efficiently and effectively implemented by the County Mayor and County personnel;
- To give information to the Commission whenever required regarding any subject relating to the affairs of the County;
- To inform about pending legislation, issues and proposals coming before the Commission and provide independent assessments including, but not limited to, a fiscal impact analysis of all ordinances and resolutions on the Commission agenda;
- To determine whether County programs are achieving their desired objectives; and
- To review both administrative control and executive control systems as established by the County Mayor and departmental personnel, and to determine whether such control systems are adequate and effective in accomplishing their objectives.

In accordance with the above ordinance, the Research Section performs the following:

1. Provide legislative research and analyses to support regular BCC meetings and special meetings of the BCC.
2. Review each agenda to evaluate the reasonableness and completeness of the information presented, as well as to evaluate the merits and impacts of the proposed transactions and/or legislation.
3. Complete background research on the person, organization, place or thing that is the subject of a naming, renaming or co-designation item and prepare a report detailing the findings.
4. Pursuant to BCC directive or Commissioners' request, OCA will conduct research and provide reports which shall include (where appropriate) best practices and comparative analysis.
5. Conduct research and provide reports upon the request of the BCC or a Commissioner.
6. Prepare and conduct briefings related to legislative agendas upon the request of a Commissioner.
7. Determine the extent to which proposed legislation is consistent with current policy and the proposed legislation's implications relative to future policy.
8. Determine the extent to which legislative policies are being faithfully, efficiently and effectively implemented by the Mayor and County personnel and provide periodic reports to the BCC as needed.

MISCELLANEOUS REQUESTS FOR ASSISTANCE

Respond to oral requests from individual members of the BCC, provided the response requires a relatively minor effort that can be accomplished without disruption of the approved work plan.