

**Scorecard - Audit and Management Services**

**Information**

**Name:** Audit and Management Services  
**Description:** n/a  
**Domain:** AMS  
**Owners:** Jackson, Cathy (AMS); McKee, Nancy

**Details**

	As Of		Actual	Target		FYTD Actual	FYTD Target
<b>1.0 Customer</b>							
<b>Monitor Auditee Corrective Actions (AMS)</b>							
Complete planned follow-up audits.	'15 FQ3		0%	10%		15%	30%
<b>Communicate Audit Results Timely (AMS)</b>							
Issue draft reports within 90 days of fieldwork completion.	'15 FQ3		50%	50%		50%	50%
<b>2.0 Financial</b>							
<b>Meet Budget Targets (Audit and Management Services)</b>							
Expen: Total (Audit & Mgmt Svcs)	'15 FQ3		\$972K	\$1,121K		\$3,094K	n/a
Revenue: Total (Audit & Mgmt Svcs)	'15 FQ3		\$0K	\$1,121K		\$0K	\$2,242K
Positions: Full-Time Filled (AMS)	'15 FQ3		34	37		n/a	n/a
				(30 - 37)			
<b>Budget Implementation: FY 10-11 (AMS)</b>							
<b>Initiative Name</b>	<b>Type</b>	<b>As Of</b>	<b>Status</b>				<b>Owners</b>
Eliminate 2 vacant Audit Supervisor positions , and 3 vacant Associate Auditor positions. (AMS-1)		n/a	n/a				Jackson, Cathy (AMS)
<b>Sound asset management and financial investment strategies (AMS)</b>							
Net Audit Assessment	'15 FQ3		\$5,744	\$500,000		\$362,717	\$1,500,000
Audit Assessments Collected	'15 FQ3		\$1,420,953	\$1,000,000		\$2,002,108	\$3,000,000
Audit Reports or Deliverables	'15 FQ3		2	30		16	100
Complete Risk Assessment Analysis and Develop Audit Plan	2015 FY		100%	100%		100%	100%
<b>Budget Implementation FY 09-10 (AMS)</b>							
<b>Initiative Name</b>	<b>Type</b>	<b>As Of</b>	<b>Status</b>				<b>Owners</b>
Eliminate 6 positions in Audit Services (AMS-1)		10/31/2009	Complete			100%	Jackson, Cathy (AMS)
Eliminate 1 position in Administration (AMS-2)		10/31/2009	Complete			100%	Jackson, Cathy (AMS)
<b>3.0 Internal</b>							
<b>4.0 Learning and Growth</b>							
<b>Staff Development and Certification (AMS)</b>							
Audit Staff Professionally Certified	'15 FQ3		65%	55%		67%	55%
Hold Quarterly Staff Meetings	'15 FQ3		1	1		3	3
Complete Evaluations Within 30 Days After Due Date.	'15 FQ3		33%	90%		52%	90%
Maintain a High Training Satisfaction Rate.	2014 FY		100%	95%		100%	95%
Continuing education hours	2015 FY		0	40		0	40

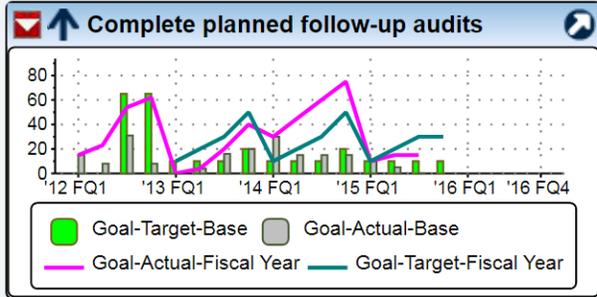
**Business Plan Report - Audit and Management Services**

Scorecard	Description							Owners
Audit and Management Services								Jackson, Cathy (AMS); McKee, Nancy
Initiatives Linked to Scorecard	Est. Start	Est. End	Type	As Of		%	Status	Owners
Eliminate 6 positions in Audit Services (AMS-1)	10/1/2009	9/30/2010		10/31/2009		100%	Complete	Jackson, Cathy (AMS)

**1.0 Customer**

Objective	Description	Owners
Monitor Auditee Corrective Actions (AMS)	Conduct follow-up audits to assure key audit findings are appropriately and timely addressed.	Jackson, Cathy (AMS); McKee, Nancy; Audit Management Services
Grandparent Objectives	Description	Owners
GG4 Effective management practices		Miami-Dade County
Parent Objectives	Description	Owners
GG4-1 Provide sound financial and risk management		Miami-Dade County

Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Complete planned follow-up audits.	'15 FQ3	0%	10%	-10%	Jackson, Cathy (AMS); McKee, Nancy

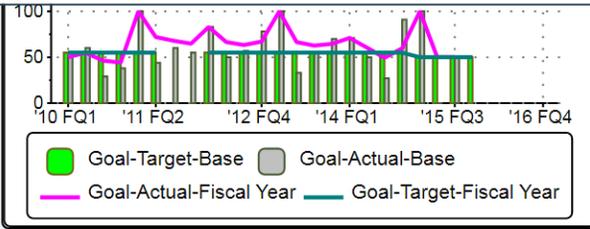


Objective	Description	Owners
Communicate Audit Results Timely (AMS)		Jackson, Cathy (AMS); McKee, Nancy; Audit Management Services
Grandparent Objectives	Description	Owners
GG4 Effective management practices		Miami-Dade County
Parent Objectives	Description	Owners
GG4-1 Provide sound financial and risk management		Miami-Dade County

Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Issue draft reports within 90 days of fieldwork completion.	'15 FQ3	50%	50%	0%	Jackson, Cathy (AMS); McKee, Nancy



**Business Plan Report - Audit and Management Services**



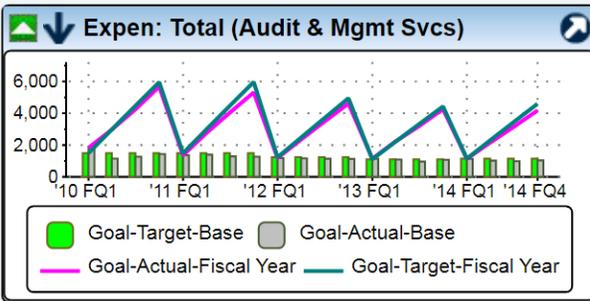
**2.0 Financial**

Objective	Description	Owners
Meet Budget Targets (Audit and Management Services)		Jackson, Cathy (AMS); McKee, Nancy; Audit Management Services

Grandparent Objectives	Description	Owners
GG4-2 Effectively allocate resources to meet current and future operating and capital needs		Miami-Dade County

Parent Objectives	Description	Owners
Meet Budget Targets (All Miami-Dade County)	This is the parent objectives to all departmental "Meet Budget Targets" objective. This is the child objective to the County's Strategic Plan Objective, "GG4-2: Effectively allocate and utilize resources to meet current and future operating and capital needs."	Moon, Jennifer (OMB)

Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Expen: Total (Audit & Mgmt Svcs)	'15 FQ3	\$972K	\$1,121K	\$149K	Jackson, Cathy (AMS); McKee, Nancy



Child Measures	Period	Actual	Target	Variance	Owners
Expenditure: Personnel Costs (AMS)	'15 FQ3	\$948K	\$1,067K	\$-119K	Jackson, Cathy (AMS); McKee, Nancy
Expenditure: Court Costs (AMS)	'15 FQ3	\$0K	\$0K	\$0K	Jackson, Cathy (AMS); McKee, Nancy
Expenditure: Contractual Services (AMS)	'15 FQ3	\$0K	\$0K	\$0K	Jackson, Cathy (AMS); McKee, Nancy
Expenditure: Other Operating (AMS)	'15 FQ3	\$23K	\$47K	\$-24K	Jackson, Cathy (AMS); McKee, Nancy
Expenditure: Charges for County Services (AMS)	'15 FQ3	\$1K	\$3K	\$-2K	Jackson, Cathy (AMS); McKee, Nancy
Expenditure: Grants to Outside Organizations (AMS)	'15 FQ3	\$0K	\$0K	\$0K	Jackson, Cathy (AMS); McKee, Nancy
Expenditure: Capital (AMS)	'15 FQ3	\$0K	\$4K	\$4K	Jackson, Cathy (AMS); McKee, Nancy

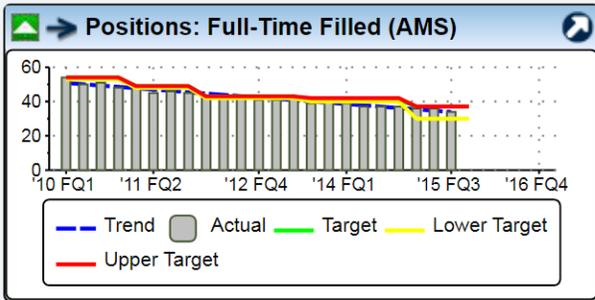
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Expenditure: Transfers Out (AMS)	▲	'15 FQ3	\$0K	\$0K	\$0K	Jackson, Cathy (AMS); McKee, Nancy
Expenditure: Distribution of Funds in Trust (AMS)	▲	'15 FQ3	\$0K	\$0K	\$0K	Jackson, Cathy (AMS); McKee, Nancy
Expenditure: Debt Service (AMS)	▲	'15 FQ3	\$0K	\$0K	\$0K	Jackson, Cathy (AMS); McKee, Nancy
Expenditure: Depreciation, Amortization, Depletion (AMS)	▲	'15 FQ3	\$0K	\$0K	\$0K	Jackson, Cathy (AMS); McKee, Nancy
Expenditure: Reserves (AMS)	▲	'15 FQ3	\$0K	\$0K	\$0K	Jackson, Cathy (AMS); McKee, Nancy
Expenditure: Intradepartmental Transfers (AMS)	▲	'15 FQ3	\$0K	\$0K	\$0K	Jackson, Cathy (AMS); McKee, Nancy
Expenditure: Other Non-Operating (AMS)		'15 FQ3	0	n/a	n/a	Jackson, Cathy (AMS); McKee, Nancy

Revenue: Total (Audit & Mgmt Svcs)	▼	'15 FQ3	\$0K	\$1,121K	\$-1,121K	Jackson, Cathy (AMS); McKee, Nancy
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Child Measures		Period	Actual	Target	Variance	Owners
Revenue: Carryover (AMS)	▲	'15 FQ3	\$0K	\$0K	\$0K	Jackson, Cathy (AMS); McKee, Nancy
Revenue: Interagency/Intradepartmental (AMS)	▼	'15 FQ3	\$0K	\$565K	\$-565K	Jackson, Cathy (AMS); McKee, Nancy
Revenue: General Fund (AMS)	▼	'15 FQ3	\$0K	\$556K	\$-556K	Jackson, Cathy (AMS); McKee, Nancy
Revenue: Proprietary (AMS)	▲	'15 FQ3	\$0K	\$0K	\$0K	Jackson, Cathy (AMS); McKee, Nancy
Revenue: State (AMS)	▲	'15 FQ3	\$0K	\$0K	\$0K	Jackson, Cathy (AMS); McKee, Nancy
Revenue: Federal (AMS)	▲	'15 FQ3	\$0K	\$0K	\$0K	Jackson, Cathy (AMS); McKee, Nancy

Positions: Full-Time Filled (AMS)	▲	'15 FQ3	34	37	-3	Jackson, Cathy (AMS); McKee, Nancy
(30 - 37)						



Objective	Description	Owners
Budget Implementation: FY 10-11 (AMS)		Jackson, Cathy (AMS)

Initiatives Linked to Objective	Est. Start	Est. End	Type	As Of	Progress	Status	Owners
Eliminate 2 vacant Audit Supervisor positions, and 3 vacant Associate Auditor positions. (AMS-1)	10/1/2010	9/30/2011		n/a		n/a	Jackson, Cathy (AMS)

Objective	Description	Owners
Sound asset management and financial investment strategies (AMS)	Use risk-based techniques to identify high risk/high-impact audit subjects in developing the audit plan. Produce constructive recommendations that promote high-impact, specific dollar savings, process improvements, or cost avoidance. Use computerized audit technology to conduct high-impact audits.	Jackson, Cathy (AMS); McKee, Nancy; Audit Management Services

Grandparent Objectives	Description	Owners
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**Business Plan Report - Audit and Management Services**

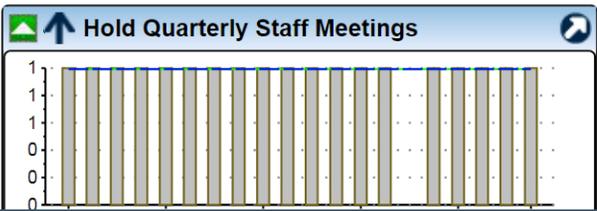
GG4 Effective management practices							Miami-Dade County
Parent Objectives		Description				Owners	
GG4-1 Provide sound financial and risk management						Miami-Dade County	
Measures Linked to Objective		Period	Actual	Target	Variance	Owners	
Net Audit Assessment	▼	'15 FQ3	\$5,744	\$500,000	-\$494,256	Jackson, Cathy (AMS); McKee, Nancy	
Audit Assessments Collected	▲	'15 FQ3	\$1,420,953	\$1,000,000	\$420,953	Jackson, Cathy (AMS); McKee, Nancy	
Audit Reports or Deliverables	▼	'15 FQ3	2	30	-28	Jackson, Cathy (AMS); McKee, Nancy	
Complete Risk Assessment Analysis and Develop Audit Plan	▲	2015 FY	100%	100%	0%	Jackson, Cathy (AMS); McKee, Nancy	

Objective	Description							Owners	
Budget Implementation FY 09-10 (AMS)								Jackson, Cathy (AMS)	
Initiatives Linked to Objective	Est. Start	Est. End	Type	As Of			%	Status	Owners
Eliminate 6 positions in Audit Services (AMS-1)	10/1/2009	9/30/2010		10/31/2009			100%	Complete	Jackson, Cathy (AMS)
Eliminate 1 position in Administration (AMS-2)	10/1/2009	9/30/2010		10/31/2009			100%	Complete	Jackson, Cathy (AMS)

**3.0 Internal**

**4.0 Learning and Growth**

Objective	Description				Owners
Staff Development and Certification (AMS)	Identify staff needs and provide training. Maintain open communication with employees to promote healthy exchange of ideas. Complete annual reviews timely. Give hiring and promotional preference to certified individuals.				Jackson, Cathy (AMS); McKee, Nancy; Audit Management Services
Grandparent Objectives	Description				Owners
GG2 Excellent, engaged workforce					Miami-Dade County
Parent Objectives	Description				Owners
GG2-1 Attract and hire new talent					Miami-Dade County
GG2-2 Develop and retain excellent employees and leaders					Miami-Dade County
Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Audit Staff Professionally Certified	'15 FQ3	65%	55%	10%	Jackson, Cathy (AMS); McKee, Nancy
Hold Quarterly Staff Meetings	'15 FQ3	1	1	0	Jackson, Cathy (AMS); McKee, Nancy

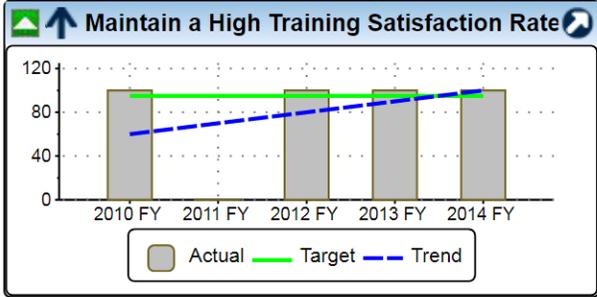


**Business Plan Report - Audit and Management Services**

'10 FQ1 '11 FQ1 '12 FQ1 '13 FQ1 '14 FQ1 '14 FQ4

Actual Target Trend

Complete Evaluations Within 30 Days After Due Date.	❌	'15 FQ3	33%	90%	-57%	Jackson, Cathy (AMS); McKee, Nancy
Maintain a High Training Satisfaction Rate.	✅	2014 FY	100%	95%	5%	Jackson, Cathy (AMS); McKee, Nancy



Continuing education hours	❌	2015 FY	0	40	-40	Jackson, Cathy (AMS); McKee, Nancy
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